KACOON
MAGAZINE

Cultural Project:
Master's Degree in Arts and Cultural Management
Kacoon

uic
barcelona

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Victor Sánchez

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The Business

KACOON IS A DIGITAL MAGAZINE FOCUSING ON THE INTERCONNECTION BETWEEN ART AND TECHNOLOGY

The magazine is based in Barcelona but has an international outreach that will be. The magazine operates under three sections

K-Lite, the interactive mobile app platform

It consists of **dynamic content** such as: event reviews, videos, pictures, interactive content like surveys, and discussion boards for members. The purpose of this content is to **spark an interest** in people who are curious to know more about the field of art and technology, **engage young people** in this field, and **create a young and dynamic community** through the online discussions. The app will be available to download for free for Android and Apple phones. There will be space for advertisements on the app.
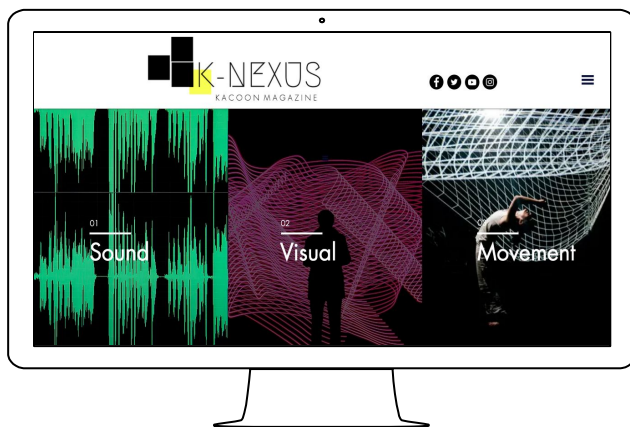
K-Nexus, the online web platform

It's the bridge between K-Lite and K-Journal and it consists of more **in depth content** such as articles, op eds, and interviews. The purpose of this content is to **develop a deeper understanding** and knowledge of the art and technology industry, and **engage a wider range of professionals, students and researchers** who want to keep up to date with the industry and learn more. This content will also be used to create a **wider online community** through the different social media channels and the online magazine.The content of K-Nexus will be available under the domain of **kacoon.com/k-nexus** with free content for the readers and space for advertisers. The content will cover the technological impact in three areas of art: **sound, visual and movement**. This includes music, sound design, dance, theatre, visual arts, and audiovisual arts.

K-Journal, the research based printed journal

It consists of **more developed academic content** and a printed biannual journal with research papers, theses, and dissertations in the field of art and technology. The purpose of this content is to **establish Kacoon as a reputable art and technology journal** that is an important reference in the field it specialises in, and **engage post-graduate and PhD students and graduates** as well as **professionals** in that field who would like to learn more about the research in the field of their own work or research. The content of K-Journal will be available in **printed and digital formats**. The reader will pay to access this content and there will be no advertisements.

July 2020
Launch of K-Nexus

December 2020
Launch of K-Lite

July 2021
Launch of K-Journal

ILLUMINATING THE INTEGRATION OF TECHNOLOGY IN THE ARTS

The Story

Beyond the concept of digital magazine, Kacoon offers a multi-channel platform connected to the world through diversified content. It is fueled from the richness of the arts and technology sector which is growing every day creatively and economically.

The initial idea was ignited due to the lack of a place of interaction where the knowledge of the transdisciplinarity of contemporary art and new technologies is **open to all the public.**

To counteract this, **Kacoon's proposal** is the creation of a digital magazine with three main channels through which it will share three levels of content; offering a two-way flow between the most in-depth and most dynamic content.

The **target market** is focused in three segments following each of the levels of content and its channels. From young hyperconnected people to professionals in the field, Kacoon is open and aiming to create diverse readers that have been touched by the intersection of art and tech.

The competitive advantage of Kacoon lies in its content which is high quality, educative, adaptable, and present on multiple platforms.

Kacoon is composed of an **international team** with experience in the field of arts management, performing arts production, as well as the technological, audiovisual and editorial industries.

"Keep Knowledge Alive"

The Team

The team at Kacoon is composed of a **multidisciplinary** and **international** group of people. Kacoon was born of one main aspect that all the team had in common: a **keen interest and passion for arts and technology**. The team has specialisations in performing arts, music engineering, and multimedia production, and in each of these fields **technology plays a key role**.

Nidia Beltrán - General Director, Content & PR Manager
Mexican, 25 years old.

Graduate in Communication, Advertising, and Public Relations. She has been running an online arts magazine since 2014 back in Mexico, collaborating as a content creator, editor, and PR with the main producers in the independent scene of Guadalajara.

Alessandra Coretti - Marketing & Communications Manager
Italian, 36 years old.

Graduate in Performing Arts and Multimedia Production, she has professional experience in international cultural networks and coordinating transdisciplinary projects. She has a critical eye when it comes to the core ideas of the business.

Kirsty Bryce - Design, Social Media & IT Manager
Belgian/Scottish, 22 years old.

Graduate in Audio Engineering, she has experience in social media management and academic training in the creative and audiovisual industries. She combines her technical and creative skills to maintain the identity of Kacoon.
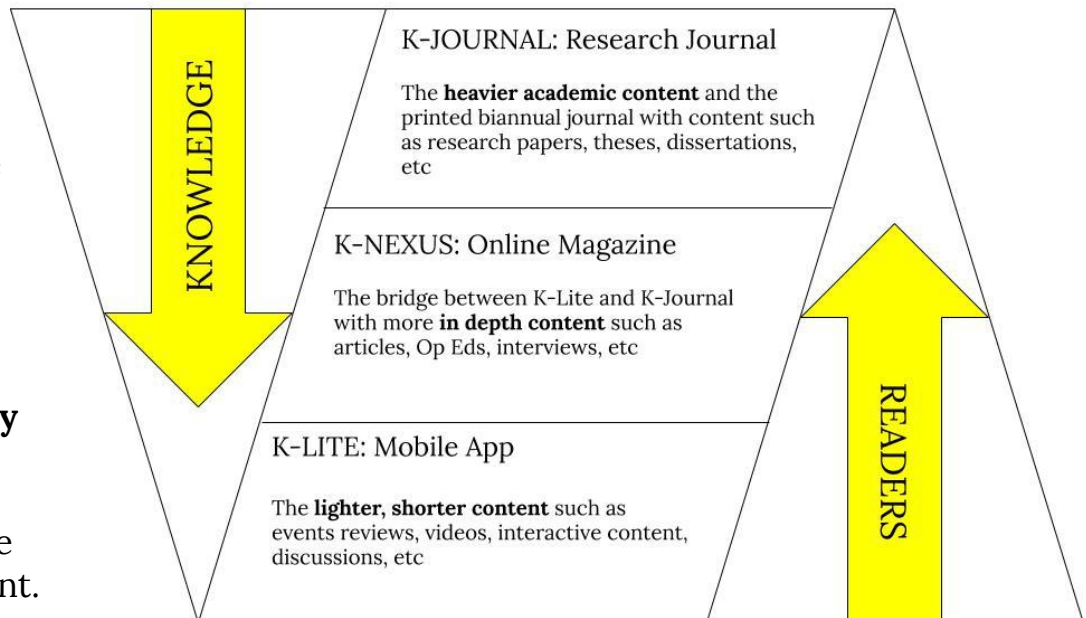
Víctor Sánchez - Financial Director
Mexican, 30 years old.

With experience in the management field of different types of companies, Víctor has both the practical and theoretical knowledge of management and on how a financial plan needs to be put into practice.

The Structure

The Kacoon Magazine is a **non-profit organization** owned by its founders: Kirsty Bryce, Nidia Beltrán, Alessandra Coretti, and Victor Sánchez. As a non-profit organization registered in Spain, Kacoon is legislated by the "Ley Orgánica 1/2002".

The structure of Kacoon is the following: a **two funnel systems**. The first funnel is the **dissemination** of knowledge from K-Journal to K-Lite. The second funnel system is the **journey of the readers**, who are encouraged to delve deeper into the other types of content.

KNOWLEDGE

K-JOURNAL: Research Journal

The **heavier academic content** and the printed biannual journal with content such as research papers, theses, dissertations, etc

K-NEXUS: Online Magazine

The bridge between K-Lite and K-Journal with more **in depth content** such as articles, Op Eds, interviews, etc

K-LITE: Mobile App

The **lighter, shorter content** such as events reviews, videos, interactive content, discussions, etc

READERS

The Local and International Presence

During the **first stage** of the project, Kacoon has its headquarters in **Barcelona**, where its main area of coverage is as of now. The targeted territories are **worldwide** as it is mainly based **online**, and the main languages are **English, Spanish, and Catalan**.

Progressively as the magazine is **developed**, there will be **multiple HQs worldwide** with each HQ focusing on what is happening in their own city. The content for each city will be published in their **native language(s) and in English.**

The Aims and Values

Kacoon's motto is to **"keep knowledge alive"**. The goal is to keep knowledge alive through the coverage of research, creation, and experimentation. Kacoon believes that knowledge should be open for everyone, and it is important to keep a record of the research in the global contemporary arts and technology field.

Vision

The vision of Kacoon is to become a **global point of reference** for all professionals and researchers in the field of arts and new technologies. It aims to create **an active space connecting** scientific research and artistic experimentation with a wide public, becoming **a new voice in the field** that stands out due to the quality of its content but also for its innovative perspective.
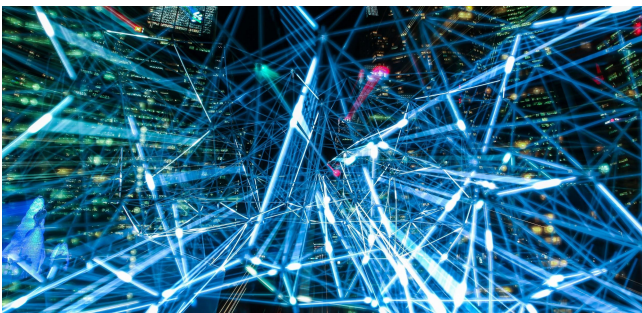

Mission

Kacoon's mission is to create a **physical and online space** that offers open access to content of **high quality** and **reputation** to learn more about the research and current creations in the art and technology industry.

Values

The core values of the company are **creativity, open access to knowledge and high quality content, innovation, and curiosity**. Kacoon values open knowledge in order to create a global community of people interested in the field of contemporary arts and new technologies.
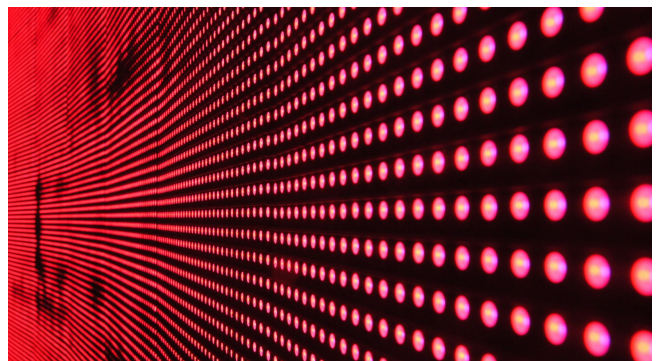
The Goals

Short Term Goals

Build and engage a local audience in Barcelona interested in art and technology, encouraging the participation of the young generation.

Objectives:

- Create an app, **K-Lite**, specifically for a younger and dynamic audience.
- Create an online magazine, **K-Nexus**, with carefully curated content such as articles and interviews.
- Create the content in **English, Spanish, and Catalan.**
- Follow and cover all the **most important events** that there are happening in the city about art and technology.
- **Update the content** of the platforms every day and make it easily accessible to the users.

Long Term Goals

- Support the work of artists, with particular attention to **emerging artists**, to promote their **visibility and recognition**
    - **Objectives**: Undertake continuous scouting activities to discover the most interesting artists of the sector and give them a space of visibility on the online platform.
- Create a **network that connects** young artists with professionals, academics with unconventional thinkers, professionals with community
    - **Objectives:** Cooperate with universities and cultural institutions, involve researchers and professionals in the creation of K-Journal, and create networking opportunities between artists and researchers of the sector.
- **Build multiple art/tech communities** in different cities around the world
    - **Objectives:** Create partnerships with international institutions (international partners and stakeholders), attend worldwide events and festivals of the sector such as Transmediale and Ars Electronica, and provide content in English.

These goals will be met by **building an international network** of researchers, experts, artists, and writers who can help Kacoon to grow and develop into the platform it strives to be.

Financial Goals

Kacoon is estimated to reach the breakeven point one year after the official launch of the online magazine (July 2020).

- Develop a **hybrid financial structure** that is economically sustainable (designing a pricing strategy based on: advertising, membership, on-demand content, donations, patronage).

The SWOT Analysis

- The **specialization** of the content.
- The project doesn't require a big economic investment.
- Its **network base**, which makes it less expensive and more vibrant and updated, always having the highest quality.
- The **internationality and diverse** profiles of the founders.

- The **richness** in the intersection between the arts and the technology.
- The **dynamism** of online networks.
- The **simplicity** of providing online content.
- The **huge market growth** in this sector in Spain and Barcelona.
- Spain is in the fifth place in the ranking of countries that have **attracted the most investment in technology** since 2013 (which could be a counterweight to the weakness of not being catalan in order to apply to public funding).[1]

- International team in a very empowered and patriotic territory as Catalunya, it might be difficult to **compete with Catalan** names in Barcelona, or to get public funding from La Generalitat.
- The project highly depends on the **brand recognition**, which takes time.

- **Digital content saturation** that makes every new proposal of an online magazine somewhat irrelevant.
- The difficulty of a financial plan that has a **profit**.

The Risk Management Plan

Potential risks	How we will manage/deter them
Struggle to provide regular content and updates.	Pre-plan future content and create backlogs of content so we can always be ready and up to date with information.
Deliver less than good translation of articles.	Invest in licensed and trustworthy translators.
Struggle to establish and maintain relationships with universities in Barcelona.	Focus on our contacts around the world to ensure our reputability to increase our chances of developing partnerships with universities. Networking.
Difficulty to produce content for the three platforms.	Focus mostly on online content because it's more cost effective and easier to maintain at first, then progressively introduce the other platforms when the online magazine will be economically stable by then.
Struggle to maintain the connection to the city.	Focus on covering local events (not just international), attend networking events, interviews with local artists and researchers to maintain relationships and connection to the city.

[1] *Source: Report on the "Situation of the European Technology Sector" by Atomico*

The Human Resources Strategy

Name	Job title	Department	Responsibilities	Salary
Nidia Beltrán	General Director, Public Relations	Content Department	Develop and implement strategic plans for the organization. Manage committee and staff. Ambassador of the project, she is in charge of looking for new partnerships and is in dialogue with the various stakeholders of the organization.	1.340€ per month
Alessandra Coretti	Marketing / Communication Manager	Marketing / Communications Department	Planning, coordination, and monitoring internal and external communication, creation of press releases, brand management, media relation, networking.	1.340€ per month
Kirsty Bryce	Design Social Media management Technical assistant (webmaster) App developer	Communications / IT Department	Study and manage the visual identity of the brand. Management of a social media plan, creation of viral campaigns. Design and implement web activities. The development of the K-Lite app and manage the communication and engagement with the audience.	1.340€ per month
Victor Sanchez	Financial Director	Financial and Administrative Department	Management of the economic activities of the company. Preparation of an annual budget and analysis of the sources of income.	1.340€ per month
Part-time worker	Editor-in-Chief	Content Department	Management of the editorial tasks of K-Nexus, planning of the content, and networking amongst press offices.	1.340€ per month
Freelancers	Journalists & Photographers	Content Department	Writing journalistic reviews, feature articles, and interviews. Photographing the covered events.	30€ per article or set of photos
Outsourced	Lawyer	Administrative Department	Legal assistance, copyright.	180€ per consultation
Outsourced	Translators	Content Department	Translation of research articles to English.	400€ per month
Outsourced	Research Articles Reviewers	Content Department	Following the Chicago international standards of the research articles.	350€ per research article
University	Intern	Communications / Content Department	Support editorial needs.	397€ per month

After the first year and the first printed publication of the journal, the **team will grow in number**. Also in this next stage, the door will be open to begin **bringing to life other Kacoon satellites in different cities** that match the innovation in the field of arts & tech of Barcelona. This includes cities such as in Paris, Milan, Brussels, Berlin, Edinburgh, London, Vienna, Amsterdam, and Guadalajara. Of course this will take place over a long period of time.

The **editor-in-chief** will be a hired person that is **active in the arts & tech field of Barcelona**. This person needs to be experienced in the editorial part of this field, knowing the main agents, producers, and creators of arts & tech that work in Europe and in Barcelona specifically. The chief editor will be working locally, while the board will continue working globally.

The team is **well balanced** because of different reasons: it is a **highly diverse team** with three women and one man with different **cultural backgrounds, ages, and working experience**. The variety of ages and diverse cultural backgrounds show the different perspectives that are shared in this project, all aiming to decant the essence of the ideas in order to insert the purest ones into the project.

Human Resources outside the fixed paycheck

Kacoon encourages networking rather than hierarchies, and that is why it is ruled by a board and why it keeps expanding their network. There will be jobs that will be paid to freelancers, there are different reasons for this beyond the network creation, such as in a practical and financial way, this will reduce the costs by making the resources as efficient as possible: only the work that is done is the one that will be paid (paying a journalist per article instead of per month of work).
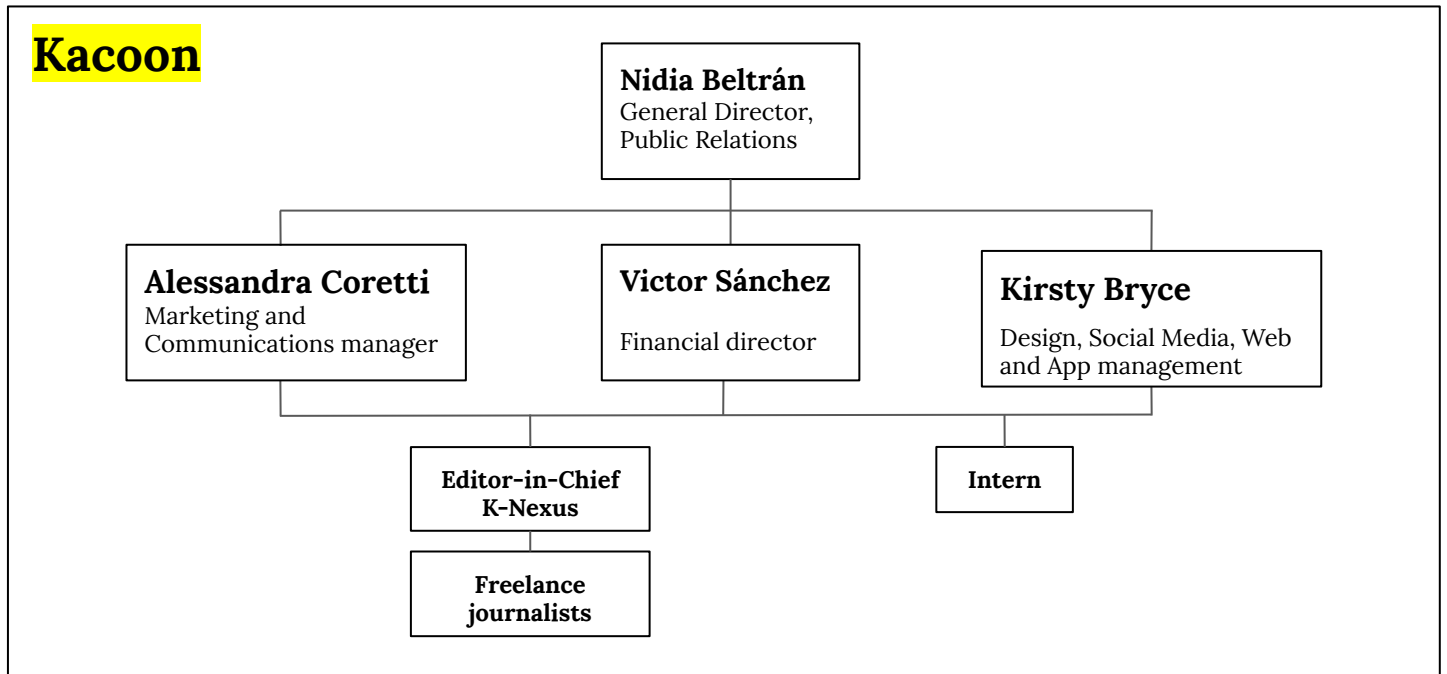
K-Journal

On one side, for the journal articles translators and reviewers will be hired for the articles submitted by researchers and creators. The translators will be paid to translate the work that is not already in English. The reviewers will be paid for the correction according to the international standards of research art articles: the Chicago Manual of Style, ensuring that all content in the journal is peer reviewed.

K-Lite & K-Nexus

On the other side, the journalists that write for Kacoon will be independent/freelance journalists that will be paid for their submissions. This way the magazine can keep a fresh and diverse point of view and rely on the correct journalists for each of the reviews and articles.

The Organisation Chart

Nidia Beltrán
General Director,
Public Relations

Alessandra Coretti
Marketing and
Communications manager

Victor Sánchez
Financial director

Kirsty Bryce
Design, Social Media, Web
and App management

Editor-in-Chief
K-Nexus

Intern

**Freelance
journalists**

Sponsors and Partners

Ajuntament de Barcelona
Institut de cultura.

UPC UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH

ircam Centre Pompidou

sónar

Creative Europe MEDIA

UNIVERSITAT DE BARCELONA

teenage engineering

"la Caixa" Foundation

S+T+ARTS

HANGAR.ORG/20

MUTEK

THE EDINBURGH FESTIVAL OF SOUND

Brussels electronic marathon

SAMSUNG

upf. Music Technology Group

SUPERBOOTH 18
03 — 05 Mai 2018 / FEZ BERLIN

transmediale/ art& digitalculture

Ableton

EASTNDC
European Art Science Technology Network for Digital Creativity

FACT LIVERPOOL

BARCELONA TECH CITY

ARS ELECTRONICA

The Market

The three segments of Kacoon - **K-Lite, K-Nexus, K-Journal** - each have a distinct target market that are the following:

K-Lite	K-Nexus*	K-Journal*
People between the **ages 18-28**, of **all genders** and located mainly in **Barcelona**. People that are currently studying or that have **university degrees**. People with a **general interest** in arts and technology, that consume culture and that are curious to learn more.	People between the **ages of 25-45**, located in **Barcelona** and surroundings areas in **Spain and Europe**, **mostly female** audience, and people at **university, with degrees or professionals**. People with a more **focused interest** in the topic of art and technology, that want to know more about the industry and the research to enrich their cultural, social, and professional lives.	People between the ages of **35-65**, located **all over the world**, mostly **male**, and with **post-graduate and PhD degrees**. People that have a **specialised interest** in art and technology due to their own professional work or research in the field. They want to be up to date with the new technological advancements and their applications in art.

Market Position

Kacoon has **multiple platforms** and is present in **multiple markets**. **K-Nexus** fits into the new and growing **arts and technology market in Barcelona and Spain**, because the main geographical area of focus will be Barcelona first, before spreading the coverage to other cities and countries. There is not currently an online art and technology magazine with a **focus on specific cities** (in the way magazines such as TimeOut do), and the innovation and events happening in those places. The websites that do cover art and technology do so in a **general, international sense**, so there is a **space for a specialised magazine focused on each important city** of technological innovation. For **K-Lite**, there is not currently an app that focuses on local arts and technology as an extension of a magazine and journal, so this is a **new concept altogether**. For **K-Journal**, there is a **wide and international** academic field of research in arts and technology but **few publications** are covering these advancements. K-Journal will be a **new player in this field** with the unique additional factor that there is **also an online magazine** where readers can access this knowledge of the academic research in a more **accessible and casual way**. After gaining the attention of people through the online magazine, there is an incentive to learn more from the journal. So the journal is **not only for the academic world** but anyone interested enough to **learn more about art and technology**.

Customer Value

Kacoon aims to create a sense of **local community in arts and technology**, giving it a unique edge. While the international reach of the magazine is important, the main goal is to focus on what is happening on a **city-to-city basis**. For this reason, Kacoon focuses on the innovation and creativity happening in one city, with **Barcelona being the main focus initially**. Over time, as more and more writers and correspondents join the team, there will be coverage of **multiple cities in Europe and around the world**. This allows readers to know more in depth details of the research, events, and artists around them which can encourage them to get involved with what's happening in their cities.

Editorial Plan and Growth Potential

There will be **regularly updated content** of K-Lite and K-Nexus, with the **K-Lite app** being updated at least **once a day**, and the **K-Nexus online magazine** being updated **three to four times a week**. The **printed journal K-Journal** will be released **bi-annually**. The anticipated growth of Kacoon is that as more and more people learn about the platform, more and more people in cities all around the world will want to get involved by writing for the magazine, thus allowing the magazine to **cover more and more geographical areas**. The international aspects of the magazine and the team (that all come from different countries such as Mexico, the UK, Belgium and Italy) will allow the magazine to **reach different people in different places** which will progressively grow the local and international community of people interested in arts and technology.

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The Financials

The structure of Kacoon is based on a fine and delicate balance between sponsorship and its own economic activities. The forecasted evolution of the financial structure is to create prestige and brand recognition and take care of the values and mission of the project. For Kacoon it is very important to find financial solutions to offer the best products with the lowest cost.

Some assumptions:
-   Every founder (the team members) will invest 10,000 € for the creation of Kacoon (40.000 € in total as initial capital).
-   For July 2020 (K-Nexus launch and digital launch of K-Journal), every founder will engage 10 people to become members in order to have the corresponding income of 40 memberships from the beginning of the digital format of K-Journal.

Profit and Loss Forecast

The following table shows the total expected profits or losses per year.
1)   The first year is the year of preparation. Kacoon only produces the commissioned articles. This is one of the hardest parts of the whole project, where Kacoon presents many losses and few profits.
2)   In the second year, Kacoon has K-Nexus, K-Lite and also K-Journal but just in its digital version. It is expected that in this phase Kacoon will reach the break-even point at the end of that year (around the 10th month after the launch of K-Nexus).
3)   In the third year, the launch of K-Journal in the printed format. It is expected that Kacoon will reach the break-even point at the end of this year. From this point, Kacoon will begin to grow into a stable economic structure.

First Year		Second Year		Third Year	
Profit	€3,080.00	Profit	€80,514.70	Profit	€191,279.25
Loss	€14,368.67	Loss	€99,784.40	Loss	€147,723.10
Total	**−€11,288.76**	Total	**−€19,389.88**	Total	**€43,556.15**

Pricing Policy*

Kacoon
COMMISSIONED ARTICLES

USER: Companies in need of punctual content regarding art and technology (museums, festivals, circuits, theaters...)
FINAL USER: Followers of the company
PROVIDER: Kacoon

Articles Commission	**€35**

K-Nexus and K-Lite
ADVERTISING

USER: Companies in the field of art and technology in need of advertising their products
PROVIDER: K-Nexus and K-Lite

Advertising WEB (Large Leaderboard) Home Page 970X90	**€200-250**
Advertising WEB (Large Leaderboard) K-Nexus page	**€150-170**
Advertising WEB (Small Rectangle) K-Nexus 180 X 150 px	**€100-130**
Advertising App (Pop-Up) K-Lite app	**€200-250**

K-Journal
MEMBERSHIPS

USER: K-Journal target market
PROVIDER: K-Journal

Individual Year-Membership	**€120.00**
Institutional Year-Membership	**€750.00**
Individual Article	**€8.00**

K-Journal
ARTICLE SUBMISSION

USER: Researchers and creators in the field of arts and technology that want their research article published in the K-Journal.
PROVIDER: K-Journal

Article Submission	**€530.00**

*To know about the details and conditions of each service and product, go to Annex #1234

Evolution of the Income Streams

The financial structure of Kacoon will evolve proportionally with each project phase. In the initial phase, only commissioned articles will be a source of income. The articles will be provided by the Kacoon team to cultural institutions that look for punctual content in the field of art and technology.

Afterwards, with the launch of K-Nexus, Kacoon will have other types of income in its mature state, after the first printed issue of K-Journal, Kacoon's income streams will diversify, affecting the percentages of the income streams and becoming more competitive and independent.
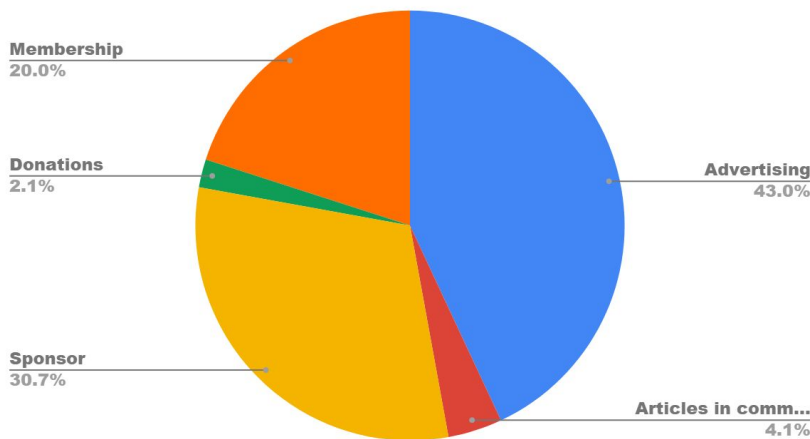
Financial Structure 1st. Year (Revenue)

Articles in commission

In the first stage the articles in commission will be the sole income of Kacoon.
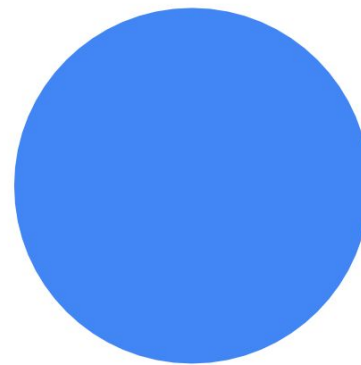
Financial Structure 2nd. Year (Revenues)

Membership
20.0%

Donations
2.1%

Sponsor
30.7%

Advertising
43.0%

Articles in comm...
4.1%

In the second year, with K-Nexus and K-Lite, advertising and sponsorships are the main income streams. The activity will be mainly online.

Financial Structure 3rd Year

Other activities
14.3%

Article Submissions
3.4%

Memberships
26.9%

Crowdfunding
2.7%

Advertising
31.9%

Sponsorship
19.7%

In the third year, Kacoon has a strong brand recognition and the financial structure increases the possibilities considerably.
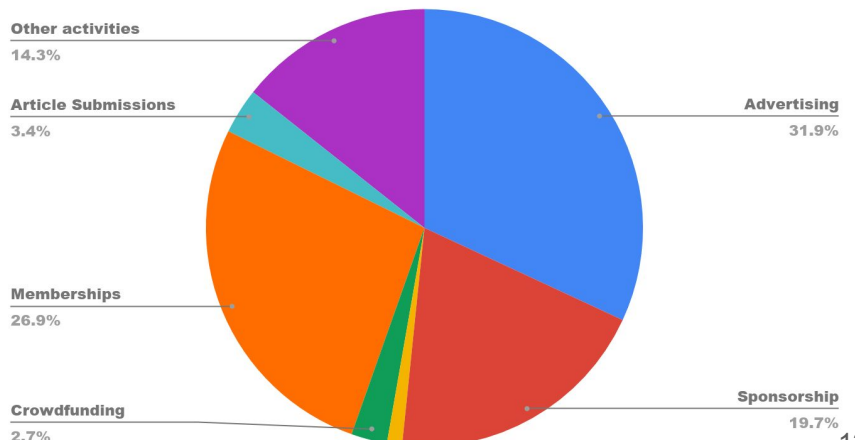
The Production

YEAR ONE: 2019 - 2020
Main planning and designing of the project

Milestone to achieve: Launch K-Nexus & Launch of digital articles of K-Journal

August 2019 - 6,371.67 €

- Beginning of the operations: buying all the equipment and renting the office
- Registering the trademark and association
- Beginning of social media activities
- Meetings with potential sponsors
- First website proposal

September 2019 - 408.70 €

- General management of the magazine
- Meetings with potential sponsors

October 2019 - 408.70 €

- General management of the magazine
- Meetings with potential sponsors
- Monitoring meetings with partners

November 2019 - 408.70 €

- General management of the magazine
- Meetings with potential sponsors

December 2019 - 408.70 €

- General management of the magazine
- Monitoring meetings with partners
- Meetings with potential sponsors

January 2020 - 408.70 €

- General management of the magazine
- Delivery of articles for K-Journal first issue
- Continuation of social media activities
- Meetings with potential sponsors
- Close sponsorship deals

February 2020 - 408.70 €

- General management of the magazine
- Meetings with potential Editor in Chief
- Meetings with writers for K-Journal
- Monitoring meetings with partners and sponsors
- Social media activities

March 2020 - 588.70 €

- General management of the magazine
- Meetings with potential Editor in Chief
- Meetings with writers for K-Journal
- Monitoring meetings with sponsors
- Social media activities

April 2020 - 708.70 €

- General management of the magazine
- Monitoring meetings with partners and sponsors
- Delivery of articles for K-Journal first issue
- Press release
- Social media activities

May 2020 - 2,048.70 €

- General management of the magazine
- Hiring the Editor in Chief (K-N)
- Meeting for monthly contents
- Closing first month's content
- Delivery of articles for K-Journal first issue
- Newsletter for sponsors & partners
- Ceremonial invitations for the launch of K-N
- Social media activities

June 2020 - 2,198.70 €

- General management of the magazine
- Meetings with the Editor in Chief
- Meetings for monthly content
- Freelance journalists and photographers begin covering stories
- Delivery of articles for K-Journal first issue
- Monitoring meetings with sponsors and partners
- First newsletter for general public
- Newsletter for sponsors, partners, and ceremonial stakeholders
- Social media activities

July 2020 - 8,258.70 €
Launch of K-Nexus
Launch of digital articles of K-Journal

- General management of the magazine
- Meetings with the Editor in Chief
- Meetings for monthly content
- Content deliveries from journalists and photographers (K-N)
- Social media activities

K-Nexus activities
K-Journal activities
K-Lite activities

The Production

YEAR TWO: 2020 - 2021
Main planning and designing of the project

Milestone to achieve: Launch K-Lite

August 2020 - 8,258.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Delivery of articles for K-Journal
- Monitoring meetings with partners
- Social media activities

September 2020 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- First app proposal for K-Lite
- Social media activities

October 2020 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Delivery of articles for K-Journal
- Social media activities

November 2020 - 8,488.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Final app template for K-Lite
- Monitoring meetings with partners
- Social media activities

December 2020 - 8,308.70 €
Launch of K-Lite App

- Operations maintenance of K-Nexus
- Social media activities

January 2021 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Meeting with writers of articles for K-Journal
- Delivery of articles for K-Journal
- Social media activities

Milestone to achieve: Launch printed K-Journal

February 2021 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Monitoring meetings with partners
- Social media activities

March 2021 - 8,308.70 €

- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Social media activities

April 2021 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Meeting with writers of articles for K-Journal
- Delivery of articles for K-Journal
- Social media activities

May 2021 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Final revision previous printing
- Monitoring meetings with partners
- Social media activities

June 2021 - 8,308.70 €

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- Delivery to print K-Journal
- Social media activities

July 2021 - 8,308.70 €
Launch of printed K-Journal

- General management of the magazine
- Operations maintenance of K-Nexus
- Statistics analysis of the app
- First meetings with academics that want to summit their articles to K-Journal
- Academic revision per article
- Social media activities

K-Nexus activities
K-Journal activities
K-Lite activities

Marketing and Communication

	K-LITE	**K-NEXUS**	**K-JOURNAL**
Communication goals	To inform readers of the **lighter, shorter content** such as: - Event reviews - Videos - Pictures - Interactive content such as surveys - Discussion boards for members	To be the bridge between K-Lite and K-Journal and to inform readers of more **in depth content** such as: - Articles - Op Eds - Interviews	To inform the readers about the **heavier academic content** and the printed biannual journal with content such as: - Research papers, theses, dissertations.
Communication plan	- Communicate in a casual way, to catch people's attention quickly and effectively. We will use "young" language to attract the younger audience but the content will be of high quality, so as to pique the interest of those who are curious about art and technology.	- We will communicate in a casual way but also serious and professional. We want to communicate that we are a reputable source of information in this field but that we are also young, innovative, creative and vibrant.	- We will communicate in a very serious and academic way, as the target audience is a lot more professional and the content is more academic based. We want to communicate that we are a reputable publication with an educational and research focus.
Channels	App (with mobile notifications of new events in Barcelona, new discussions and new posts)	Social media (Facebook, Twitter, Instagram.)	Newsletter & Universities
Cost**	App server (50€ a month*)	Wordpress (25€ a month) Hootsuite (25€ a month) Facebook Adv + Instagram Pro (200€ a month)	/

The Operations

Kacoon requires a small office in a **co-working space in Barcelona** where the basic operations of the company will take place. These operations consist of the **general management** of Kacoon: **communications, marketing, IT management, and editorial activities.**

Equipment needed	Cost*
Co-working space in Barcelona	280€ / month
Four computers (iMac 21.5)	5220€
Basic IT accessories (hard drives, keyboards, etc)	200€
Adobe Creative Cloud (Acrobat, Photoshop, InDesign, Illustrator, Premiere Pro)	69,99€ / month
Microsoft Office 365 (Word, Powerpoint, Excell, OneDrive)	8,80€ / month
Hootsuite (social media management site)	25€ / month
Wordpress (website management and server)	25€ / month
App server	50€ / month

During the first stage of the company, there will only be the online magazine **K-Nexus** which can be run solely by the **four permanent employees** at Kacoon. During the later stages when the printed journal **K-Journal and the app K-Lite** will be created, then it will be necessary to outsource some **tech support** for the mobile app platform, as well as outsourcing the **printing and distribution** of the journal. The main **suppliers** of Kacoon are the content creators such as the **writers, researchers, and artists**. The magazine cannot be created without the innovation in the art and technology industry and the coverage of this innovation by the journalists.

*To consult the complete budget, go to Anex #1234

The Evaluation

The evaluation plan for Kacoon is implemented in order to follow the goals it has set and keep a record of what strategies work and which ones need to be improved. The following are the indicators for the evaluation plan:

Statistics will be used for the evaluation of multiple factors. Being a digital project itself, the accuracy of the **online statistics** that social media, websites and app developers produce are **key in the re-definition of the campaigns**.

1. Keep track of the **community in Barcelona and worldwide**. With the long term goal of **internationalisation**, this will help to validate the market for the future locations of the project.
2. Show the amount of times **people access the K-Nexus webpage** to read the articles once they have seen them posted in social media.
3. Monitor **which content is read with more frequency** and how much is it shared, in order to create communication campaigns related with the correct partners.
4. The **amount of downloads of the K-Lite app** and the frequency of use of the app by the users.
5. The statistics of the app are a **window into the consumer behaviour**, since the main goal of K-Lite is to dynamise the users, the stats can show how much time the users are spending in the app, and how many times are they accessing the other platforms thanks to the app.

For Kacoon there has to be specific evaluation points to **rate its performance as a media**, through **brand recognition** and **loyalty of their readers**.

6. The **number of requests** for covering and writing about local events involving art and technology.
7. The **participation in international fairs and festivals** in the field of arts and technology, beyond being a way of working on the public relations and networking of the magazine, this will help to **monitor the brand recognition**. The indicators are how many people already know about the project and, during the networking activities, how many people request a meeting with Kacoon.
8. The ratio of how many of the readers are **first-time readers** vs how many of them are **frequent readers**.
9. For **K-Journal**, the **subscription number** is an indicator on how the market is developing. From the first couple of years, the team will be able to see the actual size of its local and international market.

Specially for the product **K-Journal**, there are evaluation points that will help to **know the readers** and their growth, since this is a slow process.

10. The statistics of the **number of readers** of the digital K-Journal articles will be an indicator of the **market size of the printed version** of the journal. Maybe people prefer reading everything online and a couple of years after the launch, the team will decide to stop printing the K-Journal.
11. As an academic publication, an **indicator of the success of K-Journal** is the number of times it is **referenced in other online publications** that can be tracked without any cost with Google Academics.
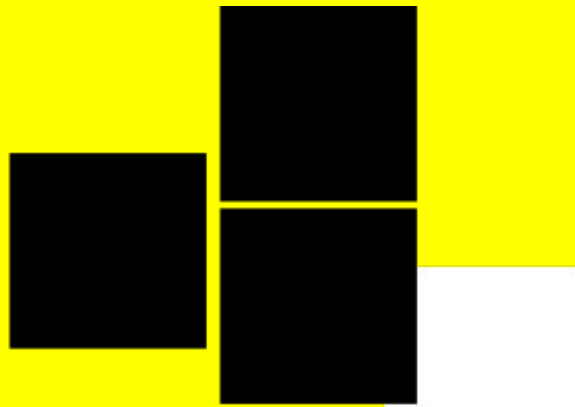
In Closing...

The **gradual launch** of the different products of Kacoon are strategically linked with the **financial plan** and the expected time that it will take to get the **brand recognition** Kacoon needs. Since the quality of **content** and its **relevance in the market** is the **main pillar** of Kacoon's success, the team is well aware of the patience and slow rhythm they need through all the steps.

After six months of **building a community** of readers of **K-Nexus** and getting people interested in the brand, the **K-Lite app** will be launched, bringing higher revenue and energizing the existing community, as well as reaching another market segment. Finally, after one year of activities, the **luxury product** of the brand - the **K-Journal** - will be released. It is released one year after K-Nexus in order to **build the prestige** on which this product depends on.

Needless to say, this is a **long term** and **slow growth** project. It feeds on the intangible **value of recognition and community**, these are the main values that will be essential for the team in order to get more subsidies, sponsorships and more kinds of support.

KACOON

MAGAZINE

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