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IBC

Instituto Brasileiro de Cultura

Business Plan

INSTITUTO BRASILEIRO DE CULTURA (IBC)

EDITION
Berlim 2026

VERSION
1.0

DATA
April 2026

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INSTITUTO BRASILEIRO DE CULTURA (IBC)

BUSINESS PLAN — BERLIN, GERMANY

VERSION 1.0 | MARCH 2026

1. EXECUTIVE SUMMARY

The **Instituto Brasileiro de Cultura (IBC)** — Brazilian Institute of Culture — is a non-profit organisation (e.V. — *eingetragener Verein*) headquartered in Berlin, Germany, founded with the purpose of promoting, preserving and disseminating Brazilian culture, art, music and traditions across the European continent.

The IBC is born from the conviction that Brazil holds one of the richest, most diverse and still underrepresented cultural heritages in Europe. Our mission is to transform this gap into an opportunity — creating a permanent bridge between Brazilian artists, musicians, dancers and cultural producers and the European public.

Strategically headquartered in Berlin — Europe's cultural capital — the IBC will act as a continental hub, establishing partnerships across Portugal, Spain, France, Italy, the Netherlands, Switzerland, Austria and the United Kingdom.

Founding Partner & Executive Director: Jose Eugenio Soares Santiago **Legal Form:** Eingetragener Verein (e.V.) — Gemeinnützig (public benefit / non-profit) **Headquarters:** Berlin, Germany **Year of Foundation:** 2026

2. MISSION, VISION AND VALUES

MISSION

To be Brazil's permanent home in Europe — a living space where Brazilian culture is celebrated, taught and shared with the world. The IBC is a two-way bridge: we welcome the Brazilian community and diaspora while opening Brazil to the European gaze. We help people, artists, entrepreneurs and European institutions discover Brazil for what it truly is — one of the greatest opportunities for human, creative and economic development of the 21st century. We exist to be a point of support, promotion and connection between two worlds that have much to offer each other.

VISION

We envision a future where Brazil is recognised in Europe not only for its vibrant culture, but as a strategic partner — a territory of opportunity, diversity and innovation. By 2030, the IBC will be the leading reference institute for Brazilian culture and soft power on the European continent, connecting talent, business, families and ideas between Brazil and Europe. An institution where artists have voice, entrepreneurs find pathways and culture is the most powerful asset for social transformation.

VALUES

- **Diversity, Equity, Inclusion and Belonging:** Representing and honouring the full cultural plurality of peoples, celebrating individuals from all backgrounds and worldviews; valuing the expertise, creativity, experience and excellence of women, BIPOC and LGBTQ+ people.
- **Excellence:** Prioritising high-level programming that positions Brazilian culture as world heritage, while fostering the conditions for collective transformation through joint action.
- **Sustainability:** A financially viable business model, not exclusively dependent on donations — optimising resources out of respect for the planet.
- **Social Impact and Care:** Creating real opportunities for Brazilian artists abroad and supporting the European community in a deeper understanding of Latin peoples, with care and solidarity. We value care for our collaborators, our public, ourselves and each other.
- **Transparency:** Ethical management and full accountability to members, partners and funders.
- **Abundance:** Valuing the expansion of spaces to amplify ways of thinking beyond Eurocentric and Western intellectualities.

3. MARKET ANALYSIS

3.1 BRAZIL IN EUROPE

Brazil has the largest Latin American diaspora in Europe. It is estimated that over **1.5 million Brazilians** reside on the European continent, with Germany, Portugal, Spain, the United Kingdom and Italy having the highest concentrations. In Berlin alone, the Brazilian community is estimated at **25,000 to 40,000 people**.

Beyond the diaspora, Brazil has universal cultural appeal. Carnival, MPB, samba, bossa nova, capoeira, Brazilian gastronomy, cinema and visual arts attract European audiences from all backgrounds.

3.2 CULTURAL MARKET IN BERLIN

Berlin is Europe's cultural capital. With over 170 museums, three opera houses, hundreds of galleries, world-class festivals (Berlinale, CTM Festival, Berlin Art Week) and a unique underground scene, the city receives **35 million tourists per year** and is home to Europe's largest artist community.

The city has solid infrastructure to host international cultural institutes. Already operating in Berlin are the Goethe-Institut (Germany), Instituto Cervantes (Spain), Institut Français, Istituto Italiano di Cultura, among others. The **absence of a consolidated Brazilian Institute** in Berlin is a strategic gap to be filled.

3.3 COMPETITION AND OPPORTUNITY

Comparable cultural institutes in Berlin have annual budgets between €500,000 and €5,000,000. The IBC starts with a conservative budget of €600,000 in the first year, with projected growth to €1,200,000 in the third year.

There is currently no institute in Berlin exclusively dedicated to Brazilian culture with its own permanent space, continuous programming and professional cultural production capacity.

4. LEGAL STRUCTURE

4.1 LEGAL FORM IN GERMANY

The IBC will be constituted as an **eingetragener Verein (e.V.)** — registered association — with **Gemeinnützigkeit** (public benefit / non-profit) status, pursuant to §§ 51–68 of the Abgabenordnung (German Fiscal Code).

Advantages of Gemeinnützig e.V.: - Exemption from corporate income tax (Körperschaftsteuer) - Exemption from trade tax (Gewerbesteuer) - Reduced VAT of 7% (versus standard 19%) for cultural activities - Ability to issue tax-deductible donation receipts for German donors - Exclusive access to public funding and foundations - Institutional credibility with European partners

4.2 REGISTRATION REQUIREMENTS (E.V.)

Pursuant to § 56 and § 59 of the BGB (German Civil Code): - Minimum of **seven founding members** - Drafting of the **Satzung** (Articles of Association) - Founding General Assembly with notarised minutes - Registration at the **Amtsgericht Berlin-Charlottenburg** (Vereinsregister) - Recognition as Gemeinnützig by the **Finanzamt** (German Tax Authority) - Opening of institutional bank account - Registration in the **Handelsregister** (where applicable)

4.3 GOVERNANCE STRUCTURE

GENERAL ASSEMBLY OF MEMBERS

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SUPERVISORY BOARD

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EXECUTIVE BOARD

- ├ Executive Director (Founding Partner)
- ├ Artistic Director
- └ Administrative & Financial Director

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OPERATIONAL TEAM

- ├ Communications & Marketing
- ├ Events Coordination
- ├ Cultural Production
- └ Administration

5. PROGRAMMING AND SERVICES

5.1 PROGRAMME PILLARS

MUSIC - Concerts and shows by Brazilian artists on European tour - MPB, Samba, Bossa Nova, Forró, Axé, Baião, Funk, Trap BR cycles - Masterclasses with renowned Brazilian musicians - Annual Brazilian Music Festival in Berlin

VISUAL ARTS - Exhibitions by Brazilian visual artists - International artist residencies (Brazilian artists in Berlin) - Art fairs with Brazilian curatorships - Photography, street art, graphic design, fashion

DANCE & PERFORMANCE - Contemporary Brazilian dance performances - Workshops in capoeira, samba, forró, frevo, maracatu - Folk group performances in partnership with consulates

FILM & AUDIOVISUAL - Brazilian Film Showcase (annual) - Thematic cycles: Northeastern Cinema, Black Brazilian Cinema, BR Animation - Partnerships with Berlinale and European festivals

GASTRONOMY & EVERYDAY CULTURE - Brazilian gastronomy nights - Regional cuisine workshops (Bahian, Mineiro, Northeastern food) - Semi-annual Brazilian cultural fair

EDUCATION & LANGUAGE - Portuguese language courses for foreigners (levels A1–C2) - Cultural workshops in Berlin schools - Brazil–Europe university exchange programmes - Academic lectures and seminars on Brazil

5.2 PHYSICAL SPACE

The Berlin headquarters will occupy approximately **200–250 m²**, containing: - Multi-purpose event space (100 seats) - Permanent Brazilian art gallery - Classroom / workshop room (30 seats) - Library / Brazilian cultural archive - Administrative office - Café / reception area with Brazilian products

6. BUSINESS MODEL

6.1 REVENUE STREAMS (SEE DETAILED FINANCIAL DOCUMENT)

1. **Ticket sales & box office** — events, shows, exhibitions
2. **Courses & workshops** — Portuguese, dance, capoeira, gastronomy
3. **Membership fees** — IBC associate plans
4. **Corporate sponsorships** — Brazilian and European companies
5. **Public grants & funding** — Creative Europe, Kulturstiftung, FUNARTE, Itamaraty
6. **Space rental** — for third-party events
7. **Products & merchandise** — institute store
8. **Cultural production services** — consulting for artists

7. MARKETING AND COMMUNICATION STRATEGY

7.1 POSITIONING

The IBC positions itself as **the home of Brazilian culture in Europe** — not a nostalgic space for the diaspora, but a **contemporary centre of cultural excellence** that presents Brazil in all its complexity and modernity to the European public.

7.2 CHANNELS

- **Instagram / TikTok / YouTube** — permanent cultural content in PT, DE and EN
- **Newsletter** — monthly cultural agenda for members and partners
- **Media partnerships** — Berliner Zeitung, tip Berlin, Zitty, Exberliner
- **Public relations** — press office in Berlin and São Paulo

- **Launch events** — press events, opening nights

7.3 STRATEGIC PARTNERS

- **Brazilian Embassy and Consulates** in Germany
- **Itamaraty** — Division for the Promotion of the Portuguese Language
- **FUNARTE** — National Arts Foundation of Brazil
- **Goethe-Institut** — bilateral programming partnerships
- **Berlinale** — Brazilian film showcase
- **Universities** — FU Berlin, HU Berlin, UdK Berlin
- **Brazilian companies in Europe** — Embraer, Petrobras, Vale, Banco do Brasil, Nubank, etc.

8. EUROPEAN EXPANSION PLAN

(See document 05 — Europe Strategy — for full details)

Year 1: Consolidation in Berlin **Year 2:** Opening representations in Lisbon and Paris **Year 3:** Expansion to Madrid, Milan and Amsterdam **Year 4–5:** Network of 8–10 interconnected European cities

9. RISK MANAGEMENT

RISK	PROBABILITY	IMPACT	MITIGATION
Delay in Gemeinnützig recognition	Medium	High	Engage specialist legal counsel from the start
Low sponsorship revenue in Year 1	Medium	High	Focus on public grants and memberships
Artist visa difficulties	High	Medium	Advance consulate protocol
Competition from informal events	Low	Low	Curatorial and quality differential
Brazil–Europe political instability	Low	Medium	Diversification of funding sources

10. SUCCESS INDICATORS (KPIs) — YEAR 1

- Number of events held: **minimum 48/year** (4/month)
- Total audience: **minimum 5,000 people/year**
- Associate members: **minimum 200**
- Brazilian artists supported: **minimum 30**
- Own revenue (box office + courses): **minimum €80,000**
- Sponsorships raised: **minimum €150,000**
- Grants approved: **minimum 2**

Document prepared in March 2026. All values in Euros (€). Founding Partner: Jose Eugenio Soares Santiago