

**HAPPY MEDIUM**



Constanza Cabrera

**CONSTANZA CABRERA**

675 Marcy Ave  
Brooklyn, NY 11216  
(347) 593-7081  
[c.cabreramoron@purchase.edu](mailto:c.cabreramoron@purchase.edu)

Purchase College, State University of New York  
Entrepreneurship in the Arts, Master of Arts  
December 2021

First Reader: Jordan Shue  
Second Reader: Alys Hantgan

<b>I. Executive Summary</b> .....	4
<b>II. Company Description</b> .....	7
○ Legal Structure .....	9
○ Mission Statement .....	9
○ Vision Statement .....	10
○ Core Values .....	10
○ Goals and Objectives .....	11
<b>III. Product/ Service Analysis</b> .....	13
○ Value Propositions .....	17
○ Pricing Overview .....	18
<b>IV. Market Analysis</b> .....	20
○ Target Market + Customer Segments .....	22
○ Demographics + Psychographics .....	23
○ Customer Profile .....	24
○ S.W.O.T. ....	25
○ P.E.S.T.L.E .....	26
○ Competitor Analysis .....	28
<b>V. Marketing + Sales Strategy</b> .....	30
○ Pricing Strategy .....	30
○ Three Year Advertising & Promotional Plan .....	32
<b>VI. Operating Plan</b> .....	35
<b>VII. Management Team</b> .....	38
<b>VIII. Start-Up Expenses + Capital Formation</b> .....	42
<b>IX. Financial Plan</b> .....	43
<b>X. Appendix</b> .....	51
<b>XI. References</b> .....	52
<b>XII. Pitch Deck</b> .....	55

# I. Executive Summary

Growing up in Venezuela, I was exposed to political talk from a young age. Hugo Chavez was president from 1999 until he died in 2013 and passed the presidency to his right hand, who has been in power ever since. This is one of many dictatorships that Venezuela has lived through. Through the years I saw the division created by the parties, and the hate and blind resentment of one another. This broke families, friendships, and got in the way of professional careers.

Unlike the U.S our division wasn't embedded in racism, but in classism. The same group that had been granted power by giving a voice to the lower classes became rich themselves at the expense of the people who supported them. This resulted in an extremely unstable country that continues to endure one of the most devastating financial and humanitarian crises it has ever experienced. Chavez's extreme ideology of socialism was driven by Carlos Andres Perez's presidency, who was charged for embezzlement and removed from power in 1993. While they were from opposite parties, both were accused of being responsible for an economic crisis during their presidencies.

Extreme ideologies not only cause division amongst people, but deviate the attention from the real issues at hand. People who hold differing ideals have more in common than they believe.

My grandfather, who was a historian and a professor, was asked once if he supported the right wing or the left wing. He answered: “I’m an educated person, I don’t think of the right or the left, but instead, I adhere to the facts.”

Venezuela is an ardently Catholic country and I come from a more conservative household. While my grandfather had his own political opinions, they didn’t get in the way of his teachings or any relationships he built – especially friendships. He catalogued Fidel Castro (Communist Cuban dictator) and Augusto Pinochet (Fascist Chilean dictator) in the same category of tyrants, and was still able to have respectful and even pleasant conversations with both. I always admired his diplomacy and his ability to put personal feelings aside when engaging in a conversation. But I couldn’t understand where that ability came from until I became an adult myself. It’s about education, knowledge, and respect.

As a society we tend to stick to what we know with unwavering conviction, rarely questioning our beliefs. This often stems from fear of the unknown and lack of education, but there’s also a need (which comes from insecurity) of wanting to be right. Rather than look objectively at facts, we tend to make things personal, which leads us to feel attacked when someone expresses disagreement, no matter how respectfully. Many of us have also lost the ability to give space for other opinions or beliefs. How can we demand to be heard if we are not willing to listen ourselves? We live in a world where everything is filtered for us. Our social media feed is highly curated by the

algorithm based on our interests, beliefs, and ideals. More often than not, we hang out with people with whom we share a similar mindset, culture, or value system.

This division is what led me to create Happy Medium, a Brooklyn, New York-based gallery where charged social, political, and environmental issues (such as abortion, criminal justice, systematic racism, health care, wild life conservation, among others) are depicted from multiple points of view. We exist to break the algorithm and expose people to a different set of ideals, beliefs, and opinions from their own.

Our goal is that every visitor will be able to form an educated opinion on a subject while giving space for those that differ from their own. Happy Medium exists to generate conversations based on tolerance. Rather than focus on who is right or wrong, we encourage visitors to feel more empathetic towards people with different opinions, not to change their beliefs, but to simply allow space for someone else's.

## II. Company Description

In the pursuit of my career I have completed a certificate in photography from New York Film Academy and a BA in Communications Design (with an emphasis in advertising and art direction) from Pratt Institute. I've been fascinated my entire life by different art mediums and the way they are used to communicate a message, and how art transcends language and cultural barriers to bring together the most unimaginable groups of people. This is what led me to pursue my MA in Entrepreneurship in The Arts at SUNY Purchase College. My name is Constanza Cabrera and alongside my business partner, Sky Pak, we have created Happy Medium.

Happy Medium, LLC is a gallery based in Brooklyn, New York. It is dedicated to bridging the gap created by social, environmental, and political issues in the hopes of creating a more tolerant society.

The company creates several experiences that allow audiences to engage through both its online platforms and physical spaces. The digital experience will launch in the first year and it consists of a weekly series of conversations and articles discussing a specific and current topic from different points of views (i.e: Climate change after a heat wave).

The physical experience will launch in the second year, changing its theme every year, (i.e: first year's theme: Immigration, second year's theme: Abortion) the experience consists of immersive art exhibits, in which the visitors can see and learn

about different opinions and beliefs of a specific issue through several artistic mediums. By combining multiple mediums we tap into more than one sense (tactile, hearing, sight), increasing the chances for our messages to be delivered and remain with our visitors, even after they have exited our premises.

Half of the human brain is devoted to processing visual information and at least 65% of people are visual learners. This is why we have chosen to create a visual and stimulating experience to deliver our message. The immersive art experiences will be created with various artistic voices, in order to ensure a wide range of opinions and beliefs. With this we'll utilize several artistic mediums, such as video, sculpting, painting, industrial and graphic design, among others. The mediums will depend on the artists and designers, as well as on the theme of the exhibit. While the art-work will be created by artists and designers, the overall exhibit will be curated by the company, in order to ensure a smooth, informative and cohesive experience throughout the show.

The charged issues that will be the focus of these experiences should not divide people, but inform opinions. In every set of opinions and beliefs there's usually a common denominator, *wanting the best*; the best for oneself, one's family, community, or society. This is why the name of the company came to be, a medium ground, where we don't necessarily have to agree on a subject, but can agree on the importance of having an opinion, engaging in an open dialogue and wanting what's best for us or all, even if it doesn't look the same for each.



By presenting one issue from both sides of the coin, participants will be exposed to different sides of an argument, encouraging them to understand the one they differ from, to make space for other's opinions and beliefs. The experiences are designed to lead visitors to understand why some points of view differ from their own, and to accept them as such without trying to change them. Happy Medium serves to create a more tolerant society, where ideals and beliefs stop being the cause of violence, resentment, and prejudice.

## **Legal Structure**

The company's legal model will be a Limited Liability Company (LLC). Having an LLC allows the company to separate the finance from the owner's personal finances. As well as being one of the most flexible structures for non-Americans to create.

## **Mission**

We present evolving art exhibits from different points of view that generate open, safe, and inclusive dialogue about social, political, and environmental issues. We encourage participants with different beliefs and opinions to connect with the art and one another in order to feel more empathetic towards each other.

## **Vision**

Our vision is to help people form educated opinions on social matters while setting aside political beliefs. With the use of art, we facilitate open and respectful dialogue which would, in turn, promote more empathetic views on polarizing issues.

## **Core Values**

- Tolerance - This is a concept that focuses on empathy and being able to peacefully interact with one another. We believe that by presenting different sides of a polarizing issue through art, we can help create a society that aims to understand each other despite disagreeing on a subject. We are going to encourage this by holding our weekly conversations, discussion panels and adhering to our Happy Medium rules.
- Education - We want to provide the public with several pieces of information, facts and opinions about several issues that we face as a society. By being exposed to new information the participants can form an educated opinion.
- Community - We believe that the sense of belonging and unity can expand beyond our political and social differences. This is why we want to bring people together from all different kinds of political, religious and cultural backgrounds, both digitally and physically to interact with one another on controversial topics that can be divisive, and encourage them to expand their sense of community.

- Diversity & Equality - This value recognizes the individual value of each person, while celebrating their origins and culture. We want to integrate as many points of view as possible in order to give a platform to all voices. Each person's experience is unique and highly valuable. We will do so by bringing guests from different backgrounds and engaging with several communities and artists in order to create our exhibits.

## **Goals + Objectives**

To be the leading platform for the discussion and engagement of polarizing/controversial topics.

- By digitally reaching people across the nation from conservatives to liberals and digitally and physically engaging with individuals with different beliefs and opinions. Bringing them together into a safe space for open dialogue where they can interact with art mediums and one another.
- Building an online community by collecting 5,000 unique emails through our website and reaching 3,000 members by year 5.

To make vital issues non-political.

- Not all pressing issues (i.e: covid, police brutality) have to come from a political agenda. By bringing people together, we humanize the issues and the opinions. Exposing people to different sides of an argument helps to see the needs of others and the reasoning behind their beliefs, which eventually can separate an opinion from a political party. By deeming a problem a "political agenda", people

who would not associate with a specific party, tend to disregard it and ignore the vitality of the issue without doing any further research. (i.e: Awareness around toxic masculinity turned into an attack on masculinity from the left). By presenting one subject from different sides, it's easier for a person to form an individual and educated opinion outside of their political beliefs.

- We will conduct a survey once a year to determine the impact of the company and the view changes on polarizing issues regarding their political affiliation.
- We'll know people are separating vital issues from political parties if 50% or more of the participants claim to be doing so.

### **III. PRODUCT/ SERVICE ANALYSIS**

Happy Medium is a gallery that presents evolving and immersive art-exhibits. Each exhibit will be created and curated based on the theme of the year, which will always focus on a socially charged topic that divides people. However, the company will operate strictly digitally during the first year. This will allow us to build a nation-wide customer base, and therefore, a more diverse combination of ideals and beliefs, as well as building stronger customer relationships by the time the first exhibit opens.

Through the digital platforms we will hold a series of weekly live conversations between the CEOs and one or two guests (from conservatives to liberals) about a specific and current topic (i.e: Law Enforcement), covering multiple opinions on the matter. While having the live conversations we'll have a forum where the listeners can share their opinions on the topic being discussed in real time. Our online experience also includes articles about a current/relevant topic (i.e: Gun Control in the wake of a school shooting) containing several opinions and beliefs accompanied by illustrations, photographs and/or graphics to support them.

Through our physical experiences we will depict a topic from several points of view using imagery, sound, lighting and sculptures to do so. These exhibits will slightly vary in terms of mediums depending on each year's theme. The overall experience will be curated in a way for the viewer to have no option but to engage with what is being

presented. We do so in our aim to break the algorithm that currently strongly influences the type of information that people are presented with on a daily basis. Instead, we present people with opinions and ideals that differ from theirs.

The first exhibit, being released in the second year of the company's operation, will be about immigration. We have chosen this particular issue due to the fact that one of the owners is an immigrant from Venezuela and the other one is a first generation American of South Korean descent. Moreover, immigration has been, and continues to be, a key political issue that divides the country with polarizing opinions. We will use this first theme to walk you through the pathway that will be the overall experience.

The moment the participant purchases or presents their ticket at the entrance, they will be handed a Happy Medium passport with a visa inside. They will begin the experience by going through a tunnel of paperwork in order to reach a checkpoint, guarded by two oversized sculptures of immigration agents. The participant will have to present their visa and leave it behind in order to continue. The oversized sculptures will represent the intimidating process of going through immigration and the paperwork, the amount of forms one must file and steps one has to go through in order to simply reach the door. Not only will this touch upon the obstacles the applicant must go through, but the amount of requests the Immigration Department receives.

After crossing the checkpoint, the participant will pass through a dim and quiet pathway with 3 towering metal cages on each side to represent the detention of illegal immigrants by the border. Upon exiting the pathway, the participant will enter a bright room with around 10-15 headphones hanging from the ceiling. Half of the headphone pairs will play a testimonial from either an illegal or legal immigrant. This is to give a voice to those that have left their birth place behind, and therefore humanize them. While the other half will play testimonials from American citizens who have problems with or are against immigration. This is to give voices to those who feel their country is being taken away from them.

After exiting the sound room, the participant will be faced with abstract and tactile sculptures. These sculptures will be of different heights, shapes, colors, and textures, to represent the variety of people that come to the U.S.. The further the participant walks into the room, the higher and closer in proximity the sculptures will be in order to represent the massive waves of immigration and instill a sense of claustrophobia as to when strangers enter your home.

In the next room, there will be a series of projections covering the floor and the walls. These projections will be a few minutes of archival footage showing early immigrants going through Ellis Island, followed by a few minutes of a series of projections of people, constantly changing, depicting a multitude of ethnicities and

racers. The purpose of these projections would be to provide a visual and humanized representation of the people who are, indeed, American. In the middle of the room there will be a giant transparent tank, containing an approximate of \$250 billion dollars in fake cash, representing the U.S expenses on illegal immigration, to show how a significant part of tax payer's money goes towards non-american citizens.

After the projection room, the participant will then enter the last section of the exhibit. A room filled with questions on the walls and floors. What makes America? Are immigrants dangerous? When is it enough? Where are the jobs? What does an American look like? Are we safe? Can we really help everybody? What does the American family look like? What about traditions? Wasn't the U.S. built by immigrants? Who is American?. The last room is where we want people to start their discussion – not necessarily in the space, but to start it nonetheless.

We want people to leave this experience with questions that inspire broader conversations at home, at school, with colleagues, or with strangers at the bar. We want the participant not only to see themselves in the exhibit, but to see the others with more clarity. Most importantly, we want them to engage in a dialogue about what immigration represents and how it affects us individually and collectively as a country.



As part of the physical experience, we will be hosting discussion panels four times a year, two during each period of the exhibit, starting in our third year. These panels will be held to encourage an open dialogue on the subject being presented.

In order to ensure a respectful discussion and a safe environment there will be a mediator during the panels, as well as a security team which will be present throughout the duration of the exhibit as a whole. We want every participant to feel comfortable in sharing their opinions and beliefs without fearing backlash from another. There will be a form to be signed by every visitor in which they will agree to several Happy Medium rules, such as engaging in a respectful and healthy discussion, giving space for others to talk and not enforcing their beliefs on others. By failing to do so, they will be removed from the space and banned from any future exhibits, as we will not tolerate any kind of verbal or physical violence.

### **Value Propositions:**

- Empathy - Being exposed to different opinions and learning about it, and more importantly, understanding where they come from, makes a person more likely to empathize with others. By going through the exhibit and hearing and seeing the other side, we encourage the visitor to understand the perspective that differs from theirs.

- Knowledge - By learning about the other side's opinions and reasoning behind them a person is more capable to then engage in a respectful conversation. At the same time, being exposed to other ideas and beliefs a person can question their own and grow from it, by forming an educated opinion on their own.
- Art - Through this exhibit we want to emphasize the importance of the artistic medium in our lives. Since we are dealing with charged subjects, we recognize the negative and stressful effects of discussing said subjects, however, through art we can explain them and discuss them in a more harmonious and interactive way. Art expands beyond language and culture, reaching more people, and therefore, facilitating the delivery of the message. It is through these artistic mediums that we will support artists and designers who use their mediums to express their social and political views.

### **Pricing Overview:**

We will start our operations strictly digitally. Access to our website and the weekly articles will be free of charge, with an option of joining a membership. The membership comes with early notification of ticket's release, complimentary access for two people to the discussion panels, and an exclusive tote bag.

In the second year the company will launch its first exhibit. The admission has been divided into three categories. The regular tickets, for the general audience, seniors of 60 years of age or more and student tickets which will have a regular cost for any day

of the week except for Tuesdays, when students will have a discounted price, making Tuesdays our Student Day. There will be 4 discussion panels a year, 2 per exhibit, which will have an additional cost to the exhibits.

ITEM	PRICE	NOTES
Digital Access	FREE	-Conversations - Weekly Articles -Digital Platform
Membership	\$12	-Early notification for tickets -Free Tote Bag -Digital Platform
General Tickets	\$36	-Adults -Physical Platform
Senior Tickets	\$30	-Seniors 60+ -Physical Platform
Student Tickets	\$25 - \$30	-Regular student price \$30 -Every Tuesday \$25 -Physical Platform
Discussion Panels	\$10	-additional cost to the exhibit-Physical Platform

## IV. MARKET ANALYSIS

According to a poll conducted by Gallup, (*Gallup, Inc., 2021*) as of October 2021, 26% of Americans identify themselves as Republicans, 26% identify themselves as Democrats, and 44% identify themselves as Independents. Out of the 44% of people who identify themselves as independents only a few are *actually* independent; 47% lean more towards the Republican Party and 42% lean more towards the Democratic Party. (*Pesce, 2021*)

People who self-identify themselves as independents are usually regarded as less authoritarian and more open minded. However, in a research conducted by Samara Klan and Yanna Krupnikov they found that the reason behind most people identifying as Independents was due to the dissatisfaction with politics and fear of being associated with a party, even if they still support said party with their vote.

According to a poll for Georgetown University's Institute of Politics and Public Service conducted by Lake Research Partners and The Tarrance Group, in January 2021, 93% of American voters agreed to be frustrated by the uncivil and rude behaviour of many politicians and 82% agreed that the country's political, racial and class divisions were getting worse. (*Goodkind, 2021*)

According to the Harvard Youth Poll, 51% of young Americans (between the ages of 18-29) identify themselves as independents and 52% believe that the democracy of the U.S. is failing. With only 7% viewing the country as a *healthy democracy*. The majority of young Americans are concerned about mental health, COVID-19, climate change and foreign policy. With 56% expecting climate change to impact their future. (*Fall 2021 Harvard Youth Poll, 2021*)

According to Harvard's poll 2-to-1 young Americans preferred elected officials to meet in the middle, as they value compromise over confrontation. Mark Gearan, director of the Institute of Politics at Harvard's Kennedy School said "In the 2020 election, young Americans proved with their record-shattering turnout that they are a formidable voting bloc and eager to make their voices heard." Which means young Americans are and want to be involved. The majority identifies with being open minded, wanting to meet in the middle, being concerned about the political leaders and wanting to get involved. More than 40% of young Americans believe that a successful presidency must strengthen the economy, improve health care and unite the country. (*Skelley, 2021*) (*Meyers, 2021*)

Harvard's poll also showed that 51% of young Americans have reported feeling down, hopeless and depressed. Work/school, mental health, finances and COVID-19 were some of the main causes, with 34% believing to be more concerned about

politics than their elder relatives. Recognizing that social, political, and environmental issues generate stress and anguish is key to the creation of Happy Medium.

Engaging with art is proven to alleviate anxiety, depression and stress. As human beings we are naturally artistic, we have held a relationship with art since cave drawings, and throughout the years we have simplified complex issues (i.e: race, religion, combat) using different artistic mediums to tell a story, in the form of cathedral stained glasses, memorials and murals, to name a few. The majority of people retain 80% of what they see, with 65% of the population being visual learners, and around 30% auditory learners. Which means that the majority of people take and process information through imagery and sound. *(Spencer, 2018)*

## **Target Market + Customer Segments + Demographics and Psychographics**

We will operate under the multi-sided segment as we'll be working with our customers/members on one side and artists and designers who will be creating the artwork on the other side.

We are targeting male, female and non-binary people, between the ages of 16-40. For our digital platforms and more specifically, our live conversations, our

audience is nation-wide, however for the exhibits our audience is based in New York City, more specifically Brooklyn's district 1 (Greenpoint & Williamsburg) (*Census Reporter, 2021a*), 3 (Bed-Stuy) (*Census Reporter, 2021b*) and 4 (Bushwick) (*Census Reporter, 2021c*) where the median age is 32.6, with 27% ranging between 20-29 years old.

White, Hispanic and Black are the predominant combined races and ethnicities in these districts, with a household income between \$50K and \$100K. Around 85% of the residents have a high school education or higher and an average of 40% have a bachelor's degree or higher. Out of all the residents around 24% are immigrants, majority from Latin American, followed by europeans (mostly in district 1) (*Census Reporter, 2021a*), (*Census Reporter, 2021b*), (*Census Reporter, 2021c*).

These individuals are inclusive, open minded and respectful of others' opinions. They are interested in art, world-culture, history, social, political and environmental issues. They want to see a change made in society and are concerned with the future of the country and of the world regarding climate change. From a medium to high level of education. Primarily identifying as Independents, but also including those who identify as Democrats and Republicans.

## Customer Profile

- **Oliver:** He is 33 years old, second generation American, of latino/italian descent. He is an alumni from Pratt Institute currently working as a filmmaker making \$60,000 a year. He lives in Bed-Stuy, Brooklyn, with his boyfriend. He enjoys walks around the neighbourhood, going to drive-thrus outside the city, and going on road trips with his boyfriend and friends across the U.S. Oliver has a hard time interacting with his father as he disagrees with his politics and doesn't understand why his father leans towards the politics he does.
- **André:** They are 19 years old, from Germany, who recently moved to the U.S for college. They are currently in their sophomore year of political science and live in Astoria, Queens, with 2 roommates. They enjoy going out with friends, cycling, listening to music and reading. They don't fully understand what the political parties stand for in America. Their mostly liberal group of friends provides a very narrow window into the parties. They are searching for a way to have a broader understanding of American ideologies and what people stand for.
- **Miryam:** She is 25 years old, from North Carolina and she recently moved to NYC for a new job in research marketing. She lives in the Upper West Side with a new roommate she found on Facebook. She enjoys going to the movies, listening to podcasts, bible study and Sunday brunch. She



has been having difficulty opening up about her religion. She fears being rejected and despite wanting to have a conversation with her roommate, doesn't really know where to start.

## SWOT

<b>Strengths</b>	<ul style="list-style-type: none"> <li>- We present polarizing issues from several points of view breaking the algorithm by exposing people to views and opinions they will otherwise not be exposed to.</li> <li>- We encourage an open dialogue among people with different ideals and beliefs, within a safe and respectful environment.</li> <li>- We provide a space in which people can physically interact with art and one another in order to better understand the issues that affect us all as a society.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>- We rely on public participation (tickets sales) in order to stay afloat, which means we can only fully operate physically in order to generate income.</li> <li>- We need a big capital to create our first installation.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- Creating a more tolerant society.</li> <li>- Exposure for creative minds from conservative to liberals.</li> <li>- We have an opportunity to break free from the algorithm.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>- Current pandemic presents a threat of having to operate fully online.</li> <li>- Possibility of radical reaction to the art work resulting in a violent verbal or physical interaction.</li> <li>- We rely on external artists to create the exhibits. Which could present a threat as we would have no control over the artwork itself.</li> </ul>

Our biggest threats and weaknesses go around our need for customers' participation, in order to reach a certain amount of sales and keep operations going.

We will address this by leaning into our strengths and opportunities by promoting our message of tolerance and respect through open conversations. We'll constantly engage with our audience beyond our physical spaces, to secure our base, and therefore, our clientele.

**PESTLE**

<p><b>Political</b></p>	<ul style="list-style-type: none"> <li>- With political issues such as poverty, taxes, foreign security, etc, constantly developing. It gives us new material to present.</li> <li>- The City Sales Tax is 4.5%, which we have to take in consideration for our tickets and merchandise sales.</li> </ul>
<p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>- The economic systems of capitalism, socialism, and communism garner different opinions regardless of political stance, which we will use in the creation of our exhibits.</li> <li>- We require a big amount of capital to create the exhibits, which means we need to sell a certain amount of tickets each year to stay afloat.</li> <li>- With the employment rate going up in NY we would have to spend more capital on our hires, which is why we won't have full-time employees during the first years.</li> <li>- The annual household income has increased in the U.S, providing disposable income for consumers, which we will use for the promotion of our company.</li> </ul>
<p><b>Sociological</b></p>	<ul style="list-style-type: none"> <li>- Due to the pandemic, people are looking for safe activities to take part in. This presents an opportunity to generate interest in our exhibit.</li> <li>- Although this is the exact opposite of our goal, there is a possibility for radically charged reactions that could potentially create an unsafe environment for our customers and staff members.</li> <li>- Understanding the relationship between our customers and the</li> </ul>

	<p>government is key for our operations and the display of our exhibits.</p>
<b>Technological</b>	<ul style="list-style-type: none"> <li>- With the increased use of social media people are getting stuck in a bubble, where they only see content that aligns with their ideals. This presents an opportunity for us to break the algorithm.</li> <li>- We will tap into the e-commerce market, approaching our sales through our online platforms.</li> <li>- Through the data provided by social media channels, we will be able to study and determine the interests of our consumers in order to produce new content and future exhibits.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>- Social distancing presents a challenge in having the exhibitions and it lowers the capacity of the venue. We will adhere to the health and safety laws of the city.</li> <li>- Copywriting laws protect our artists and designers from plagiarism.</li> <li>- In the case of photographers and filmmakers the law protects them in using subjects without their permission, as long as it's not for commercial use.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>- Environmental issues such as climate change, water shortage, wildlife preservation, and the dwindling of natural resources are some of the topics we will be tackling in our exhibit. Since these issues are very pressing, coverage of these topics is imperative.</li> <li>- The culture of a company affects the way the operations are handled and carried on, with this we take the social responsibility of maintaining and promoting a positive influence and respectful environment within our company.</li> </ul>

**Competitor Analysis:** Van Gogh Immersive Experience (*Van Gogh Exhibit New York City : The Immersive Experience*, 2021), Houseworld Immersive: Bottom of The Ocean (BOTO) (*Bottom Of The Ocean - Tickets*, 2021) (*Feldman, 2021*) and 29 Rooms by Refinery 29. (*Refinery 29 - 29 Rooms*, 2019).

<b>Competitors</b>	<b>Immersive Van Gogh Exhibit New York</b>	<b>Houseworld Immersive: BOTO</b>	<b>Refinery 29: 29 rooms</b>
<b>Overview</b>	Real-life or virtual reality exhibits of Vincent van Gogh's paintings. Merging state-of-the-art technology, theatrical storytelling and world-class animation.	A surrealist theatrical experience, taking place in historic underground space in Bushwick, NYC.	Immersive festival of creativity and connectivity. Bringing together local and national creatives - spanning the spectrum of art, entertainment, politics and style.
<b>Strengths</b>	<ul style="list-style-type: none"> <li>- Focuses on one of the most influential painters in Western history.</li> <li>-Solid customer base, with over 3 million visitors worldwide.</li> <li>-Family friendly</li> </ul>	<ul style="list-style-type: none"> <li>-Intimate experience</li> <li>-exclusivity (only a certain and small amount of tickets available)</li> <li>-Combines theater with immersive interactions</li> </ul>	<ul style="list-style-type: none"> <li>-Merges art with business in an interactive setting.</li> <li>-Takes a stand on current social and political agendas</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>-There's a limited amount of work from which they can draw inspiration and adapt throughout the exhibits.</li> </ul>	<ul style="list-style-type: none"> <li>- It's obscure, therefore not many people know about it.</li> </ul>	<ul style="list-style-type: none"> <li>- It can become commercialized, focusing more on the brands and not on the consumers.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>-They have the opportunity to expand world-wide.</li> <li>-By dividing the work, they can create more than one exhibit in the same city.</li> </ul>	<ul style="list-style-type: none"> <li>-Expanding their dates of operation to draw a bigger audience.</li> </ul>	<ul style="list-style-type: none"> <li>-Bring together influential brands with a positive impact for women</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>-There's two Van Ghoh immersive experiences going in the city at once, which confuses people and deviates</li> </ul>	<ul style="list-style-type: none"> <li>-Prices are higher in comparison with the competition.</li> <li>-Talent, they need performers to</li> </ul>	<ul style="list-style-type: none"> <li>-Due to COVID-19 they have not been able to operate in the last two years, losing momentum.</li> </ul>

	attention from it.	operate, which could present a threat in the COVID-19 era.	
<b>Audience</b>	-Male and female with an age range of 18-60 -Household Income of \$90K to \$100K.	-Male and female with an age range of 22-40 -Household Income of \$90K to \$120K.	-70% Female with a median age of 32 -Household income of \$88K.
<b>Pricing</b>	\$40 - \$70	\$45 - \$100	\$25 - \$40

What sets Happy Medium apart from our competitors is our content and influence beyond our facilities. As we emerge ourselves into the art world and the innovations that are immersive experiences, we separate ourselves from the rest by making our exhibits about the social and political issues we all talk about and are affected by. Through our exhibits we don't just present artistic content to the people, but promote education, empathy and respect while inciting conversations between those who have different ideals and beliefs.

## V. MARKETING + SALES STRATEGY

We offer the middle ground that half of adults and young Americans seek. We offer a depiction of the most polarizing issues we face as a society, through the most effective way of learning; art, by represent the middle ground where a person doesn't have to align with all the policies of their party, where they don't have to be afraid of sharing their opinions, and where their beliefs are represented yet challenged. We give our audiences the space for learning, empathising and engaging with those who differ from them through an open and respectful dialogue. As a company we present the most serious, stressful, and divisive subjects through dynamic, colorful, and engaging ways.

### **Pricing Strategy:**

The overall cost of one year's exhibit alone is around \$155,000, this includes venue (*57 Box St, Brooklyn, NY 11222 - Building 1 | LoopNet.Com, 2021*) (utilities + insurance), materials to build the exhibit, headphones and lighting set. Our competitors prices range between \$25 on the lowest and \$100 on the highest, with an average of \$40. This led us to charge an average price of \$30 per ticket, just below our competitors, offering a cheaper experience, and still being able to generate a small profit by year 3.

## **Sales and Distribution Plan:**

Our distribution plan will mainly focus on paid media through our social media channels, (prioritizing Instagram, followed by TikTok and Facebook) and guerilla campaigns around Brooklyn, Astoria and lower Manhattan.

For the promotion of our first exhibit we will launch a private and exclusive event on inauguration day, inviting press, and known people in the art industry (Juan Carlos Pagan, Jade Purple Brown, city councils and representatives), also opening up around 100 tickets for the general public to purchase. (giving priority to our members) People at the inauguration will get a package when they attend with exclusive merch included in the ticket price. (special edition cap)

## **Distribution Channels:**

The main focus of our digital platform is our website. When a person first visits they are presented with a pop-up window asking to enter their email. This will be used to track the amount of engagement and reach we get through the website. Through this same channel people will have access to our ticket sales, when purchasing the ticket they will receive an email with a QR code and the option to save it into their phone wallet. We will also sell our merchandise through e-commerce, when purchasing merchandise through the website it will get it delivered to their preferred address (within the U.S) in a branded box through mail. Giving them options of regular (6-9 business days) and expedite shipping, at an additional cost (2-4 days).

At our physical location there will be a sales representative handling the tickets and the merchandise stand and sales. The expectations for them are engaging people, who are attentive, receptive and respectful. We will measure their effectiveness based on their performance and sales.

When purchasing merchandise the customer will be able to exchange an item with proof of purchase between the first 60 days of receiving the item. There will be no returns acceptable, but store credit will be provided in case the customer doesn't wish to exchange an item at the moment.

We will charge all transactions through Square Payments.

### **3-Year advertising and promotional plan and budget:**

Our plan is to reach as many people as possible nation-wide to insight a conversation with a diverse group of ideals and opinions, while creating a customer base by the time of our first exhibit. The paid-media promotions will be concentrated within the U.S, while the print media ads will live in Brooklyn, Queens and Lower Manhattan.

**Year1** : The budget for marketing will be \$50,000 going exclusively towards paid media. The funds will be used to support our social media channels and promote our website, and with that, our live conversations. Through paid media we are planning to generate engagement and drive through our website, and we'll use micro-influencers



(followers count of 10,000 - 50,000) to expand our base. Micro-influencers are usually more relatable to people and have a smaller price range between \$600 and \$2,000.

Instagram will be our main channel for distribution as it caters to a wider range of ages (18-34 is their highest demographic) Followed by TikTok, who's main demographic ranges from 10 to 29 years old. We will allocate \$32,000 to Instagram, \$15,000 to TikTok and \$3,000 to Facebook. The creation of the content will be done by the CEOs, therefore the whole marketing budget will be allocated to the distribution of the content.

**Year 2:** The budget for marketing will be \$57,000 in year two, with \$54,000 for digital content and \$3,000 for print media. Entering the second year our advertising plan will be more focused on our physical experience since we will be launching our first exhibit. For this year will work with micro-influencers as well as mid-tier influencers (follower count of 50,000 - 500,000). We will be working exclusively with influencers who have a big New York followed count. It will all be in a UGC format, meaning User Generated Content, to appeal for a more organic look. We will send merchandise items to these creators in order to produce content, varying between photos and videos, with an emphasis on videos, since they generate more engagement on Instagram than stills. During this campaign we will not only be driving customers to our digital channels, but will be actively promoting the launch of our first exhibit. The content will again be created by the CEOs, allocating all the funds to the distribution of the content.

As for the print media budget of \$8,000, we will continue with the same plan of year one in terms of percentages in the boroughs, but will not only be creating posters, but flyers as well to be distributed to the public.

During this year we will register our company in TripAdvisor, under the *Things to do* section, as well as in I LOVE NY to make Happy Medium a must experience activity in New York City.

**Year 3:** The budget for marketing will be \$86,000, with \$80,000 for digital content and \$6,000 for print media. The campaign for our third year will be 80% directed to our exhibits, and 20% to our digital channels. The paid media distribution will increase with \$75,000 allocated to Instagram, \$20,000 to TikTok and \$5,000 to Facebook. We will continue to work with micro and mid-tier influencers, focusing on feed videos and Reels.

## **VI. OPERATING PLAN**

### **Digital Platform**

The company will operate exclusively digitally during the first year. By doing so, we will build up a base of members/customers before moving into a physical location. The online space will be designed to encourage interactions with people across the nation. There will be live conversations happening between the founders and several guests with different ideals and beliefs. Through this we invite our listeners to join in the conversations in the comments.

We will release a weekly article, supported by a piece of art, where a specific topic and several opinions about it will be represented. (i.e: vaccinations, why people are not getting vaccinated, and why others are). We want to provide a space to all voices, where people can share their opinions and learn about the ones they haven't considered or don't agree with.

### **Digital Platform**

While the online platform will be the sole operating platform in the first year, during the first year we will work towards creating our first physical experience: Immersive art exhibit. As we believe that being in a physical space, and interacting with art is the best and most efficient way to communicate the message.

In our second year we will launch our first physical exhibit for the duration of 3 months (June to August). We will rent a warehouse located in Greenpoint, Brooklyn for a duration of 6 months to give us enough time to install and uninstall the exhibit. We chose this location due to its accessibility with the subway and proximity to our targeted neighbourhoods of Astoria, Lower Manhattan and primarily Brooklyn borough.

Starting in the third year we will launch two seasons of one exhibit per year, meaning each physical exhibit will run twice a year for a period of 3 months at a time. The first part being from June to August and the second part from November to January. These are the busiest seasons in New York, mid-summer when people are looking for new activities, and around the Holidays, when people are feeling more connected and accepting. Having it run for small periods of time, instead of year round, allows us to prepare better for the following exhibit, by saving in cost and giving us time and space to build the new one. As well as making the experience more exclusive, and therefore more appealing, especially for a generation afraid of missing out.

To produce the contents of the first exhibit we will be using Pratt Institute's facilities as alumnis, as well as their print shop for our print media. Starting year three, we will be working with artists and designers, they will be in charge of creating their artwork in their own spaces. All the final touches and assemblies will take place in the physical location in GreenPoint.

As part of the physical experience, we will be hosting discussion panels four times a year, two during each period of the exhibit. These panels will be held to encourage an open dialogue on the subject being presented.

In order to get the company up and running we need one copywriter for our website, as the rest of the work, including branding, marketing, social media management and hosting the conversations, will be done by the two CEOs. Once we launch our first exhibit we will need to hire a sales representative and IT technician and will count with the free support of an accountant and a photographer/videographer.

### **Supplier:**

Apple Art Supplies is a local art store located in Clinton Hill, Brooklyn, opposite to Pratt Institute. By partnering with an art store, we will reduce our production cost, while supporting a local business. Through this partnership Happy Medium will receive a 20% discount on purchases, these purchases include materials for the pre-production of our merchandise, as well as materials for the production of our exhibits. In exchange, Happy Medium will promote the store on their digital channels and will use Apple Art Supplies as their sole supplier.

## VII. MANAGEMENT TEAM

Happy Medium is owned and operated by me, Constanza Cabrera, and my business partner, Sky Pak. The bones of the company, such as concept, the brand identity, the website and social media channels will be created and initially operated by both of us.

In the first year, during which we will operate exclusively digitally, we are counting on the support and free financial advice of Zain Khan to manage our finances.

We will hire a content editor and researcher as freelancer, to help us gather information and write the articles about the social, political and environmental issues we'll be working on.

### **Leadership:**

#### **Constanza Cabrera**

##### **Co-Founder and CEO.**

Co-managing the overall operations of the company. In charge of the social media channels, this includes creation and curation of the content (images/photos/captions). Photography and Video production for advertising and branding. Managing invoices for costs, including hires as well as managing the overall finances. In charge of e-commerce, meaning the company's merchandise through our website.

I'm an immigrant from Venezuela. I moved to New York City seven years ago to pursue my career. My aunt moved here around thirty years ago, which is what brought me to the city in the first place. Yet it was the mix of culture, art, and chaos which made me decide to stay and make NYC my home.

Since I've moved I've completed a certificate in photography from New York Film Academy and BA in Communications Design, with an emphasis in Art Direction and Advertising from Pratt Institute. My work experience comes from working at Pratt's print studio (4 years), W.Britt as social media manager and website designer (3 years), Sideways as graphic designer (1 year) and IMG N Media as motion graphics designer (1 year). I'm currently working as an Art Director at Warner Music Group (2 years).

My interests are: Photography, film, print media (magazines & zines), gardening, political agendas, history and psychology.

## **Sky Pak**

### **Co-Founder and CEO.**

Co-managing the overall operations of the company. In charge of sourcing and supervising our freelancers and artists. In charge of logistics, including the company's schedules, budgeting and storage of materials. In charge of online and in person security and sourcing the materials for the overall curation of the exhibits.

Sky completed a BA in Communications Design, with an emphasis in Art Direction and Advertising from Pratt Institute. Her work experience comes from LeadWay as logistics coordinator (4 years), IMG N Media as motion graphic designer (1 year). She currently working as an Art Director at Warner Music Group (2 years)

Her interests are: Film, books, jewelry design, social causes, installation art, sociology and tutoring.

### **Free Advisor:**

**Zain Khan**

**Financial Advisor.**

To assess our financial needs and look for investment opportunities. in charge of the company's taxes and insurance.

Financial Advisor at TD bank

### **First & Second Year Freelancer:**

**Taylor Lupo**

**Researcher/Content Editor.**

In charge of researching, writing copy for the website and social media channels and proofreading all written information.

Experience in copywriting and research. Currently working as an editor at IMG N Media.

### **Third Year Freelancers:**

**Taylor Lupo**

**Researcher/Content Editor.**

In charge of researching, writing copy for the website and social media channels and proofreading all written information.

Experience in copywriting and research. Currently working as an editor at IMG N Media.



**London Jones**

**IT Technician.**

In charge of maintaining and organizing the company's networks, softwares and computers

Experience in motion graphics, video editing and coding. Currently working as a 3D Designer at IMG N Media

**Third Year Free Support:**

**Stephany Viera**

**Filmmaker and Photographer.**

In charge of making, leading and developing video and photo content.

New York Film Academy graduate and former professor. Experience in photography, film, lighting and video editing. Currently working as a freelance photographer.

**Contractors based on Exhibits (starting on the second year):**

**Rebecca Yopez**

**Sales Representative.**

In charge of assisting customers in the ticket booth and the merchandise section.

Experience in sales.

**Security Team**

**Cleaning Crew**

## VIII. START-UP EXPENSES + CAPITAL FORMATION

Our initial need to get the company up and running is \$782, covering the cost of registration, website and domain fee. Once this is covered and the structure of the company is formed, we will then focus on our marketing strategy.

To register an LLC in the state of New York we need to file the Articles of Organization with the New York Department of State Division of Corporation which comes at a price of \$200. Doing it through an agent, such as Legalzoom, will reduce publication cost and maintain the company's address private. Registering the company through Legalzoom will come at a total cost of \$488 for the first year.

To register the company's domain (*happymediumus.com*) plus the website fee, comes at a cost of \$24,50 a month, meaning \$294 a year using Wix's Business & eCommerce Premium Plan.

The overall cost, including our start-up expenses, marketing, merchandise pre-production and copywriter compensation will be \$76,537, which I'm going to round up to \$80,000. Around 60% will be covered by me and my business partner, meaning each will put \$25,000 from our own money. Leaving the other 40%, around \$30,000 to be covered by my uncle and our investor, Guillerm Moron, who will then receive 5% of our profits in return.

## IX. FINANCIAL PLAN

### Start-Up cost in year one

COST	BUDGET	NOTES
LLC Registration	488	Filling through Legalzoom
Domain + Website	249	Wix's Business & eCommerce Premium Plan. ( <i>happymediumus.com</i> )
<b>TOTAL</b>	<b>\$782</b>	

### Year one

*Expenses \$76,537 + Income \$17,310 = Total Net -\$59,227*

INCOME	BUDGET	NOTES
Membership Fee	7,200	\$12 membership fee (600 subscribers)
Shirts	3,750	\$25 per item (150 shirts)
Postcards	270	\$6 per item (45 postcards)
Stickers	300	\$3 per item (100 stickers)
Notebooks	500	\$10 per item (50 notebooks)
Pencil Set	500	\$10 per item (50 sets)
Magnets	240	\$6 per item (40 magnets)
Small Prints (8x10)	1,050	\$15 per print (70 prints)
Medium Prints (18x24)	1,750	\$35 per print (50 prints)
Large Prints (24x36)	1,750	\$50 per print (35 prints)
<b>TOTAL</b>	<b>\$17,310</b>	

<b>EXPENSES</b>	<b>BUDGET</b>	<b>NOTES</b>
LLC Registration	488	Filling through Legalzoom
Domain + Website	249	\$24,50 per month. First year of domain is free
Digital Advertising (Paid Media)	50,000	An average of \$4,000 per month
Merchandise	18,000	Pre-production + shipping cost
Copywriter	7,800	Contract Based (1 article per week at \$150 each)
<b>TOTAL</b>	<b>\$76,537</b>	
<b>TOAL NET</b>	<b>\$-59,227</b>	

For the first year we are aiming to get 600 subscribers, 100 of them are already secure between family and friends, which leaves us 500 people to reach through our social media channels and our marketing plan. As someone who has worked on advertising and has experience in reach and engagement through social media, we as a company, feel very confident in our reach.

The merchandise break-up prices range between brands such as H&M, Zara and The Strand, keeping it all at affordable prices. The expenses for it will be mostly directed towards the pre-production of the items, buying by the dozen and saving cost in the design and printing, since we will be designing the merchandise ourselves and using Pratt Institute's facilities for our large format printing.

## Year Two

Expenses \$237,595 + Income \$244,795 = Total Net -\$7,200

INCOME	BUDGET	NOTES
Membership Fee	9,600	\$12 membership fee (800 subscribers)
Regular Tickets	96,000	\$36 per ticket (3,000 people)
Student Tickets	52,500	\$30 per ticket (1,750 people)
Student Tickets (Tuesday)	43,750	\$25 per ticket (1,750 people)
Senior Tickets (+60)	22,800	\$30 per ticket (700 people)
Shirts	4,500	\$25 per item (180 shirts)
Postcards	360	\$6 per item (60 postcards)
Stickers	360	\$3 per item (120 stickers)
Notebooks	600	\$10 per item (60 notebooks)
Pencil Set	600	\$10 per item (60 sets)
Magnets	300	\$6 per item (50 magnets)
Small Prints (8x10)	1,275	\$15 per print (85 prints)
Medium Prints (18x24)	2,450	\$35 per print (70 prints)
Large Prints (24x36)	2,000	\$50 per print (40 prints)
<b>TOTAL</b>	<b>\$237,095</b>	

<b>EXPENSES</b>	<b>BUDGET</b>	<b>NOTES</b>
LLC Registration	280	Filling through Legalzoom
Domain + Website	249	\$24,50 per month.
Venue	125,000	6 months lease. 10,000 Sdft at \$25/Sqft
Venue Insurance	2,300	Liability
Utilities	7,800	An average of \$1,300 per month
Print Advertising	3,000	Posters + Flyers
Digital Advertising (Paid Media)	54,000	An average of \$4,500 per month
Merchandise	20,000	Production + shipping cost
Projector (2)	400	\$200 each
Headphones (10)	2,000	\$200 each
Speakers (4)	1,200	\$300 each
Lighting Set	1,700	B&H
Ink for Printer	59	This will be bought as needed
Printer Paper	7	(Xerox) This will be bought as needed
Cleaning Supplies	200	This will be bought as needed
Binding Materials	120	From Apple Art Supplies
Construction Materials	6,200	
Mannequins/Sculpture	5,060	
Metal Cages	2,000	
Security Team	4,500	
Sales Representative	1,200	
Copywriter	7,800	Freelancer (1 article per week at \$150 each)
<b>TOTAL</b>	<b>\$244,795</b>	

<b>TOAL NET</b>	<b>\$-7,700</b>	
-----------------	-----------------	--

During our second year the majority of our expenses will be directed towards the creation of the exhibit, with half of our expense being utilized in the venue alone (57 Box St, Brooklyn, NY 11222 - Building 1 | LoopNet.Com, 2021). To save up on cost we will only launch one season of our first exhibit, which means we will only be renting the space for a period of six months, taking into consideration the three months the exhibit will be running, two months for pre-production and installation and one month after to uninstall.

During this year we will also be purchasing a lot of recurrent equipment (headphones, lightset, speakers), which will save us up in cost for the following year when we are planning to launch two seasons of the exhibit. As we are planning on driving the attention of our customers towards the exhibits, and the purchase of tickets, we are only projecting 200 subscribers more through our digital platforms in comparison to the year before.

**Year Three:***Expenses \$450,335 - Income \$465,820 - Total Net \$15,485*

<b>INCOME</b>	<b>BUDGET</b>	<b>NOTES</b>
Membership Fee	12,000	\$12 membership fee (1,000 subscribers)
Regular Tickets	216,000	\$36 per ticket (6,000 people = 3,000 per exhibit)
Student Tickets	105,000	\$30 per ticket (3,500 people = 1,750 per exhibit)
Student Tickets (Tuesday)	87,500	\$25 per ticket (3,500 people = 1,750 per exhibit)
Senior Tickets (+60)	30,000	\$30 per ticket (1000 people = 500 per exhibit)
Shirts	5,000	\$25 per item (200 shirts)
Postcards	360	\$6 per item (75 postcards)
Stickers	360	\$3 per item (135 stickers)
Notebooks	600	\$10 per item (80 notebooks)
Pencil Set	600	\$10 per item (80 sets)
Magnets	300	\$6 per item (65 magnets)
Small Prints (8x10)	1,275	\$15 per print (100 prints)
Medium Prints (18x24)	2,450	\$35 per print (85 prints)
Large Prints (24x36)	2,000	\$50 per print (60 prints)
<b>TOTAL</b>	<b>\$237,595</b>	



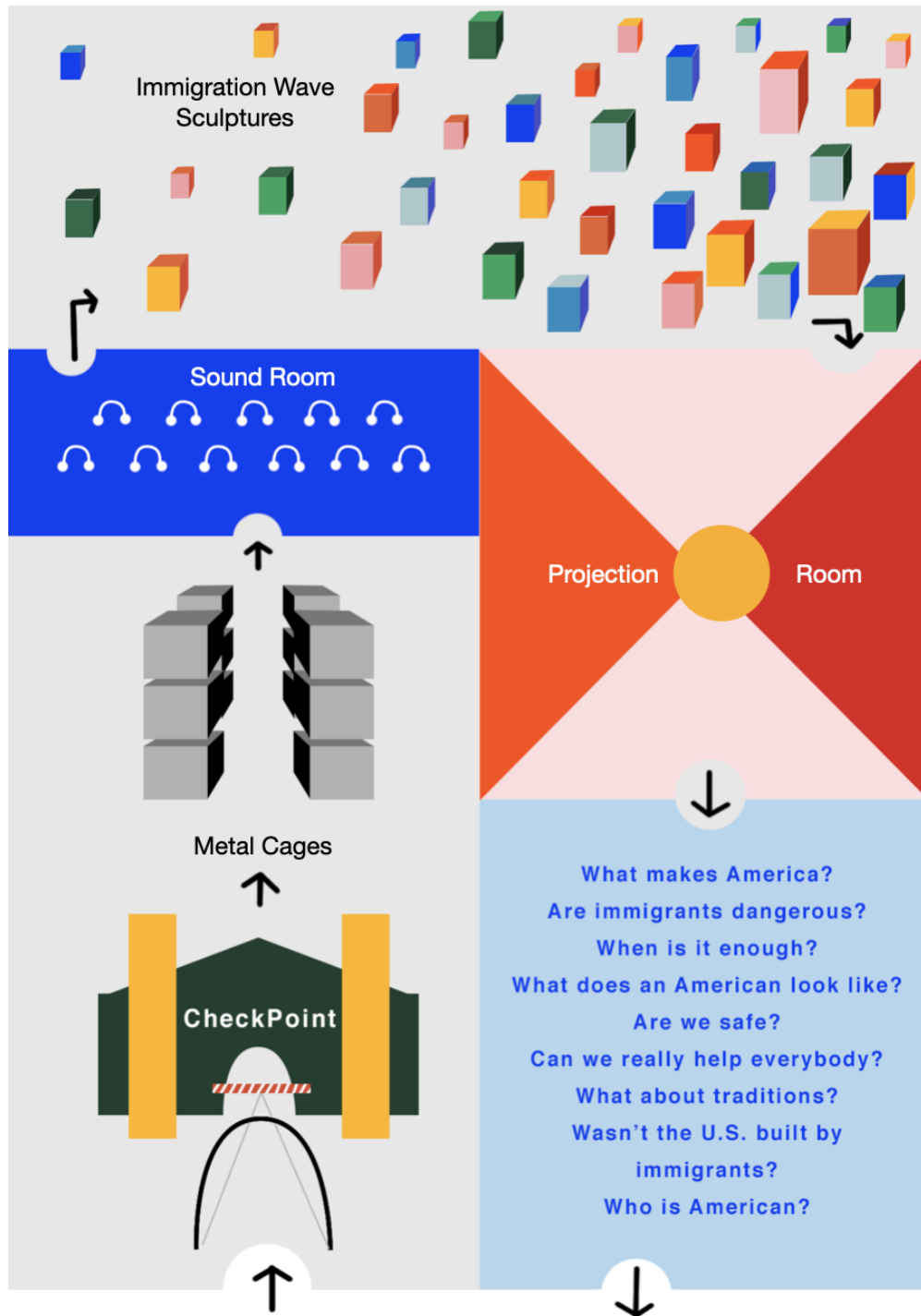
<b>EXPENSES</b>	<b>BUDGET</b>	<b>NOTES</b>
LLC Registration	280	Filling through Legalzoom
Domain + Website	294	\$24,50 per month.
Venue	250,000	1 year lease. 10,000 Sdft at \$25/Sqft
Venue Insurance	2,300	Liability
Utilities	15,700	An average of \$1,300 per month
Print Advertising	6,000	Posters + Flyers
Digital Advertising (Paid Media)	80,000	An average of \$6,600 per month
Merchandise	30,000	Production + shipping cost
iMac	2,000	
AppleCare	169	
Table/Desk	900	
Chairs (2)	360	\$180 each
Ink for Printer	49	This will be bought as needed
Printer Paper	7	(Xerox) This will be bought as needed
Cleaning Supplies	100	This will be bought as needed
Construction Materials	20,000	
Security Team	4,500	
Sales Representative	2,400	\$1,200 per exhibit
Copywriter	15,600	Freelancer (2 article per week at \$150 each)
IT Technician	20,000	Freelancer
<b>TOTAL</b>	<b>\$450,335</b>	
<b>TOAL NET</b>	<b>\$15,485</b>	

Starting our third year we are planning to launch our two seasons of an exhibit, meaning the same exhibit will be open to the public from June to August and then November to January, this will increase both our sales and our cost. Operating for two seasons means we will be renting the space for a whole year, duplicating our venue expenses in comparison to the year before.

We are estimating a participation of 14,000 people, meaning 7,000 per exhibit as we are maintaining our projections from the previous year of 100 people per day. To get our estimate of participants we looked at our competitions, 29 Rooms by Refinery 29 which operates for 4-5 days and has a total attendance between 18,000 and 20,000 people.

# X. APPENDIX

## Exhibit Plan



## XI. References

- *57 Box St, Brooklyn, NY 11222 - Building 1 | LoopNet.com.* (2021). LoopNet.  
<https://www.loopnet.com/Listing/57-Box-St-Brooklyn-NY/17233140/>
- *Fall 2021 Harvard Youth Poll.* (2021). The Institute of Politics at Harvard University.  
<https://iop.harvard.edu/youth-poll/fall-2021-harvard-youth-poll>
- Cox, C. U. T. (2021, April 9). *Gallup poll shows largest increase in Democratic Party affiliation in a decade.* USA TODAY.  
<https://eu.usatoday.com/story/news/politics/2021/04/07/gallup-survey-shows-largest-increase-democratic-party-affiliation-decade/7114860002/>
- Gallup, Inc. (2021, December 13). *Analytics & Advice About Everything That Matters.* Gallup.Com. <https://www.gallup.com/home.aspx>
- Pesce, N. L. (2021, April 7). *The number of Republicans is the lowest it's been in a decade: Gallup poll.* MarketWatch.  
<https://www.marketwatch.com/story/the-number-of-americans-identifying-as-republican-is-the-lowest-its-been-in-a-decade-gallup-poll-11617812129>
- Gallup, Inc. (2021a, November 13). *Party Affiliation | Gallup Historical Trends.* Gallup.Com. <https://news.gallup.com/poll/15370/party-affiliation.aspx>
- Goodkind, N. (2021, December 2). *The majority of young Americans think democracy is in big trouble, according to a new poll.* Fortune.  
<https://fortune.com/2021/12/01/poll-majority-young-americans-democracy-trouble/>
- Skelley, G. (2021, April 15). *Few Americans Who Identify As Independent Are Actually Independent. That's Really Bad For Politics.* FiveThirtyEight.

<https://fivethirtyeight.com/features/few-americans-who-identify-as-independent-are-actually-independent-thats-really-bad-for-politics/>

- Meyers, D. (2021, December 1). *Young Americans are fearful about the future of democracy*. The Fulcrum.

<https://thefulcrum.us/big-picture/Leadership/future-of-democracy>

- Census Reporter. (2021). *Census profile: NYC-Brooklyn Community District 1--Greenpoint & Williamsburg PUMA, NY*.

<https://censusreporter.org/profiles/79500US3604001-nyc-brooklyn-community-district-1-greenpoint-williamsburg-puma-ny/>

- Census Reporter. (2021b). *Census profile: NYC-Brooklyn Community District 3--Bedford-Stuyvesant PUMA, NY*.

<https://censusreporter.org/profiles/79500US3604003-nyc-brooklyn-community-district-3-bedford-stuyvesant-puma-ny/>

- Census Reporter. (2021c). *Census profile: NYC-Brooklyn Community District 4--Bushwick PUMA, NY*.

<https://censusreporter.org/profiles/79500US3604002-nyc-brooklyn-community-district-4-bushwick-puma-ny/>

- U. (2019, October 10). *New York City — 29Rooms Is Returning Home to Expand Your Reality*. Refinery29.

<https://www.refinery29.com/en-us/2019/10/8550255/how-to-buy-nyc-29rooms-tickets-announcement>

- *Van Gogh Exhibit New York City : The Immersive Experience*. (2021, December 13).

Immersive Van Gogh NYC. <https://www.vangoghnyc.com/>

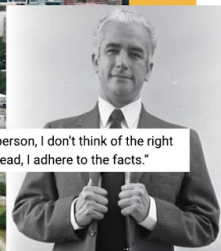
- *Bottom Of The Ocean - Tickets*. (2021). Bottom Of The Ocean.  
<https://www.boto.nyc/tickets>
- Feldman, A. (2021, November 1). *An exclusive first look at NYC's most intimate immersive show*. Time Out New York.  
<https://www.timeout.com/newyork/news/an-exclusive-first-look-at-nycs-most-intimate-immersive-show-110121>
- Spencer, E. (2018, November 6). *How to work best with the 4 different types of learners*. Work Life by Atlassian.  
<https://www.atlassian.com/blog/teamwork/how-to-work-4-different-learning-types#:~:text=Research%20has%20found%20that%2065,in%20order%20to%20retain%20it.&text=People%20retain%2080%20percent%20of,percent%20of%20what%20they%20hear>

## XII. Pitch Deck

# HAPPY MEDIUM



Constanza Cabrera



"I'm an educated person, I don't think of the right or the left, but instead, I adhere to the facts."



## What is Happy Medium?

A Brooklyn, New York based gallery where charged social, political, and environmental issues (such as abortion, criminal justice, systematic racism, health care, wild life conservation, among others) are depicted from multiple points of view.



### Mission

We present evolving art exhibits from different points of view that generate open, safe, and inclusive dialogue about social, political, and environmental issues. We encourage participants with different beliefs and opinions to connect with the art and one another in order to feel more empathetic towards each other.

### Vision

Our vision is to help people form educated opinions on social matters while setting aside political beliefs. With the use of art, we facilitate open and respectful dialogue which would, in turn, promote more empathetic views on polarizing issues.

### Legal Structure

The company's legal model will be a Limited Liability Company (LLC). Having an LLC allows the company to separate the finance from the owner's personal finances. As well as being one of the most flexible structures for non-Americans to create.



## Mission

We present evolving art exhibits from different points of view that generate open, safe, and inclusive dialogue about social, political, and environmental issues. We encourage participants with different beliefs and opinions to connect with the art and one another in order to feel more empathetic towards each other.

## Vision

Our vision is to help people form educated opinions on social matters while setting aside political beliefs. With the use of art, we facilitate open and respectful dialogue which would, in turn, promote more empathetic views on polarizing issues.

## Legal Structure

The company's legal model will be a Limited Liability Company (LLC). Having an LLC allows the company to separate the finance from the owner's personal finances. As well as being one of the most flexible structures for non-Americans to create.

## Mission

We present evolving art exhibits from different points of view that generate open, safe, and inclusive dialogue about social, political, and environmental issues. We encourage participants with different beliefs and opinions to connect with the art and one another in order to feel more empathetic towards each other.

## Vision

Our vision is to help people form educated opinions on social matters while setting aside political beliefs. With the use of art, we facilitate open and respectful dialogue which would, in turn, promote more empathetic views on polarizing issues.

## Legal Structure

The company's legal model will be a Limited Liability Company (LLC). Having an LLC allows the company to separate the finance from the owner's personal finances. As well as being one of the most flexible structures for non-Americans to create.



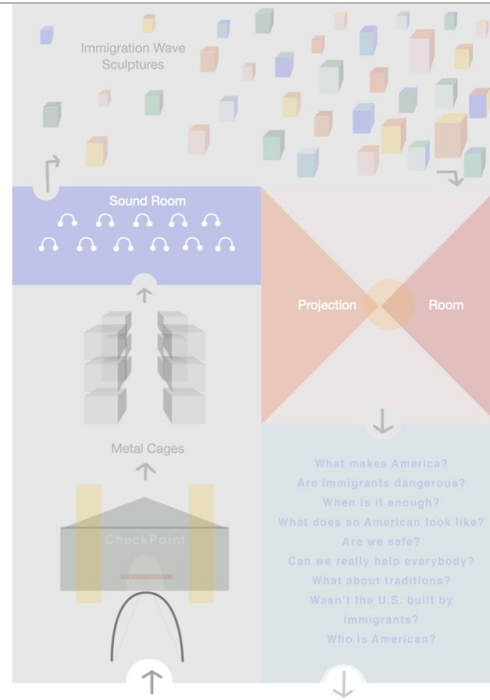
## The Website

- Pop up window for email - database 75%
- Conversations between the CEOs and a guest (conservative - liberal)
- Weekly Articles

A graphic on the right side of the slide featuring a white audio waveform on a yellow background. Below the waveform are several dark green and white speech bubble shapes, suggesting a conversation or audio recording.

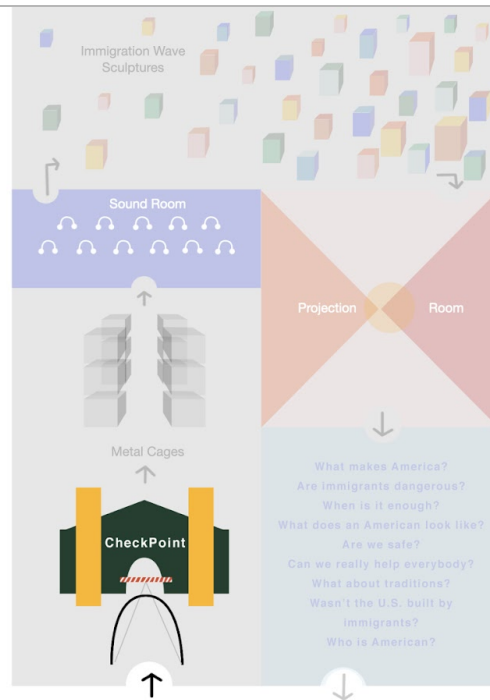
## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



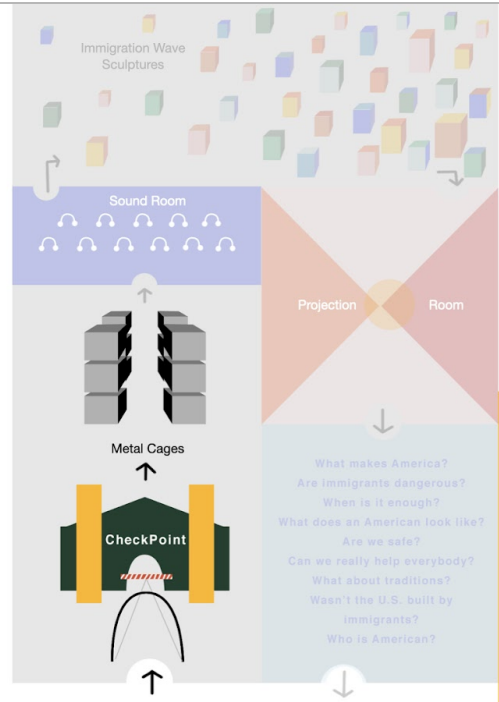
## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



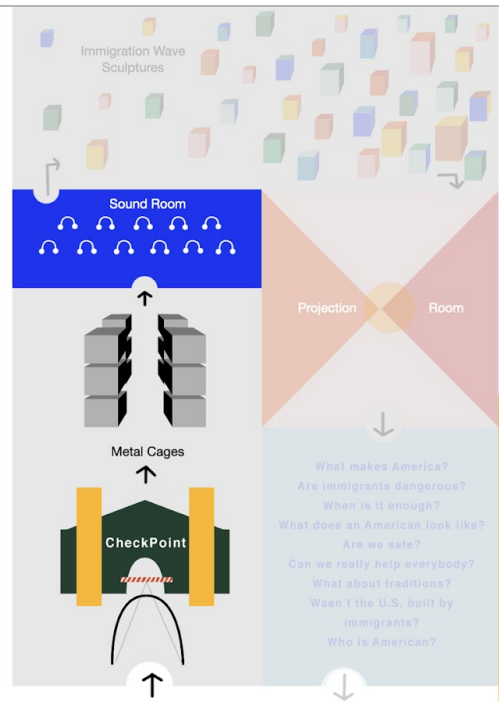
## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



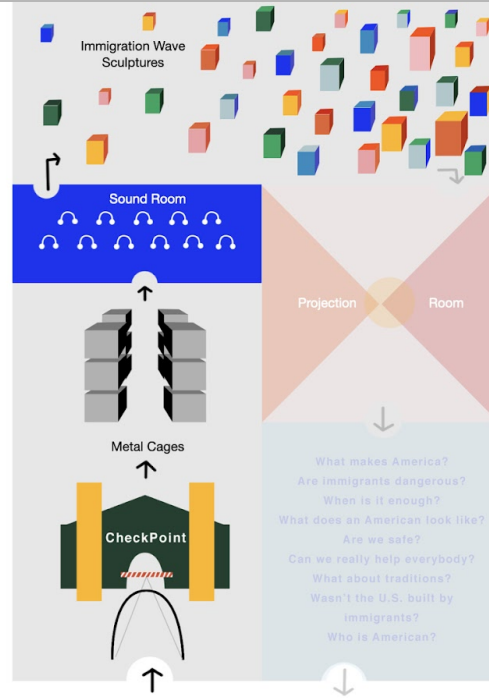
## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



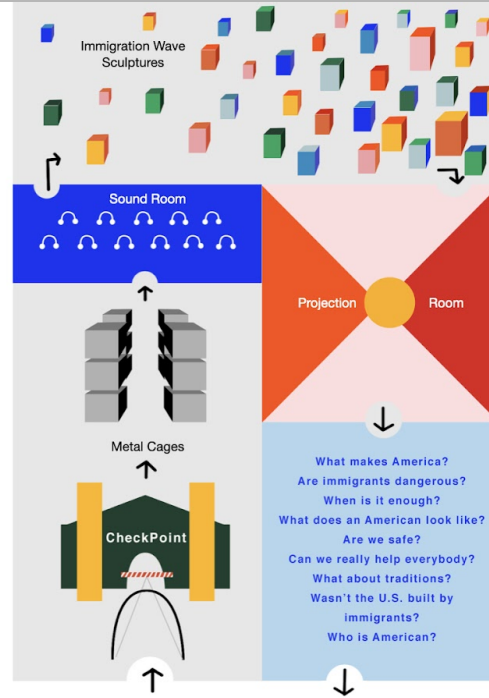
## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



## The Exhibit

- New theme every year
- Two seasons - June to August and November to January
- We present people with opinions and ideals that differ from theirs.
- Immigration
- The participant will walk through a pathway and interact with imagery, sound and tactile objects.



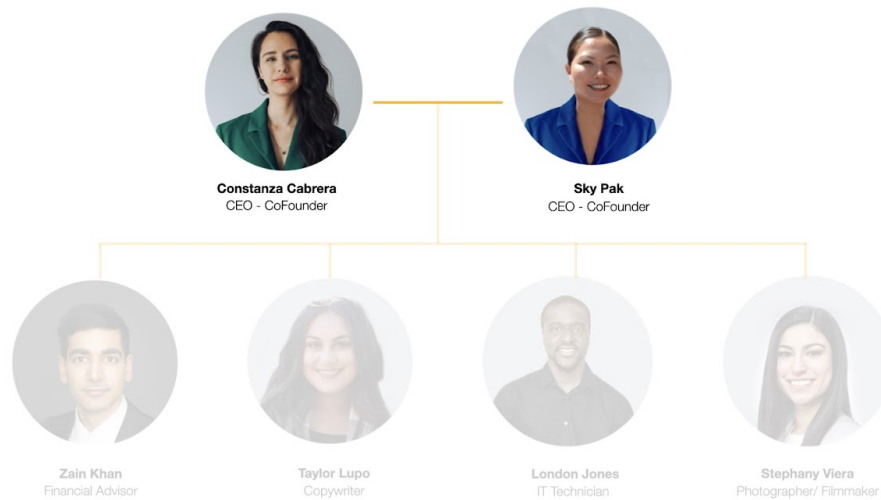
## Customer Overview

- Digitally: Nationwide
- Focus: New York City
- 16 - 40 age range
- Female, male and non-binary
- All ethnicities and religions
- Open-minded and respectful
- Interested in history, world culture, sociology, climate change and politics.

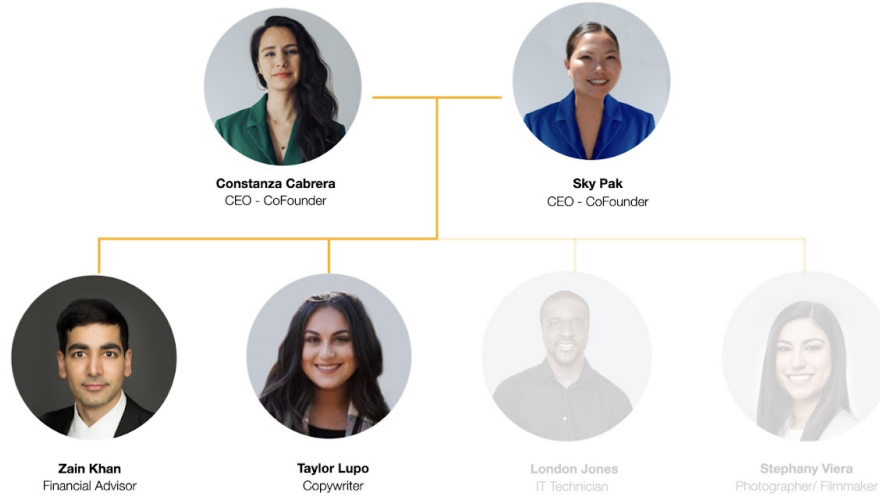


<b>Digital Access</b>	FREE	- Conversations - Weekly Articles
<b>Membership</b>	\$12	- Early notification for tickets - Free Tote Bag
<b>General Tickets</b>	\$36	- Adults
<b>Senior Tickets</b>	\$30	- Seniors 60+
<b>Student Tickets</b>	\$30 \$25	- Students every day of the week \$30 - Every Tuesday \$25

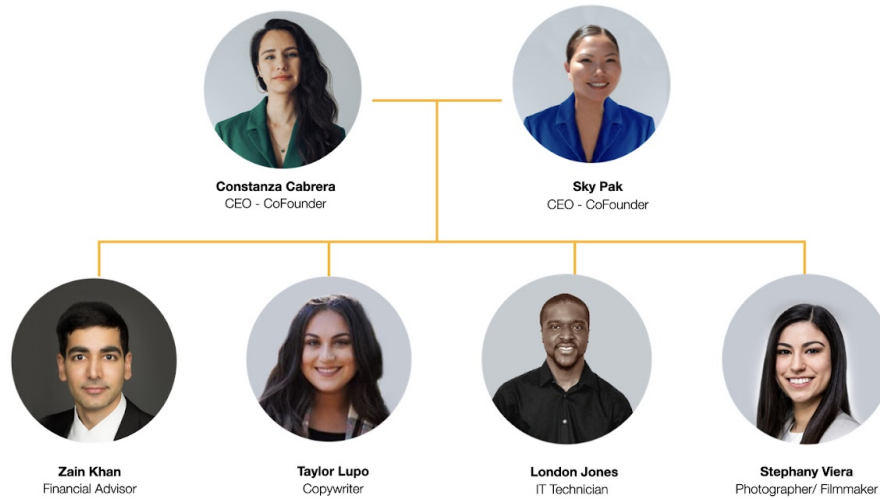
## The Team



## The Team



## The Team





## Start-Up Expenses

- \$782
- Company registration, domain + website
- Advertising
- Copywriter \$7,800
- Merchandise pre-production \$18,000

## Needs

\$782 - \$76,537

Company Registration  
**\$488**

Website + Domain  
**\$294**

Advertising  
**\$50,000**

## Capital Formation

- 63% divided between the partners
- 38% from investor (5%)

## Source

\$100,400

Constanza Cabrera  
**\$25,000**

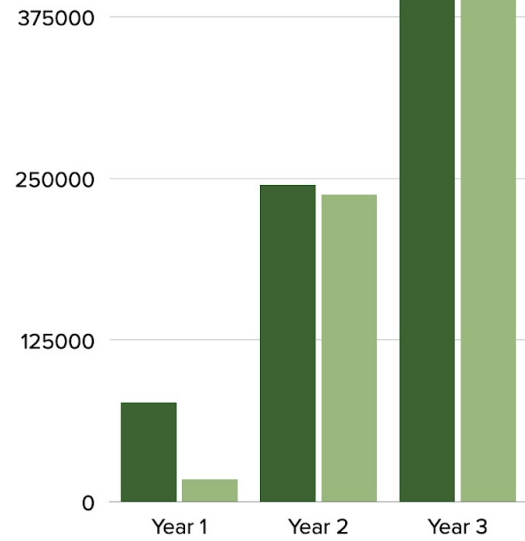
Sky Pak  
**\$25,000**

Investor - Guillermo Morón  
**\$30,000**

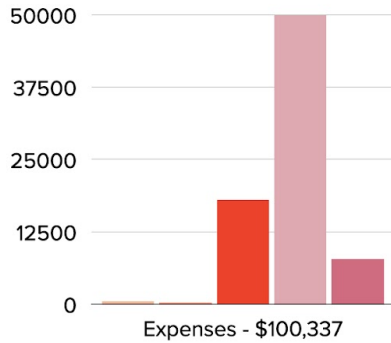
## Financial Overview

- First year deficit of -\$59,227
- Second year deficit of -\$7,200
- Third year profit of \$15,485

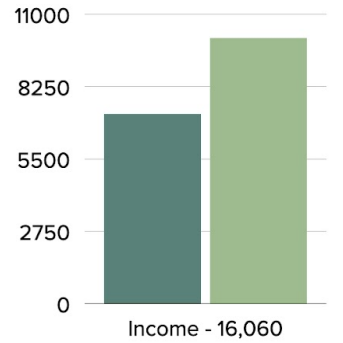
- Expenses
- Revenue



## Year 1

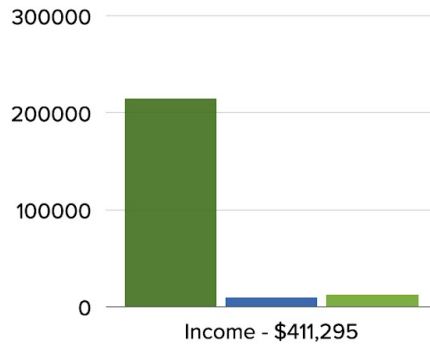
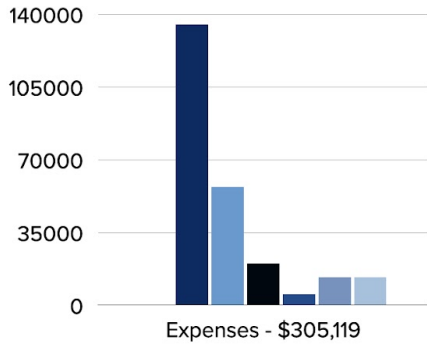


- Company Registration \$488
- Merchandise \$18,000
- Copywriter \$7,800
- Website \$249
- Advertising \$50,000



- Membership Fee (\$12-600) \$7,200
- Merchandise \$10,110

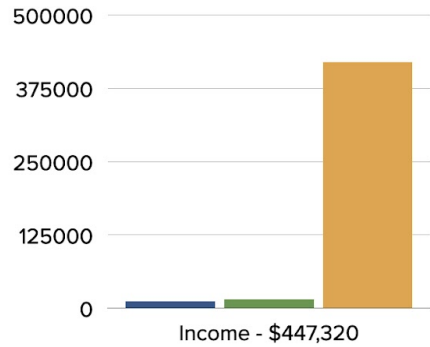
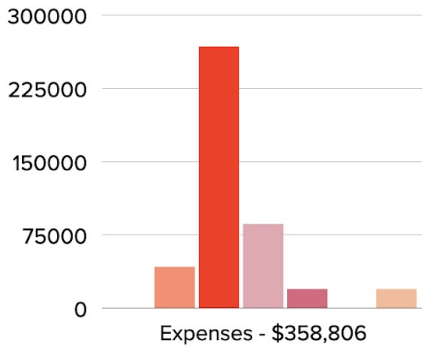
## Year 2



■ Company Registration \$280    ■ Website \$249    ■ Venue \$135,100  
■ Advertising \$57,000    ■ Merchandise \$20,000    ■ Equipment \$5,300  
■ Hires \$13,500    ■ Exhibit Materials \$13,389    ■ Supplies \$207

■ Ticket's Sale \$215,050  
■ Membership Fee (\$12-800) \$9,600  
■ Merchandise \$12,445

## Year 3



■ Company Registration \$280    ■ Hires \$42,500  
■ Venue \$268,000    ■ Advertising \$86,000  
■ Merchandise \$30,000    ■ Website \$249  
■ Materials \$20,000

■ Membership Fee \$12,000  
■ Merchandise \$15,320  
■ Ticket's Sale \$420,000

**How can we demand to be heard if  
we are not willing to listen ourselves?**