

Study Trip for Emerging Leaders and Liaisons in the Arts

FY2025 Project Report





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Project Overview

Project Details

Objectives

- **Nurturing future leaders in arts management:** This program aims to foster development of young arts management professionals who hold the potential to become essential liaisons between artists and the society. To achieve this, we provide participants with short-term opportunities to attend international arts festivals and other cultural events, facilitating engagement with international counterparts within the arts and cultural sector. This initial exposure serves as a first step towards their active contribution in the global artistic landscape.
- **Fostering international creative inspiration:** By offering direct access to groundbreaking artistic works and innovative and creative spaces abroad, this project aims to cultivate a dynamic environment that fosters inspiration and propels creative endeavors from a global perspective.
- **Building and strengthening international networks:** Looking forward, this program envisions fostering deeper collaboration between Tokyo and participating destinations, culminating in the establishment and reinforcement of a robust network connecting Tokyo with the international arts community.

Target Participants

- Eligibility: The specific artistic field targeted for each delegation is determined in accordance with the collaborating destinations.
- * Performing Arts (theater, dance, music): producers, directors, stage technicians etc.
 - * Visual Arts: directors, curators, and other arts management professionals etc. (Including Film).
- All the following conditions must be met for each field.
- Demonstrates interest in international performances, exchanges, and co-productions. Limited or no prior working experience overseas
 - At least three years of working experience in a relevant artistic field
 - Willingness to apply the results of this program to future activities
 - Residents of the Tokyo Metropolitan area who primary work in Tokyo
 - Applicants must hold a valid passport with sufficient remaining validity at the time of the second-stage selection (interview)

Programs

- A one-week program is offered to selected participants, comprised of two components: a pre-determined Basic Program and Original Program. Both elements are finalized in collaboration with the organizer once the participants are selected.
- [Basic Program]
- Developed and administered by the organizer, this component offers structured experiences. The organizer arrange visits and meetings at specific locations relevant to the program's goals. Participating in this program is mandatory during the on-site stay.
- [Original Program]
- This component provides participants with the opportunity to take an active role in shaping their learning experience. Participants independently research their assigned destination, identifying sites and individuals they wish to visit or interview. This independent program is developed in collaboration with the organizer to ensure feasibility and alignment with overall objectives.

Support

- Round-trip economy class airfare from Japan to the designated destination airport
- Local accommodation throughout the program duration
- Travel insurance
- Daily allowance: JPY 10,000 per night of stay at the destination
- Program Management: Dedicated schedule and program coordination at the destination to ensure a smooth and enriching experience
- Networking and Support: Introductions to relevant local contacts and ongoing assistance to facilitate connections and address any inquiries

Destination and Program Flow

The program offers opportunities to participate in immersive cultural exchanges through dispatch to various international destinations throughout the year.

- In FY2025 we have chosen 5 destinations,
- 1) Edinburgh International Festival
 - 2) São Paulo Biennial, Inhotim
 - 3) Seoul Performing Arts Festival (SPAF)
 - 4) Taipei Biennial
 - 5) Berlin International Film Festival

Program Flow

- Open Call for Application
- Selection Process:
 - Interview
 - Announcement of Selected Participants
- Pre-Departure Activities:
 - Online Orientation
 - Pre-departure Meeting
- Dispatch Period (on-site stay)
- Post-Program Activities:
 - Reporting and Debriefing meeting
 - Project Report Session with all program participants

Program Overview

Edinburgh International Festival



Destination Overview

[Destination]

Edinburgh International Festival

[Objective]

Program participants are posted during the Edinburgh International Festival period, with a focus on site visits to both the Edinburgh International Festival and the Edinburgh Festival Fringe. The program includes meetings with festival organizers and representatives of public institutions, as well as visits to related cultural facilities. Participants also experience the festivals from multiple perspectives, including attending the Military Tattoo at Edinburgh Castle and observing street performances taking place throughout the city. It aims to provide a comprehensive understanding of international arts festivals while fostering the development of global professional networks.

[Target participants]

Young professionals in the performing arts (theater, dance, music, etc.), such as producers, directors, and technicians.

[Program Period]

August 15–22, 2025

Program Advisor

SUDO Chika

(Head of Arts, British Council Japan)



Program Participants

SHINOHARA Mina

(Art Manager)

ZHANG Yiyi

(Producer, Planner)

NODA Kota

(Director, Playwright, Producer)

Basic Program

Program 1

Military Tattoo @ Edinburgh Castle Esplanade

Participants attended the Royal Edinburgh Military Tattoo, a large-scale outdoor performance combining military band parades, dance, and theatrical elements. As one of Edinburgh's most iconic summer events, it attracts audiences from around the world.

Program 2

Cutting the Tightrope @ Church Hill Theatre

Participants attended a series of political short plays responding to the relative silence surrounding the Palestinian issue within the UK theatre scene. The work was presented within the international festival context with a renewed sense of urgency. As noted by Festival Director Nicola Benedetti, the production can be understood as an artistic response to recent debates around institutional restrictions on political expression in the arts, exploring themes of artistic freedom, political resistance, and the role of art in contemporary global contexts.

Program 3

Mary, Queen of Scots @ Festival Theatre

Participants attended a performance by Scottish Ballet depicting the life of Mary, Queen of Scots, one of Scotland's most iconic historical figures. The production combines Renaissance and punk aesthetics to portray the complex relationship between Mary and Queen Elizabeth I of England. This world premiere was created by Resident Choreographer Sophie Laplane in collaboration with co-creator James Bonas.

Meeting 1

Lorna Duguid (Multi-Artform Manager, Creative Scotland)

Norah Campbell (Head of Arts, British Council Scotland)

A meeting was held with representatives of key institutions central to Scotland's cultural policy framework. The discussion focused on the management of international festivals, funding structures, and strategies for cultural diplomacy.

Meeting 2

Matt Lord (Artist Support & Project Manager, Edinburgh Festival Fringe Society)

Participants visited the Fringe Shop and held a session with a representative of the Edinburgh Festival Fringe Society. The discussion addressed the implementation of EDI (Equity, Diversity, and Inclusion) initiatives within Scotland's cultural policy and festival operations.

Networking

Reception for British Council Delegation

Participants attended a networking reception organized by the British Council. The event provided opportunities for exchange, relationship-building, and the development of international networks.



Interview with Manager of Creative Scotland and Head of Arts, British Council Scotland

Program Overview

São Paulo Biennial, Inhotim



Destination Overview

[Destination]

São Paulo Biennial, Inhotim

[Objective]

The program participants are posted to the São Paulo Biennial—the second-oldest international contemporary art exhibition in the world after the Venice Biennale and a major focal point of the global art scene—and Inhotim, one of the world’s largest open-air museums where contemporary artworks are integrated within a botanical garden setting. Through meetings with contemporary art professionals, as well as exhibition viewings and site visits, the program aims to provide participants with direct exposure to leading-edge works and artists, while fostering the development of international networks.

[Target participants]

Young arts management professionals including directors and curators involved in the field of visual arts

[Program Period]

September 2–9, 2025

Program Advisor

KAMIYA Yukie

(Head, Curatorial Division, Chief Curator, The National Art Center, Tokyo)



Photo by Reggie Shiobara

Program Participants

KIMURA Kokoro

(Curator)

SUDO Nanami

(Art Project Manager)

HIYAMA Maaru

(Curator, Art Center BUG)

Basic Program

Inhotim

Meeting

Marina Toledo (Public Relations)

Marilia Loure Iro (Curator, Art Department)

Vinicius Santos (Education)

Participants visited Inhotim and engaged in discussions with representatives across public relations, curatorial, and education departments. The exchange provided an overview of the institution’s origins and operational structure, as well as its approach to community engagement through education and edutainment initiatives. Discussions also addressed the integration of nature and art within the site, collaborative frameworks among staff with diverse areas of expertise, and perspectives on sustainable curatorial practices for the future.

São Paulo

Site Visit

São Paulo Museum of Art (MASP)

MASP is widely recognized as one of the leading art museums in the Southern Hemisphere. Its collection includes major works of Western art spanning from the medieval period to the present. On the day of the visit, the museum was hosting the opening of the special exhibition Histories of Ecology in its newly constructed annex building. The event remained open until midnight and attracted a large number of visitors.

Site Visit

São Paulo Biennial

Participants attended the 36th edition of the São Paulo Biennial, featuring approximately 120 artists. The exhibition was open to the public free of charge for an extended period of approximately four months. Participants joined the pre-opening day (September 5) and the International Weekend

(September 6–7), during which approximately 40 invited international guests took part in guided tours of the exhibition. These programs provided opportunities for direct exchange with curators and artists, contributing to deeper understanding of the exhibition and facilitating international networking.

Site Visit

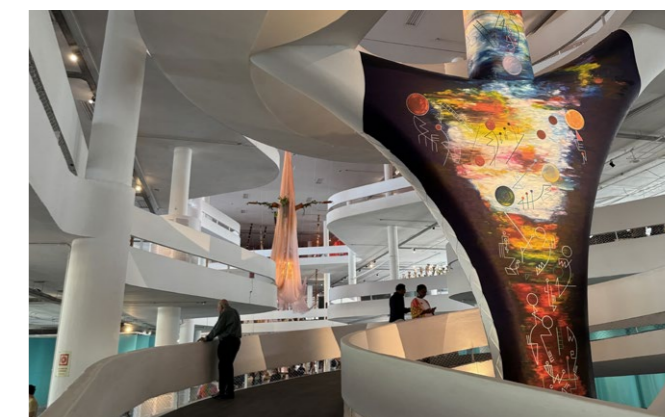
Pinacoteca de São Paulo

Founded in 1905, Pinacoteca de São Paulo is a state art museum with a collection centered primarily on Brazilian modern and contemporary art from the 19th century onward. In 2023, Pina Contemporânea opened on an adjacent site within Luz Park. Together, these institutions offer some of the most comprehensive educational programs in São Paulo.

Meeting

Regina Teixeira de Barros (Head of Collections and Chief Curator, São Paulo Museum of Art (MASP))

A meeting was held to discuss MASP’s organizational structure and collection policy. As a privately established museum, a significant portion of its collection consists of donations and long-term loans. To ensure curatorial consistency, balance, and institutional identity, MASP has established a Collection Advisory Committee to guide acquisitions and collection development.



A vibrant installation inside the São Paulo Biennial

Program Overview

Seoul Performing Arts Festival (SPAF)



Destination Overview

[Destination]

Seoul Performing Arts Festival (SPAF)

[Objective]

Program participants are dispatched to coincide with the opening of SPAF (Seoul Performing Arts Festival) and PAMS (Performing Arts Market in Seoul). During the program period, participants attend and observe a range of networking-oriented programs held as part of the festivals, including receptions, pitch sessions, and booth exhibitions. These platforms bring together performing arts professionals from diverse genres, providing opportunities to build international networks. Participants also meet with local producers and curators to exchange perspectives on the current state of cultural policy in Korea, career development pathways for emerging arts professionals, and evolving approaches to regional collaboration and international co-production within Asia. In addition, through attending performances at SPAF, participants gain direct insight into emerging trends in contemporary performing arts.

[Target participants]

Young professionals in the performing arts (theater, dance, music, etc.) such as producers, directors, and technicians.

[Program Period]

October 15–22, 2025

Program Advisor

ONOE Mariko
(Secretary General of Open Network for Performing Arts Management (ON-PAM))



Program Participants

KAWANO Haruka
(Production Manager)

KIMURA Yuya
(Production Manager, Writer, Space Organizer)

MATSUO Kana
(Producer)

Basic Program

Networking

PAMS Opening Ceremony & Reception

Participants attended the opening ceremony and reception of PAMS, providing opportunities to engage with international delegates and performing arts professionals from diverse backgrounds.

Program 1

A Room with a View @ National Theater of Korea

[Company] (LA)HORDE x Rone with Ballet National de Marseille

A post-collapse world and beautiful movements of resistance, depicted through electronic music and contemporary dance.

Program 2

Haribo Kimchi @ SFAC Theater QUAD

[Company] Jaha Koo / CAMPO

Where familiar food meets unfamiliar perspectives—a sensorial stage where identity simmers and memory sizzles.

Program 3

Diaspora @ Sejong Center for the Performing Arts, S Theater

[Company] Chamber Made

A sci-fi performance created with light and sound, envisioning a utopian future.

Meeting 1

Soohye Jang (Performing Arts Producer, Researcher, Educator)

A meeting was held to exchange perspectives on the current state of cultural policy in Korea, career development pathways for producers, and the working and creative environments of emerging performing arts professionals.

Meeting 2

Kim Seong-Hee (Independent Performing Arts Curator)

A meeting was held focusing on the evolution of the performing arts scene in Korea, the role of regional collaboration within Asia, emerging trends among younger generations, and the past and future of international co-production.



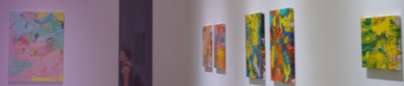
TINC (This Is Not a Church), one of the venues of SPAF



Meeting with Soohye Jang

Program Overview

Taipei Biennial



Destination Overview

[Destination]

Taipei Biennial

[Objective]

Program participants are posted to coincide with the opening of the Taipei Biennial. Through participation in guided tours and reception events, participants engage with exhibiting artists, curators, and international arts professionals gathered for the opening, fostering opportunities to build international networks.

In Taichung, participants visit the pre-opening of the Taichung Green Museumbrary, a newly developed complex integrating a museum and library, and hold a meeting with its director.

In addition, through site visits to museums and cultural institutions across multiple cities, as well as meetings with local professionals, participants gain a deeper understanding of the contemporary cultural landscape and cultural policy in Taiwan.

[Target participants]

Young arts management professionals including directors and curators involved in the field of visual arts.

[Program Period]

October 30 – November 6, 2025

Program Advisor

KATAOKA Mami
(Director, Mori Art Museum)



Photo by Shintsubo Kenshu

Program Participants

IDONUMA Kimi
(Curator, Writer, Editor)

KUROSAWA Seiha
(Curator, Project Manager)

WATARI Hikaru
(Curator, Installer, Event planner)

Basic Program

Taipei

Site Visit

Taipei Biennial (Taipei Fine Arts Museum)

Participants joined a guided tour of the Taipei Biennial led by Sam Bardaouil (Curator of the Taipei Biennial / Hamburger Bahnhof – Nationalgalerie der Gegenwart, Berlin). The tour provided insights into the conceptual framework of the Biennial, including the background of individual works and their relationship to the overall curatorial theme.

Meeting 1

New Taipei City Art Museum

Hsieh Feng-Rong (Senior Curator, Exhibition Department)

Anita Huang (Head of Exhibition Department, Exhibition Department)

A meeting was held with museum staff to discuss the relationship between Taipei City and New Taipei City, as well as the historical and geographical context of the region. The discussion also covered the museum's curatorial policies, operational structure, and the content of current exhibitions.

Meeting 2

Taipei Fine Arts Museum

Jo Hsiao (Associate Researcher, Exhibition Department)

A meeting was held to exchange perspectives on the relationship between Taipei City and its public museums, as well as funding structures and operational frameworks. Participants also received further explanation of the Biennial's curatorial theme.

Networking

Taipei Biennial Opening Reception

Participants attended the official opening reception of the Taipei Biennial, providing opportunities to engage with artists, curators, and international arts professionals.

Taichung

Site Visit

Taichung Green Museumbrary

Located on the site of a former military airport, this newly developed cultural complex integrates the Taichung Museum of Art and the Taichung Public Library, marking Taiwan's first institution of its kind. Designed by SANAA, the facility officially opened on December 13, 2025 (at the time of the visit, it was in a preview phase).

Meeting

Nicole Lai (Director)

Megan Lan (Associate Researcher / Public Relations Strategy)

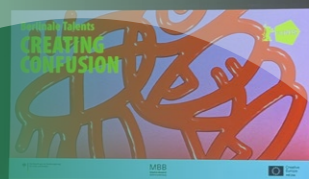
A meeting was held to discuss the background of the institution's establishment, its curatorial and operational policies, and its artist-in-residence program. Following the meeting, participants joined a guided tour of the facility led by a member of the education team.



Guided tour by the curator of Taipei Biennial

Program Overview

Berlin International Film Festival



Destination Overview

[Destination]

Berlin International Film Festival

[Objective]

The program focuses on site visits to the Berlin International Film Festival—one of the three major international film festivals alongside Cannes and Venice—as well as the European Film Market (EFM), held concurrently.

At the festival, participants attend official screenings of nominated works and market screenings for buyers. At EFM, participants observe pitch sessions and talk programs, conduct meetings with industry professionals, and hold individual meetings at commercial booths within the marketplace.

Participants also attend the opening ceremony of Berlinale Talents and various international receptions, creating opportunities to build networks that support future international collaboration.

[Target participants]

Young professionals in the film industry, including festival directors, producers, film directors, screenwriters, technical and production staff, as well as film journalists and critics.

[Program Period]

February 11–18, 2026

Program Advisor

KOREEDA Hirokazu
(Film Director)

Program Participants

CHUMA Kosuke
(Film Producer)

CHUN Jinrung
(Film Director)

HAYAKAWA Fumiya
(Film Director)



Photo by Mikiya Takimoto

Basic Program

Site Visit

Berlin International Film Festival (Berlinale)

Participants attended Berlinale with Festival Accreditation, which provides access to official festival screenings and industry screenings for press and buyers.

Participants viewed films across multiple sections, selecting screenings based on their individual interests. These included the Competition section, the festival's central program, as well as Forum, which presents experimental, documentary, and artistically driven works, and Perspectives, a newly established competitive section dedicated to feature-length debut films. In total, participants attended screenings across eight sections of the festival.

Screenings took place across approximately 15 venues throughout Berlin, including Berlinale Palast, the main venue for world premieres, opening and closing ceremonies, and gala screenings; Zoo Palast, one of the city's historic cinemas; and major multiplex venues such as CinemaxX and Cubix Kino.



Berlinale Palast the main venue for the Berlin International Film Festival

Site Visit

European Film Market (EFM)

Access to EFM requires a Market Badge, which allows entry to the marketplace featuring national and international sales booths, as well as talk programs, industry events, and market screenings for press and buyers. Participants independently arranged meetings relevant to their current or future projects, actively engaged in talk and industry programs, and attended screenings as their schedules allowed. Through these activities, participants gained practical insights into international film distribution, financing, and co-production frameworks.

The main EFM venues were Martin-Gropius-Bau and the Marriott Hotel. Martin-Gropius-Bau, originally a major exhibition space for international art exhibitions, served as a central marketplace venue. At the Marriott Hotel, guest rooms across multiple floors were converted into private meeting spaces for production companies, creating a highly closed environment for negotiations.

Networking 1

Berlinale Talents Opening Ceremony

Participants attended the opening of Berlinale Talents, an international talent development program held concurrently with the festival for emerging and mid-career film professionals. Selected participants from over 100 countries gathered for a series of closed events, including the opening ceremony.

Networking 2

JAPAN NIGHT 2026

Participants attended JAPAN NIGHT 2026, a networking event bringing together directors of Berlinale-invited films, emerging Japanese filmmakers, and industry professionals, providing opportunities for exchange and relationship-building within the international film community.



**Study Trip for Emerging Leaders
and Liaisons in the Arts
FY2025 Project Report**

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