

# **Incubating Cuban entrepreneurship**

Complex Projects | Havana Studio  
Panayiotis Hadjisergis | 16 December 2016

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Produced by  
Panayiotis Hadjisergis

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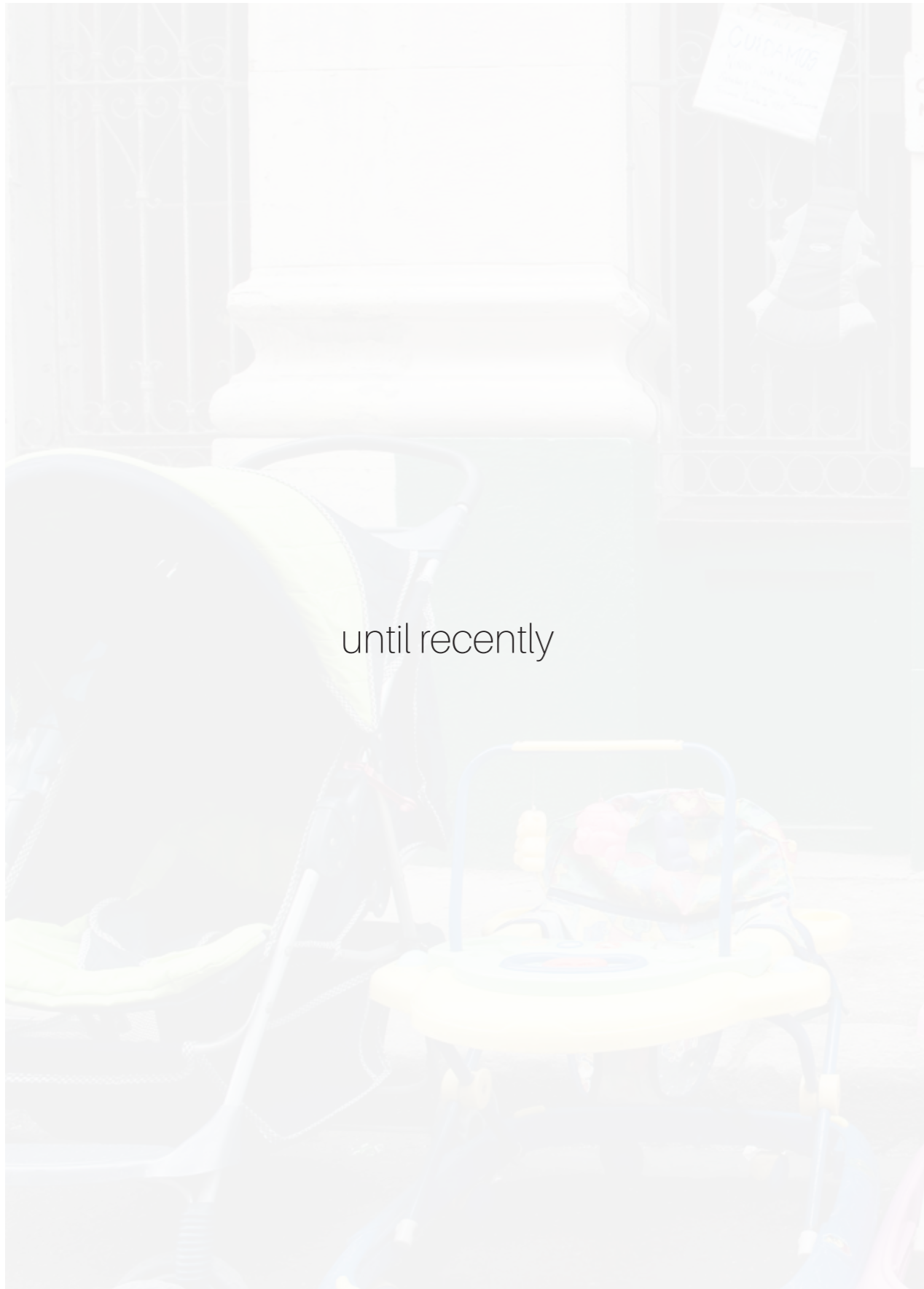
Draft, 16/12/2016

Incubating Cuban entrepreneurship  
Panayiotis Hadjisergis



as a socialist state, commercialism and entrepreneurial culture in Cuba have been limited





until recently





1968

Actualizado 9:00 P.M. (hora local) | La Habana, viernes 24 de septiembre de 2010. Año 14 / Número 268

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**NACIONALES**

Lo último

**MUCH MORE THAN JUST AN ALTERNATIVE**

LETICIA MARTÍNEZ HERNÁNDEZ

El pasado primero de agosto el General de Ejército Raúl Castro Ruz anunció en la Asamblea Nacional la decisión de ampliar el ejercicio del trabajo por cuenta propia, y utilizarlo como una alternativa más de empleo para los trabajadores que queden disponibles luego del proceso de reducción de plantillas infladas que deberá asumir el país. En la reunión parlamentaria se conoció, además, que se eliminarían varias de las prohibiciones vigentes para el otorgamiento de nuevas licencias y la comercialización de algunos productos, además de flexibilizar la posibilidad de contratar fuerza de trabajo en determinadas actividades.

**EL TRABAJO POR CUENTA PROPIA POSIBILITARÁ EL INCREMENTO DE LA OFERTA DE BIENES Y SERVICIOS.**

Desde entonces muchos han quedado a la espera de una solución que, alejada de la improvisación y lo efímero, posibilitará el incremento de la oferta de bienes y servicios, a la vez que asegurará ingresos a aquellos que decidan ejercerla. Contribuirá, también, a que el Estado se sacuda una buena parte de la carga de subsidios excesivos, mientras deja en manos no estatales ofertas que durante años asumió a pesar de la difícil coyuntura económica.

La medida de flexibilizar el trabajo por cuenta propia es una de las decisiones que el país toma en el rediseño de su política económica, para incrementar niveles de productividad y eficiencia. Se trata, además, de brindar al trabajador una forma más de sentirse útil con su esfuerzo personal, y de alejarnos de aquellas concepciones que condenaron el trabajo por cuenta propia casi a la extinción y a estigmatizar a quienes decidieron sumarse a él, legalmente, en la década de los noventa.

El primero de agosto se hacía pública también la aprobación de un régimen tributario para el trabajo por cuenta propia que responde al nuevo escenario económico del país. Que aporte más quien más reciba es el principio del nuevo régimen tributario que ayudará a incrementar las fuentes de ingresos al presupuesto del Estado, y a lograr una adecuada redistribución de estos a escala social.

Pero, ¿cómo se ampliará el trabajo por cuenta propia? ¿Cuáles actividades se incluyen en él? ¿Qué prohibiciones se derogan? ¿Cómo se organizará y se controlará? ¿Qué impuestos se pagarán? Tras estas y otras interrogantes anduvo Granma, y consultó a especialistas de los Ministerios de Economía y Planificación, Finanzas y Precios, y Trabajo y Seguridad Social, quienes alistan las regulaciones del trabajo por cuenta propia, que deberán comenzar a

**Sumario**

- En Villa Clara feria regional de ganado mular
- Familiares de víctimas del terrorismo condenan ese flagelo
- Inician recuperación cítricos en Cuba
- El cáncer, primera causa de muerte en Sancti Spiritus
- Machado Ventura recibe a ministro vietnamita
- Avileños exigen cese de política terrorista contra su país
- En fase de pruebas parque ecológico Gibara II
- Camagüey abrirá en octubre rendición de cuentas a electores
- Denuncian metrólogos impedimentos del bloqueo de EE.UU.
- Comités de Defensa de la Revolución apoyan a Los Cinco
- Mucho más que una alternativa
- Las razones de Cuba: Continúan los planes terroristas desde EE.UU.
- Hoy, guardia pionera en toda Cuba
- En peligro la esencia humana de la Medicina
- Cuba y Vietnam suscriben acuerdos de cooperación económica
- Observar a la tormenta tropical Matthew
- Sepultado el destacado comunicador José Antonio Roche
- El ahorro comienza en la casa
- ¿Cómo va el curso escolar en la capital?
- Una historia que vace bajo el mar
- Cartas a la Dirección
- Esta tarde, Mesas Redondas de Telesur sobre Elecciones en Venezuela
- El tiempo
- Hoy en la historia

Portada  
 Nacionales  
 Internacionales  
 Cultura  
 Deportes  
 Cuba en el mundo  
 Cartas a la Dirección  
 Ciencia y Tecnología  
 Opinión Gráfica  
 Galerías  
 Consulta Médica  
 Cartas  
 Especiales

Discursos de Fidel

Reflexiones del compañero Fidel

Boletín de Noticias  
 Granma en favoritos  
 Ediciones anteriores  
 El español nuestro  
 Tiempo

Edición impresa

Buscar en Granma:  
 cuenta propia  
 Buscar

Prensa cubana  
 Granma Internacional  
 Juventud Rebelde  
 Trabajadores  
 Prensa Latina  
 AIN  
 Cubavisión  
 Radio Rebelde  
 Radio Reloj  
 Otros sitios

2010

RECEIPTA POR DEBA MERCIA  
Vendeda  
1 2 3 4 5

39203

ENTREGA MES DE:

PRODUCTOS	ENERO	FEBRERO
Arroz	10/5	10
Granos	1/2	2
Acelite	1/2	2
Azúcar	10/6	8/3
Azúcar C.	1/2	2
Compota		
J. Baño		
J. Lavar		
C. Dental		
Sal		
P. Allmen.	2	2 1/2
Café	2	2
C. Fuerte		2
C. Suave	1 1/2	2

39203-54

5

STATE RETAIL



sale mostly on busy streets



Sale of fritters such as churros and chicharritas on calle Neptuno, usually home made





sale to both passers-by and locals

under arcade for shade

interior storage

haggling

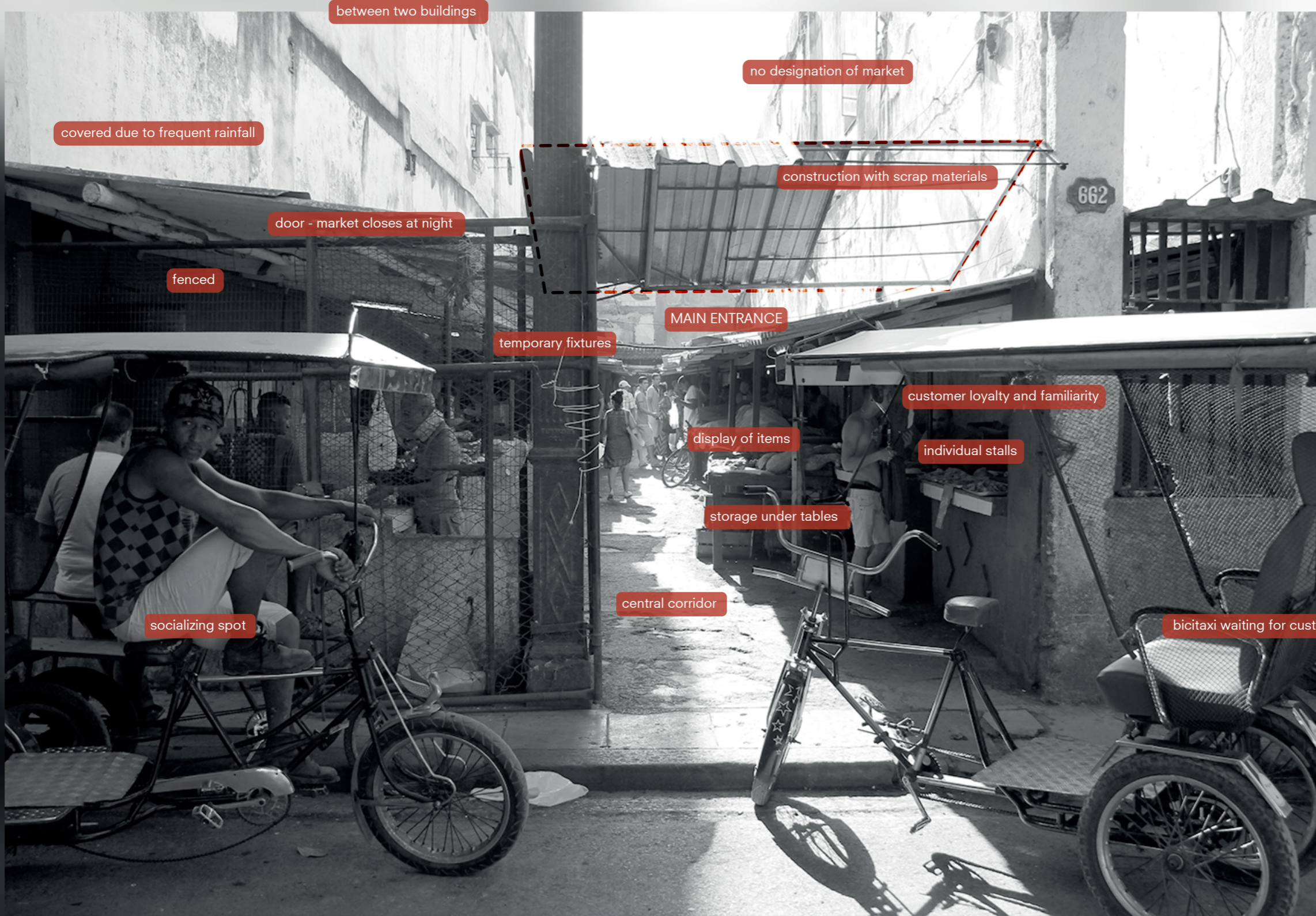
fresh, good quality

excess produce from farms sold by farmers

no price tags / price list

Farm produce street vendor





between two buildings

no designation of market

covered due to frequent rainfall

construction with scrap materials

door - market closes at night

fenced

MAIN ENTRANCE

temporary fixtures

customer loyalty and familiarity

display of items

individual stalls

storage under tables

central corridor

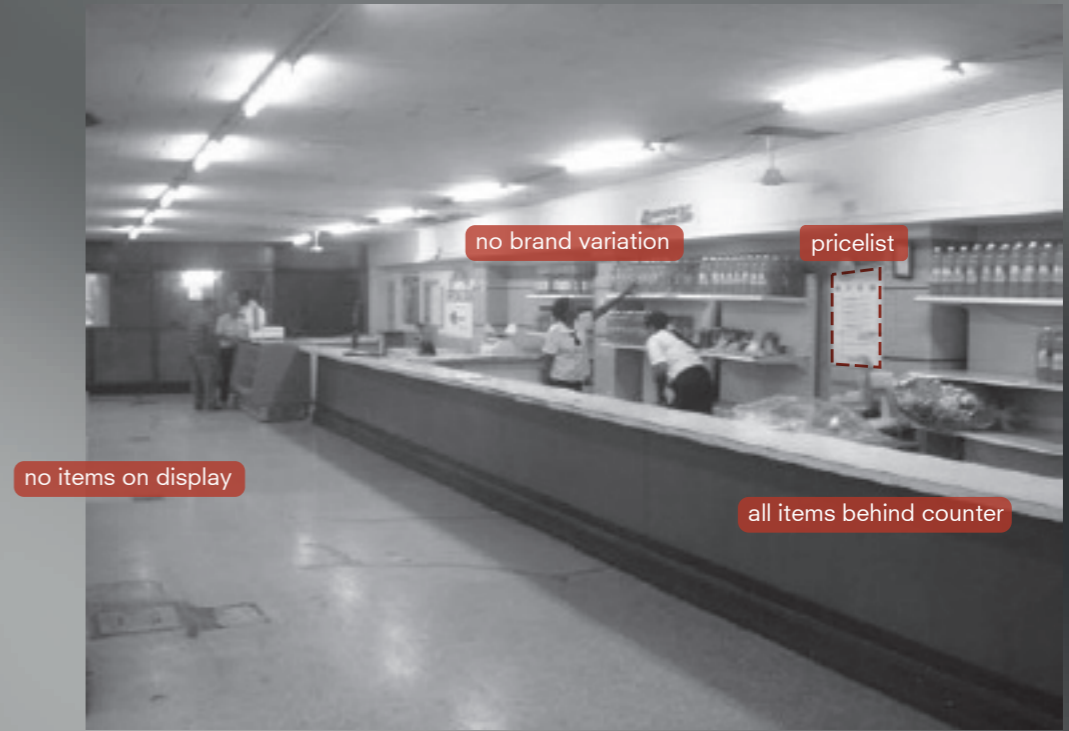
socializing spot

bicitaxi waiting for customers

State organized market between two buildings in Centro Habana



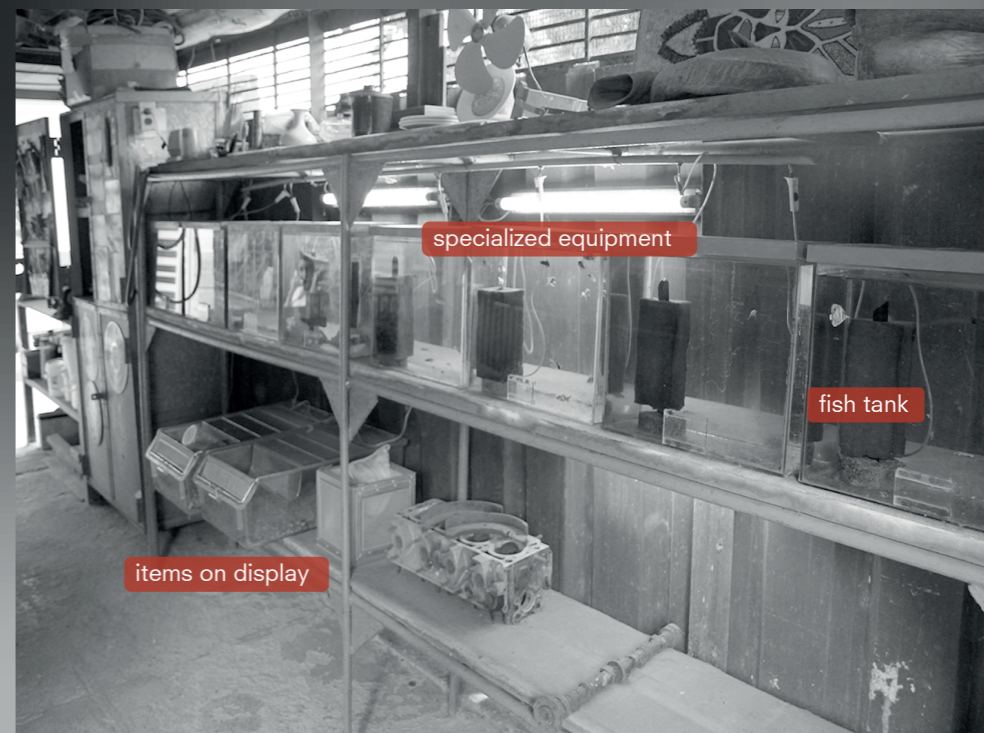
Panaderia (bakery) on Diez de Octubre. Goods bought with the 'Libreta', the rationing booklet of monthly supplies



Bodega shop on Diez de Octubre, also operating with the Libreta system



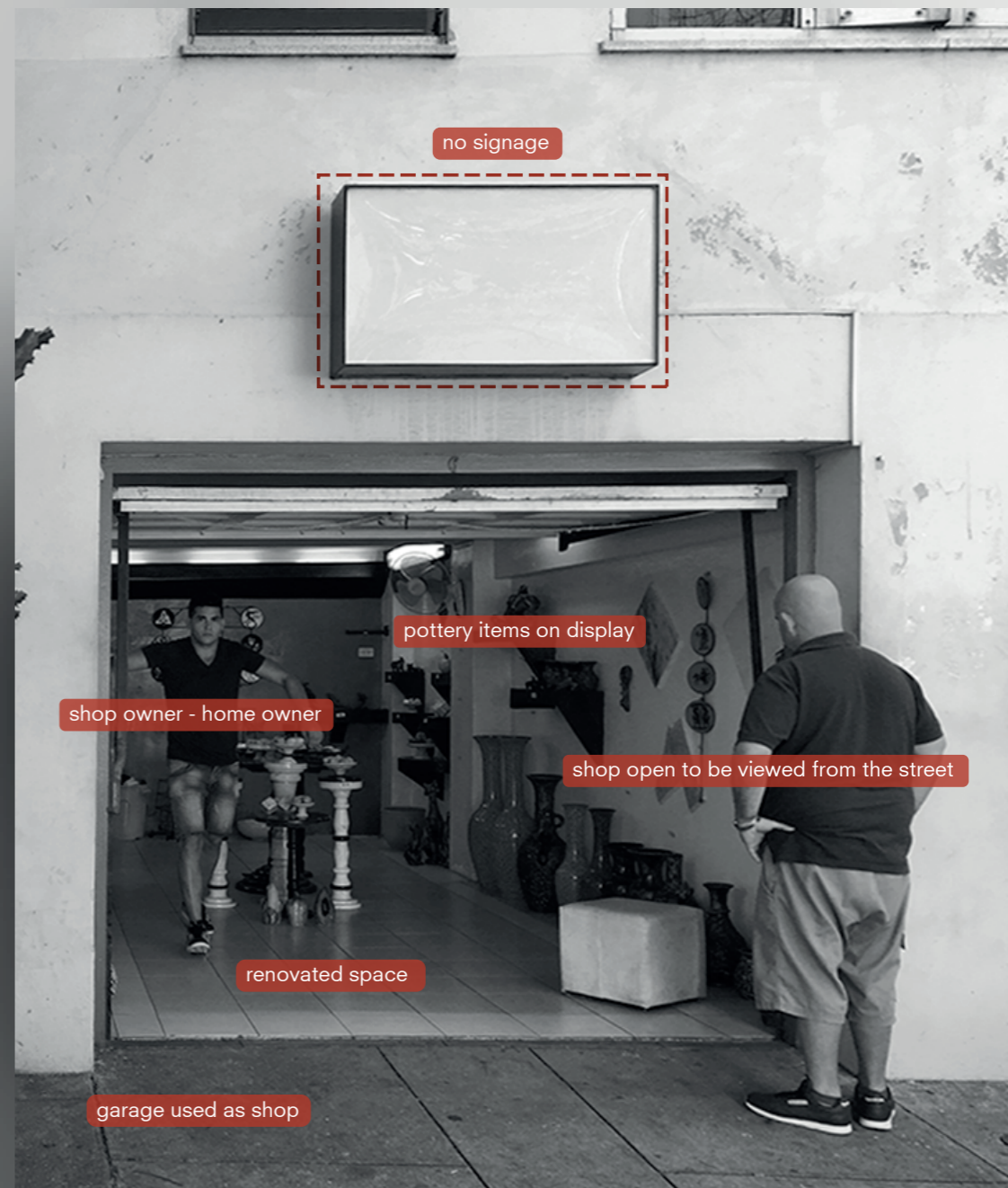
Souvenir shop on calle Obispo, in Habana Vieja



Fish farmer's shop in Vedado



Retail through the windows of a house in Habana Vieja



Pottery shop in a house garage, on calle 23 in Vedado

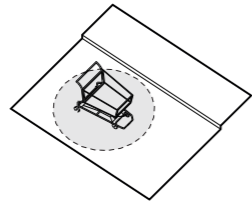


Plaza Carlos III in Habana Centro, exterior and interior - Shopping mall including shops and restaurants primarily used by Cubans

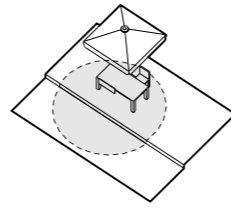


The advent of a more liberalized market is negotiated through different types of commercial activity around Cuba. These are slowly determining how Cubans engage with retail both as sellers and consumers.

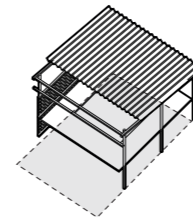
The standardized government shops are competed by private entrepreneurs, who through both necessity and ingenuity redefine retail spaces.



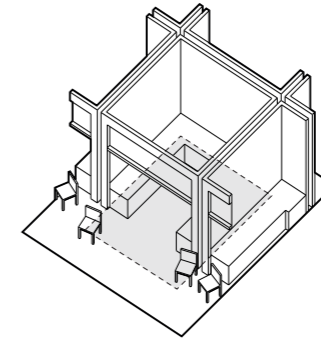
mobile street retail



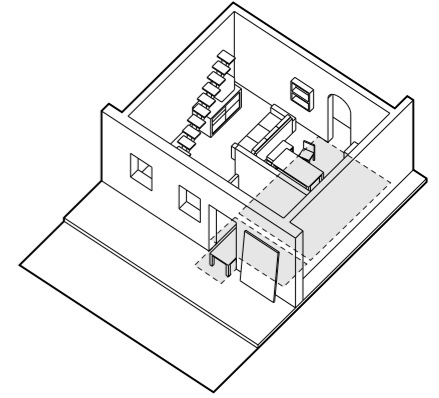
temporary stall



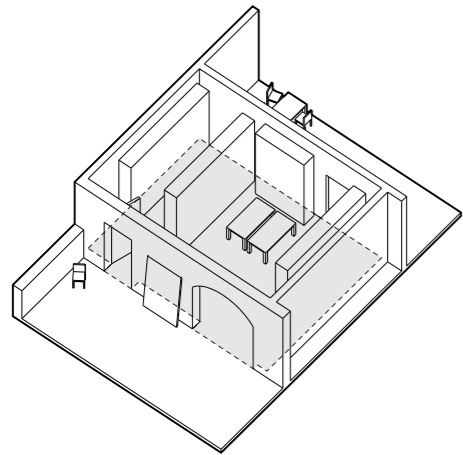
rentable market stall



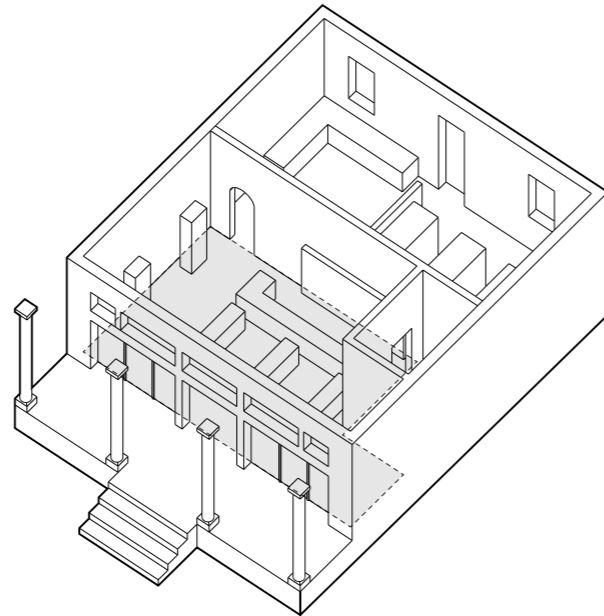
rentable indoor market stall



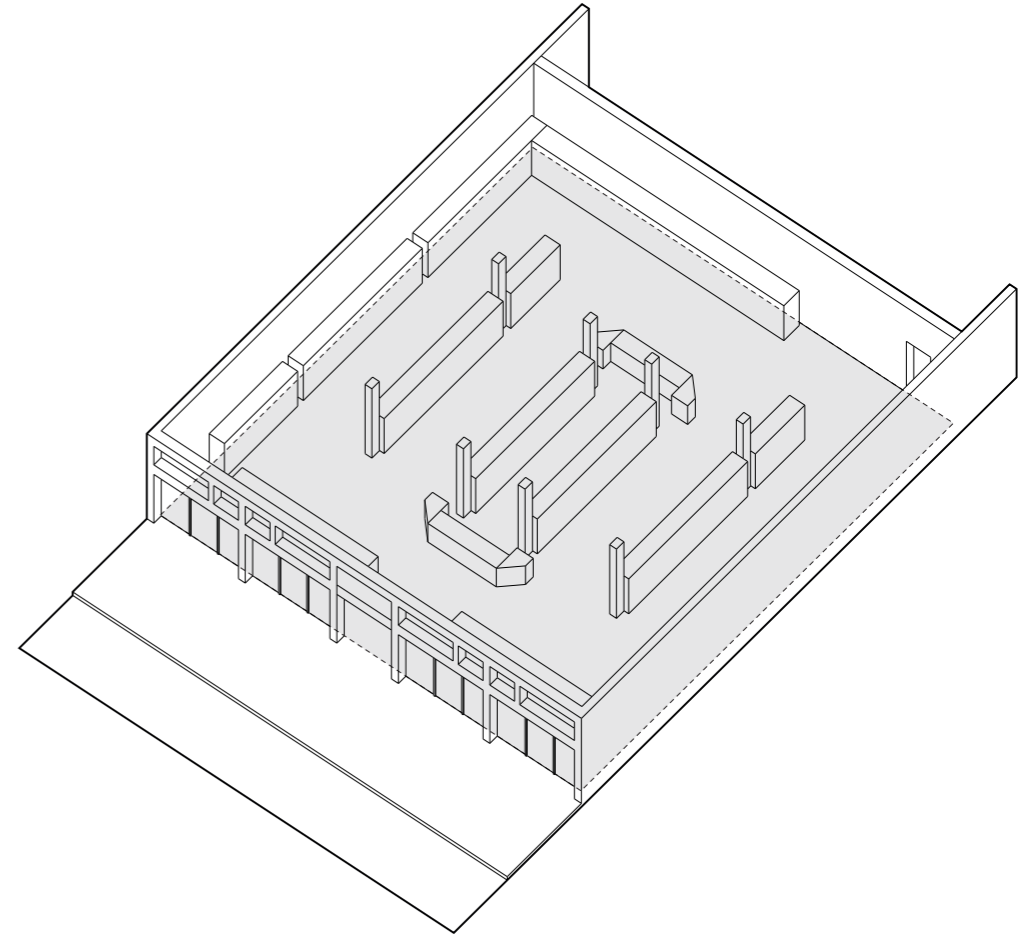
home-based retail



home-based shop



specialized shop



department store



retail  
without  
advertising

# State retail

Due to significant state control, competition and marketing have been very limited in Cuba since the revolution. This has resulted in the absence of advertising since retail spaces do not need to boldly declare their services to potential customers.

The statement that advertising is not allowed in Cuba however is imprecise. The constitution states that the

media cannot be used against the system. Since advertising is so closely linked to capitalist tendencies, and capitalism goes against the fundamentals of the constitution, advertising is quite rare. Billboards are non-existent, and the closest reminder of a billboard-style ad are the countless socialist propagandistic edicts on street-side signs or walls such as 'Socialismo o muerte!' ('Socialism or Death').



Westernized retail



# Cuentapropistas

The rise of cuentapropistas which in turn causes growing competition has caused the initiation of minor advertising and branding for Cuban business ventures. These are usually minimal and aim to create some brand differentiation so as to stand out from the similar services nearby. Places like the restaurant 'Bodeguita del Medio' have even managed to create significant brand recognition due to its history as well

as because it is often featured as authentic Cuban in tourist websites like Lonely planet.

The growing liberalization of the market, and rise in business ventures is expected to see the growth of advertising as entrepreneurs struggle for more exposure.



- department store
- commercial area
- retail commercial street



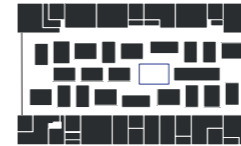
## Worldwide typologies

Concentration of commercial activities occurs in different formats. These are either unique to their context, expressing the socio-political and physical conditions that led to their construction, or are hybrids of previously successful models.

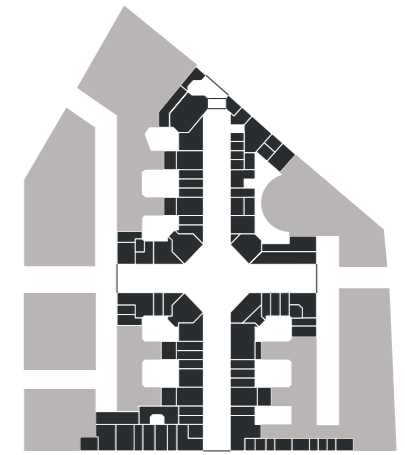
For this study, a variety of typologies is analyzed to observe how concentration of these activities can manifest under an overarching framework. The main concern is the framework which provides the benefit for such concentration, and is understood through its layout, focal points and circulation patterns.



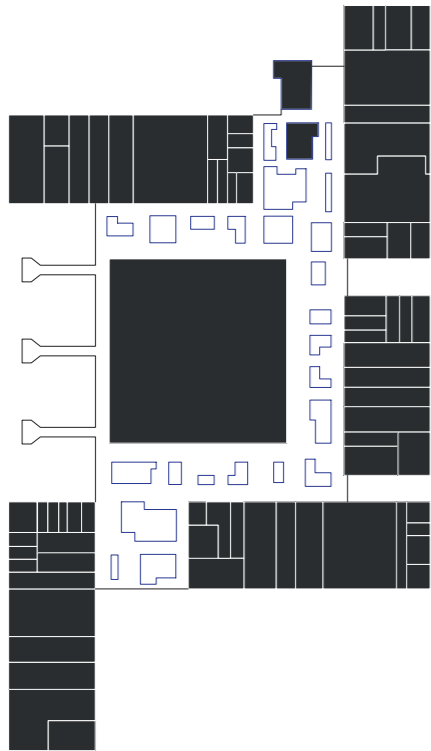
Caracol Los Leones,  
Santiago - Chile (1974)



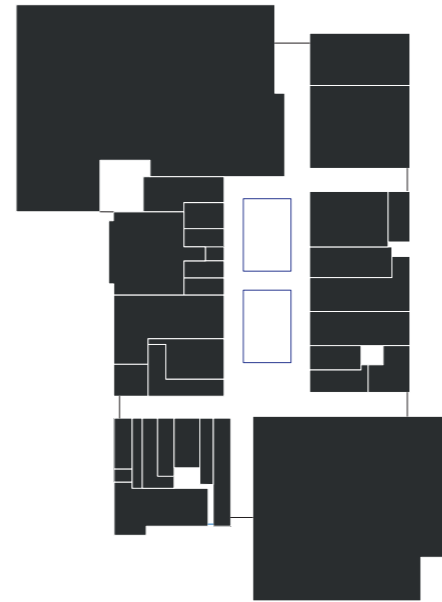
Markthal  
Rotterdam - Netherlands (2014)



Galleria Vittorio Emanuele II  
Milan - Italy (1865)



Northland Center  
Michigan - USA (1954)

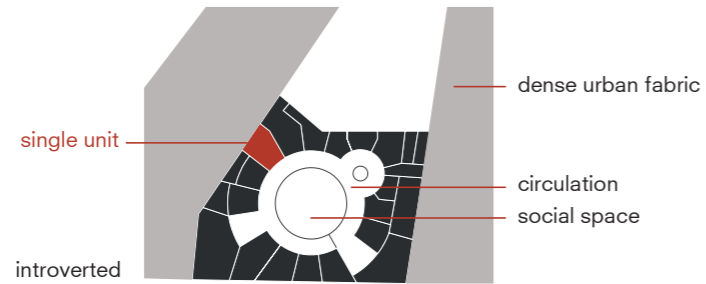


Southdale Shopping Center  
Minnesota - USA (1956)

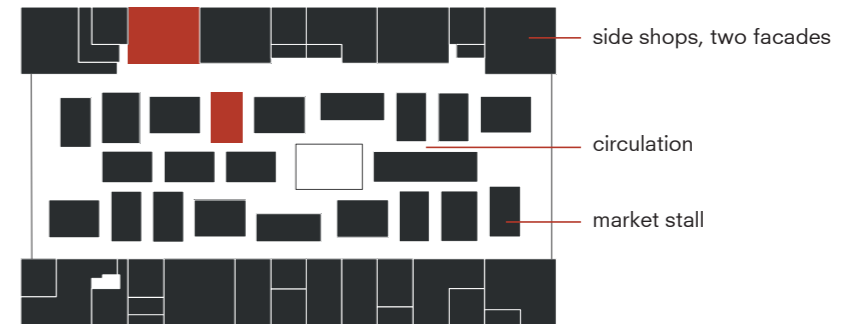


Grand Bazaar  
Istanbul - Turkey (1461)

Caracol Los Leones, Santiago - Chile (1974)

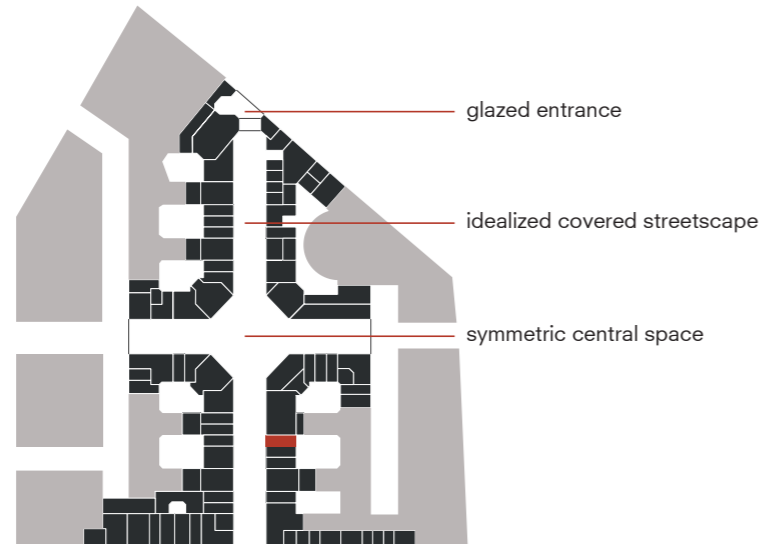


Markthal, Rotterdam - Netherlands (2014)





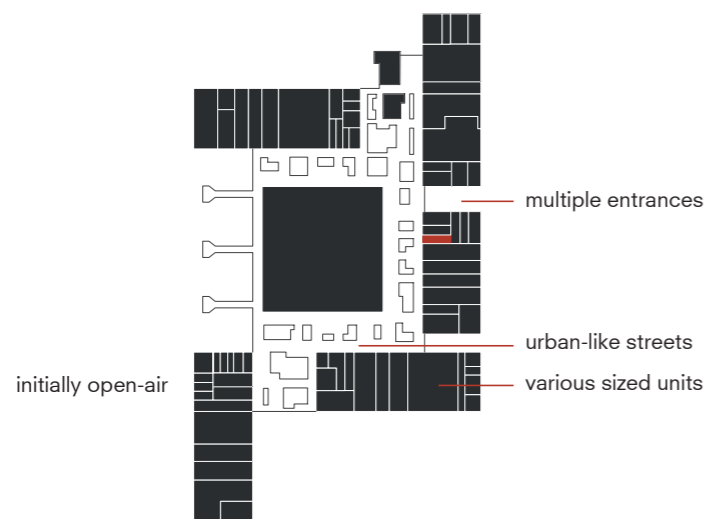
Galleria Vittorio Emanuele II, Milan - Italy (1865)



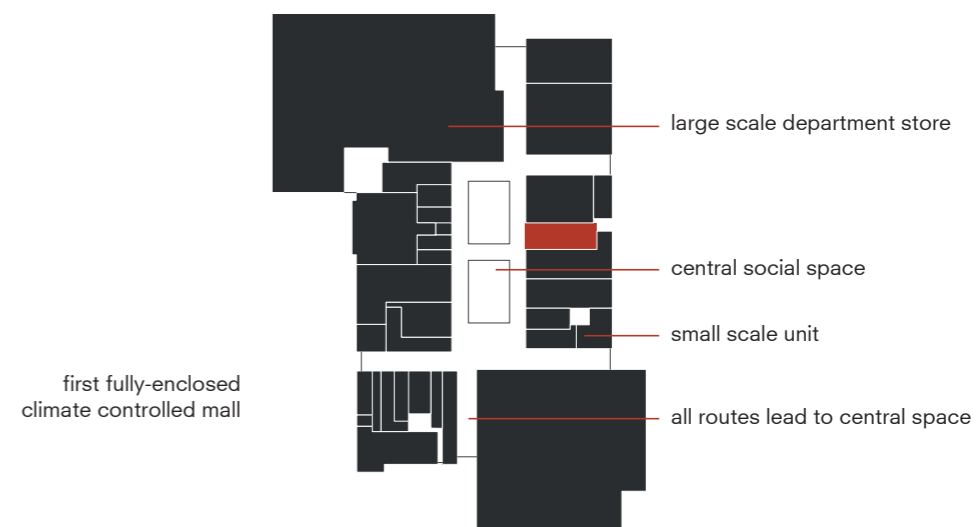
Grand Bazaar, Istanbul - Turkey (1461)



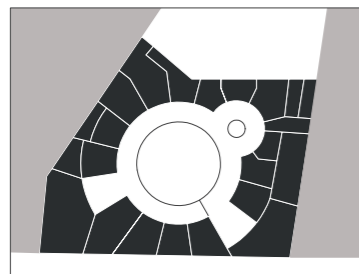
Northland Center, Michigan - USA (1954)



Southdale Shopping Center, Minnesota - USA (1956)



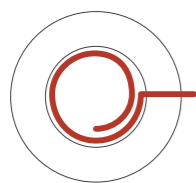
Los Leones



'caracol'



introverted  
focus on central social space

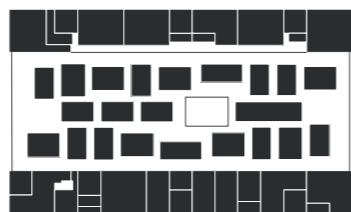


continuous spiral pathway

ARRANGEMENT

CIRCULATION

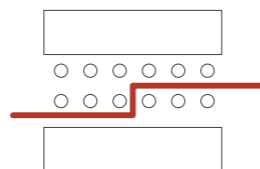
Markthal



hybrid

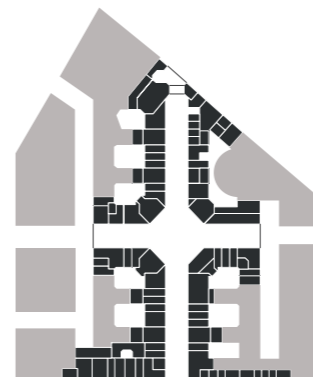


combination of a Galleria and market



mainly linear path

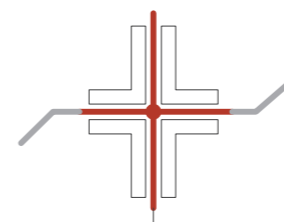
Galleria Vittorio Emanuele II



cross



part of urban fabric  
clear focal point  
idealized streetscape



continuation of city streets  
central node

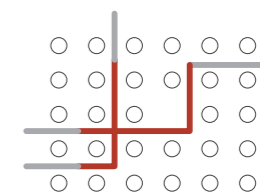
Grand Bazaar



network

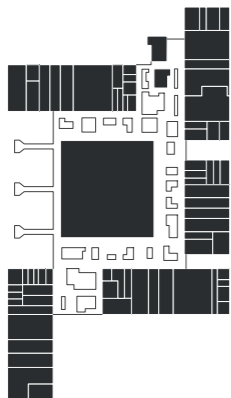


part of urban fabric  
homogeneous (no focal points)



continuation of city streets  
multiple entrances  
no specific pattern

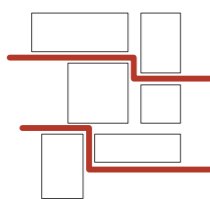
### Northland Centre



'cluster'

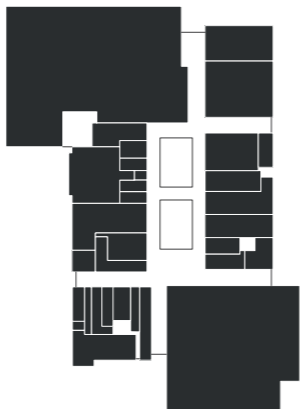


simulation of a cityscape based on circulation around shops



free circulation around shops simulating paths through buildings

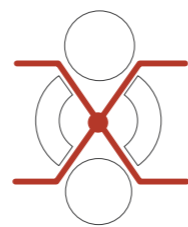
### Southdale Shopping Centre



'dumbbell'



two important anchor spaces  
central social space  
rest spaces organized around the center



entrance through interstitial spaces  
central node, hub of activity

'father of the modern shopping mall'

designed malls as a critique of American urban sprawl, as an idealized planning system of multiple functions and public spaces

original vision was the creation of a 'third place' (beyond home and work) where people could socialize and participate in modern community life



# VICTOR GRUEN

1903-1980

## ARCHITECT OF NORTHLAND AND SOUTHDAL Shopping CENTRES

The different ways of concentrating commercial activity share similar architectural features. Despite the variety of contexts, the places often have a general main entrance declaring the transition into a framework of organized units. The interior is often a simulation of an urban streetscape with shop-fronts on either side, and sometimes a central space similar to an urban square.

main entrance

Grand Bazaar  
Istanbul



Galleria Vittorio Emanuele  
Milan



Caracol Los Leones  
Santiago



Markthal  
Rotterdam



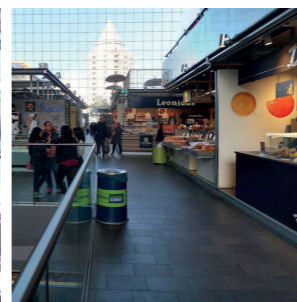
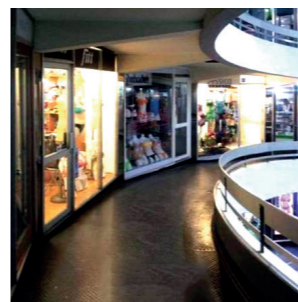
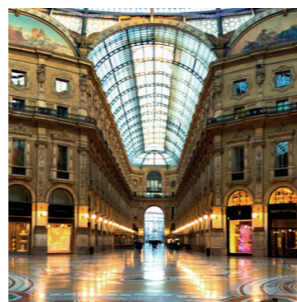
Northland Center  
Michigan



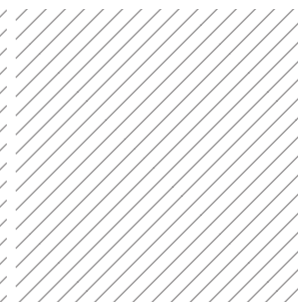
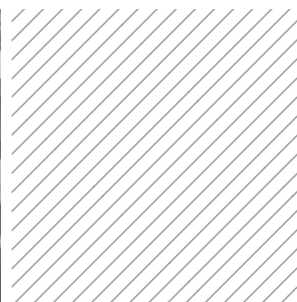
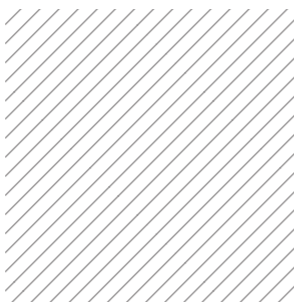
Southdale Center  
Edina



circulation space



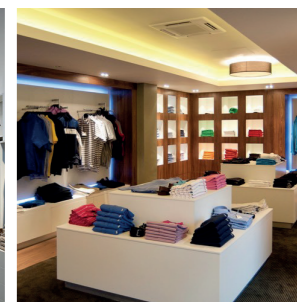
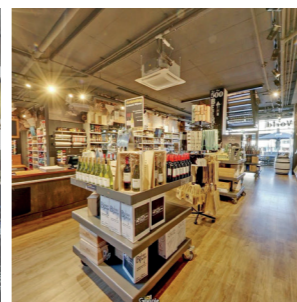
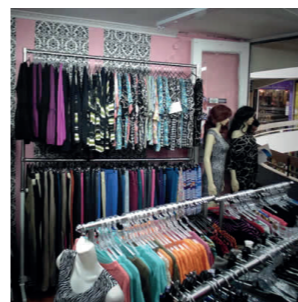
central space



unit facade

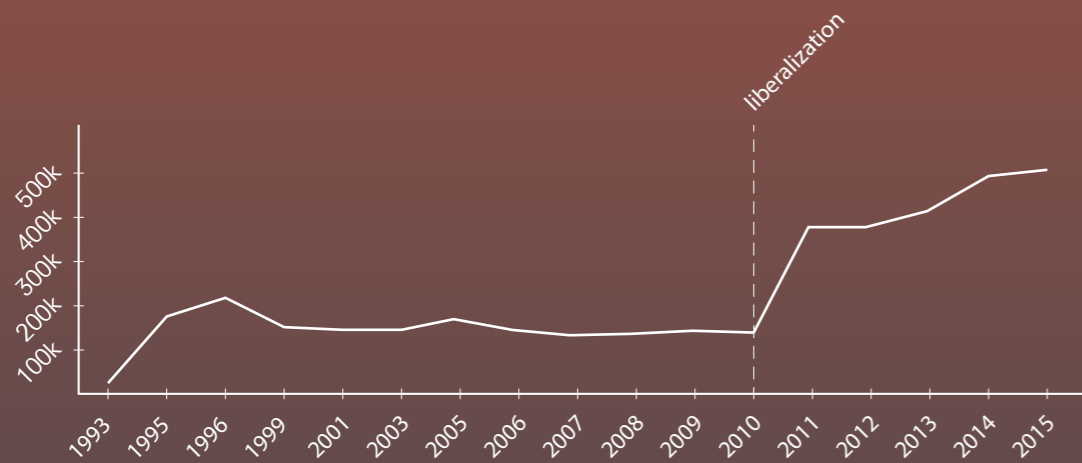


unit interior





# CUENTAPROPISMO



evolution in the numbers of cuentapropistas

## cuentapropista [noun]

1. a self-employed person

‘cuenta’ = account, ‘propio’ = own  
*on your own account*

Special Period **Raul Castro made president**

Criticizes **excessive social benefits publically**

Expresses aspirations to end dual currency and enlarge private sector

'Revolutionary Offensive' targeting small business sector

many small businesses 'intervened' or taken over by state

**discontinued licences** for 40 lines of work (mainly family restaurants, cafeterias, lunch stands)

government expanded its own retail food services

Private **entrepreneurship permitted** only by licence

employees only permitted in the form of family 'assistants'

cuentapropistas numbers peak (mainly operating restaurants, lunch stands, tourist B&Bs, home repair services)

introduction of **income tax**

**JUNE 1968**

**1993**

**1996**

**OCTOBER 2004**

**FEBRUARY 24 2008**

**SEPTEMBER 2010**

**OCTOBER 2010**

**FEBRUARY 2011**

**DECEMBER 2011**

**MAY 2012**

**reduction in government payroll** - 500 000 state sector jobs to be eliminated by May 2011, met by increase in non-state sector

promise of increased opportunities for the laid-off in reality, lay-offs were slower (140 000 during 2011)

end of practice of paying 60% of salary of laid-off workers, encouraging seeking for jobs in the private sector

entrepreneurs can **obtain bank loans**

1500 state barber/beauty shops privatised to experiment transition to larger private sector. Declared SUCCESS and law was formalized

**ease of taxation policies** to favour job creation over tax collection

ETECSA telephone directory opened to **private business listings & ads**. In 13 days, 223 CPs listed, additional 286 placed display ads

**Liberalization of entrepreneurship**

- increase of licence types to 83 more lines of work
- opening of municipal offices to process applications (processing time decreased to max of 5 days)
- no limit to number of licences per individual
- no limit to business locality
- space can now be rented to CPs as place of business
- income tax - first 10k exempt, progressive with cap at 50%. types include sales tax, public service tax, tax per emmployee (to limit excessive wealth concentration)

opinions



**FIDEL CASTRO**

There still subsist a true set of privileged ones who prosper from the work of others and live considerably better than the others as they watch others work. Idlers in perfect physical shape who put up a stand, a little business of any kind to earn 50 pesos per day, violating the law



**J.L. RODRIGUEZ**  
minister of economy

We believe there is no reason for the self-employed sector not to exist if it follows certain regulations, but we don't stimulate it because we don't think it is the solution to our economic problems (Feb 2001)



**RAUL CASTRO**

385 775

(critique of excessive social benefits) to erase forever the notion that Cuba is the only country in the world where one can live without working

number of private entrepreneurs

allowed professions

~12 000

158

~209 000

~150 000

118

157 371

181

~425 000

~480 000

201

~505 000



(aiming to) distance ourselves from those conceptions that condemned self-employment almost to extinction and stigmatized those who decided to join it, legally, in the 1990's



State employment still makes up for the largest percentage of Cuban workforce.

The private sector has been growing both through necessity and deregulation since after the special period.

The composition of cuentapropistas is significantly affected by the presence of tourism. Most licences and also highest revenues are related to **accommodation services** ('Casas Particulares'), **restaurants** ('Paladares') and **transportation**.

**4000+**  
restaurants - 'Paladares'

**28 000+ ROOMS**  
in B&Bs - 'Casas Particulares',  
compared to 62 000 hotel rooms

Cuentapropismo

Cuentapropismo

WORKFORCE (5.1M)

PRIVATE SECTOR (1.73M)

CUENTAPROPISTAS (505K)

private sector employment

private farmers & cooperatives

34%

33%

state employment

licenced entrepreneurs

29%

unlicenced / part-time entr.

35%

joint venture employees

3%

66%

room/other rentals

5%

telecom agents

5%

transportation

11%

food-related

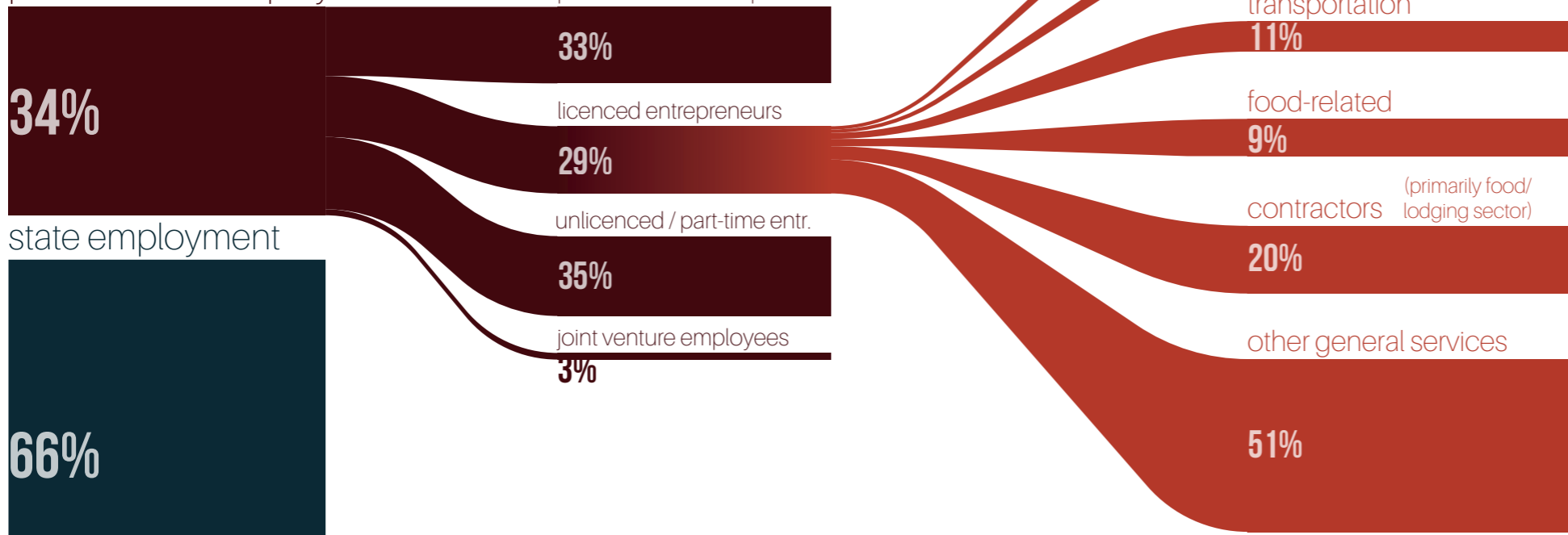
9%

contractors (primarily food/  
lodging sector)

20%

other general services

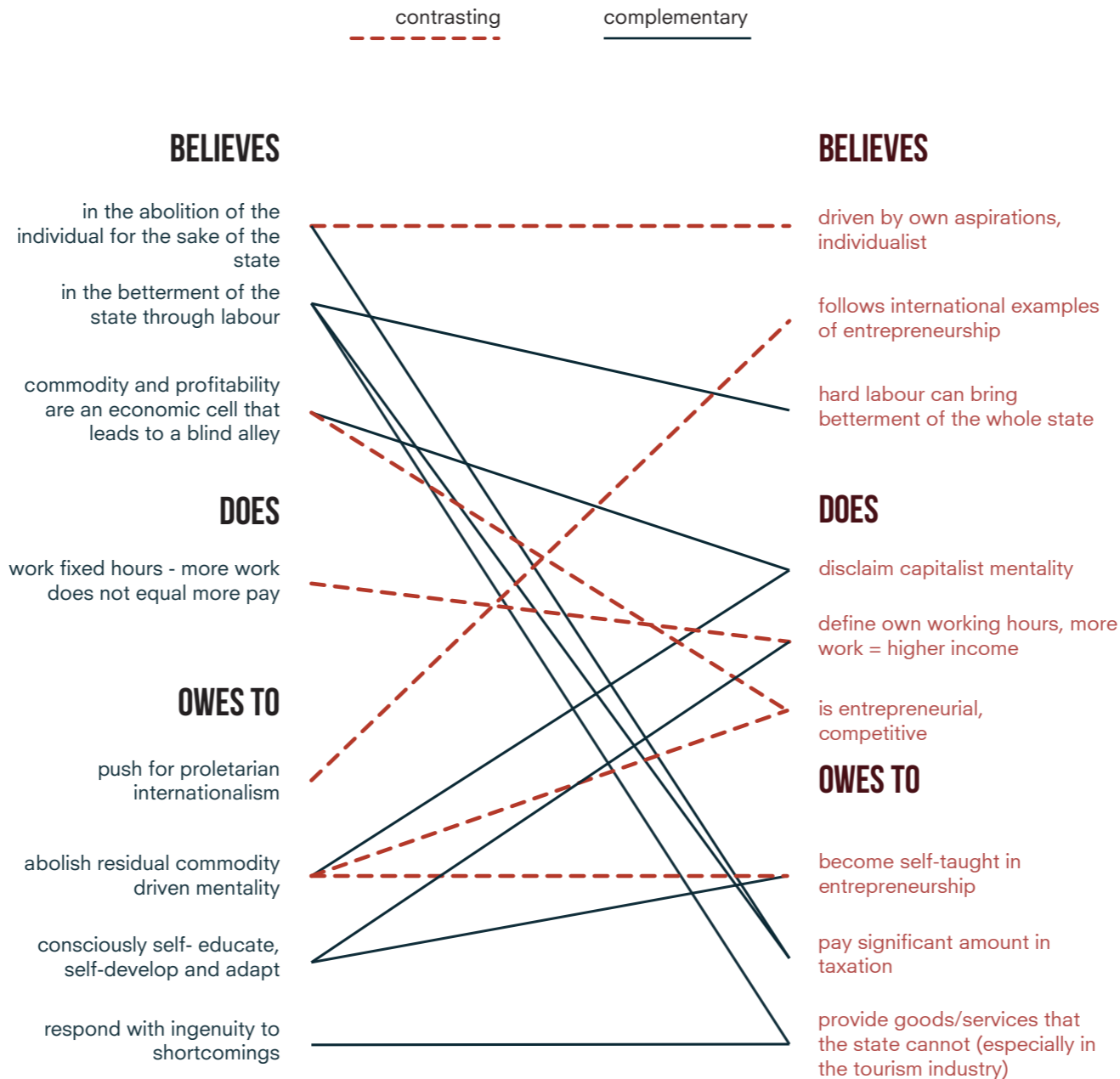
51%



In March 1969 during an overseas trip, Che Guevara addressed the UN through a letter expressing the ideas of the 'New Socialist Man', describing a change of consciousness for the new generation. The new man acted as a vague moral code for post-revolution Cubans, and much of that mentality survives faintly today.



el hombre  
(socialista)  
nuevo



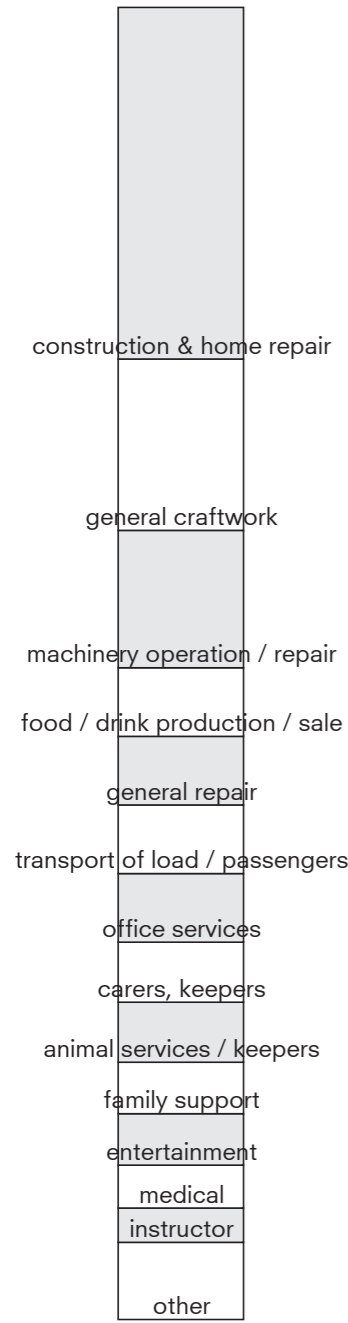
The emergence of individual entrepreneurship is of questionable morality in Cuba, due to its apparent contestations to the socialist mentality of the government and people. Most cuentapropistas however do not reject socialist aspirations, some even view themselves as ardent followers interpreting the ideas in their own way.



cuenta  
propista

The following is the list of professions allowed to individual entrepreneurs, issued in 2011. There is a wide variety, ranging from very specific licences (seller of saddles' leather) to general ones (family support for retail). However the existence of this list still inhibits the free growth of private entrepreneurship.

notes: the number of listed professions here is 162 instead of the actual 178 as some of them are sub-categories of the ones listed  
the categorization is arbitrary, not official



**Construction & home repair**

- bricklayer
- carpenter
- locksmith
- electrician
- blacksmith
- painter of furniture, refrigerators or automobiles
- plumber
- polisher
- glazier
- roofer
- stonecutter
- producer/seller of yokes and fences
- well cleaner
- lumberjack
- repair of fences and pathways
- producer/seller of pottery for construction purposes
- producer/seller of brooms or brush
- repair of mattresses
- knife grinder
- decorator
- producer/seller of home items
- repair of minor appliances
- gardener
- home smelter
- welder
- repair of bed frames
- repair of kitchens
- repair of electrical and electronic equipment
- upholsterer
- wood sawing
- real estate painter
- cleaner and repairer of graves
- producer/seller of plaster items
- producer/seller of granite and marble articles
- producer/seller of aluminium items
- producer/seller of nonferrous items
- collector/seller of natural resources
- painter of signs, signwriter
- producer/seller of soap, bitumen,

- ink, ropes and similar
- producer/seller of precious stones, metal and natural resources
- tinsmith

**General craftwork**

- repair of leather goods and similar
- producer/seller of pottery
- producer/seller of saddles' leather
- producer/seller of horse shoes
- repair and tuning of musical instruments
- weaver
- button maker
- watchmaker
- repair of jewellery
- repair of eyeglasses
- dressmaker or tailor
- producer/seller of flowers and ornamental plants
- repair of umbrellas and parasols
- cobbler
- producer/seller of footwear
- textiles stainer
- craftsman
- producer/seller of wickerwork
- repair of silverware
- producer/seller of flower bouquets

**Machinery operation/repair**

- forklift operator
- repair of mechanical and combustion equipment
- automotive battery repair
- automotive equipment sink
- automotive oil changer
- automotive electrician
- air compressor operator
- spark plug cleaner / tester
- repair of pneumatics
- mechanic of refrigerators
- oxycutting
- repair of sewing machines
- operator of lathe
- video operator

- repair/operation of audio equipment
- producer/seller of television and radio antennas

**Food/drink production/sale**

- miller
- grain toaster
- producer/seller of food and non-alcoholic beverages retail
- producer/seller of food and non-alcoholic drinks, door-to-door
- producer/seller of food and drinks through gastronomic service
- producer/seller of food and non-alcoholic beverages for retail at fixed point of sale
- producer/seller of wines
- producer/seller of medicinal herbs and livestock food

**General repair**

- polisher of metals
- bike repair
- painter of automotives
- repair of car body
- repair of car body moving parts
- repair of dolls and similar toys
- artwork restorator
- furling of motors coils and other equipment

**Transport of load / passengers**

- transport of passengers (includes list of allowed vehicles)
- carter
- muleteer
- messenger
- repair of mounts and harnesses
- thresher
- waterboy
- operator of children's cart pulled by animals
- saddler and seller of related items

**Well-being**

- barber
- manicurist
- masseuse
- hairstylist
- massage therapist
- makeup artist
- skin tanner
- chiropractor

**Office services**

- laminator
- typist
- encryptor/recorder
- programmer for computers
- repair of office equipment
- book binder
- translator of documents
- tax collector

**Carers, Keepers**

- caregiver for the ill
- caregiver for children
- guard or residential building keeper
- car park caretaker of automotives
- concierge
- domestic staff
- caretaker/cleaner of real estate

**Animal services / keepers**

- renter of horses for recreation
- breeder/seller of pet animals
- trainer of pet animals
- animal keeper
- fish farmer
- animal shearer
- shearer of domestic animals

**Family support**

- family support
- family support for retail
- domestic family support
- family support with gastronomic services
- family support with fixed service

- family support for producer/seller of articles for home use

**Entertainment**

- entertainer for children parties
- buyer/seller of used books
- buyer/seller of used music discs
- producer/seller of piñatas and other similar items for kids birthdays
- operator of child entertainment equipment
- costume rentals

**Medical**

- stomatologist
- dental practitioner
- doctor
- optometrist
- veterinary doctor

**Instructor**

- instructor for automobiles
- professor of shorthand , typing and languages
- professor of music and other arts
- instructor of sports, except martial arts

**Other**

- renting of rooms/spaces within dwelling
- cutting of palm trees
- photographer
- boot cleaner
- laundry man
- phosphate filler
- seller of press
- producer/seller of rubber wheels
- producer/seller of coal
- collector and seller of raw materials

## Provision of goods or services

Jobs mostly linked with provision of specialized services that the government cannot manage to supply

### GOODS - 44

producer/seller of yokes and fences  
 producer/seller of coal  
 producer/seller of flowers and ornamental plants  
 producer/seller of saddles' leather  
 producer/seller of horse shoes  
 costume rentals  
 weaver  
 button maker  
 dressmaker or tailor  
 producer/seller of footwear  
 producer/seller of brooms or brush  
 producer/seller of television and radio antennas  
 producer/seller of wickerwork  
 seller of press  
 producer/seller of rubber wheels  
 producer/seller of wines  
 producer/seller of soap, bitumen, ink, ropes and similar  
 producer/seller of precious stones, metal and natural resources  
 producer/seller of aluminium items  
 producer/seller of nonferrous items  
 producer/seller of home items  
 craftsman  
 fish farmer  
 collector/seller of natural resources  
 producer/seller of medicinal herbs and livestock food  
 saddler and seller of related items  
 collector and seller of raw materials  
 breeder/seller of pet animals  
 textiles stainer  
 producer/seller of flower bouquets  
 artwork restorator  
 producer/seller of plaster items  
 producer/seller of granite and marble articles  
 buyer/seller of used books  
 buyer/seller of used music discs

producer/seller of piñatas and other similar items for kids birthdays  
 producer/seller of food and non-alcoholic beverages retail  
 producer/seller of food and non-alcoholic drinks, door-to-door  
 producer/seller of food and drinks through gastronomic service  
 producer/seller of food and non-alcoholic beverages for retail at fixed point of sale  
 producer/seller of pottery  
 producer/seller of pottery for construction purposes  
 family support for retail  
 family support for producer/seller of articles for home use

### SERVICES - 118

stomatologist  
 dental practitioner  
 doctor  
 optometrist  
 veterinary doctor  
 muleteer  
 forklift operator  
 bike repair  
 repair of mechanical and combustion equipment  
 painter of automotives  
 messenger  
 automotive electrician  
 automotive battery repair  
 automotive equipment sink  
 automotive oil changer  
 air compressor operator  
 instructor for automobiles  
 spark plug cleaner / tester  
 car park caretaker of automotives  
 repair of pneumatics  
 bricklayer  
 carpenter  
 locksmith  
 electrician  
 blacksmith  
 painter of furniture, refrigerators or automobiles  
 plumber  
 polisher  
 masseuse  
 glazier  
 roofer  
 stonecutter  
 carter  
 miller  
 well cleaner  
 repair of mounts and harnesses  
 thresher  
 animal keeper  
 grain toaster  
 lumberjack

repair of fences and pathways  
 cutting of palm trees  
 repair and tuning of musical instruments  
 barber  
 photographer  
 boot cleaner  
 manicurist  
 typist  
 hairdresser  
 laminator  
 watchmaker  
 repair of jewellery  
 repair of eyeglasses  
 phosphate filler  
 repair of umbrellas and parasols  
 cobbler  
 repair of mattresses  
 massage therapist  
 mechanic of refrigerators  
 polisher of metals  
 makeup artist  
 repair of silverware  
 concierge  
 domestic staff  
 caregiver for the ill  
 caregiver for children  
 guard or residential building keeper  
 chiropractor  
 repair of minor appliances  
 caretaker/cleaner of real estate  
 professor of shorthand , typing and languages  
 professor of music and other arts  
 waterboy  
 knife grinder  
 decorator  
 encryptor/recorder  
 gardener  
 laundry man  
 repair/operation of audio equipment  
 repair of bed frames  
 repair of kitchens  
 repair of electrical and electronic

equipment  
 repair of sewing machines  
 upholsterer  
 video operator  
 repair of car body moving parts  
 home smelter  
 real estate painter  
 programmer for computers  
 book binder  
 welder  
 operator of lathe  
 repair of car body  
 furling of motors coils and other equipment  
 renter of horses for recreation  
 trainer of pet animals  
 oxycutting  
 entertainer for children parties  
 operator of children's cart pulled by animals  
 skin tanner  
 tax collector  
 repair of office equipment  
 repair of dolls and similar toys  
 cleaner and repairer of graves  
 shearer of domestic animals  
 translator of documents  
 operator of child entertainment equipment  
 wood sawing  
 animal shearer  
 instructor of sports, except martial arts  
 painter of signs, signwriter  
 repair of leather goods and similar  
 domestic family support  
 family support with gastronomic services  
 family support with fixed service  
 transport of passengers  
 renting of rooms/spaces within dwelling

## Required skill level

Most professions require a low to no specific skills, therefore barriers to entry for private entrepreneurs are generally low - given that they can find the space and resources to operate.



### HIGH - 18

stomatologist  
dental practitioner  
doctor  
optometrist  
repair of mechanical and combustion equipment  
automotive electrician  
repair of pneumatics  
electrician  
mechanic of refrigerators  
professor of shorthand , typing and languages  
professor of music and other arts  
repair/operation of audio equipment  
repair of electrical and electronic equipment  
video operator  
programmer for computers  
translator of documents  
instructor of sports, except martial arts

### LOW - 70

painter of automotives  
messenger  
automotive equipment sink  
automotive oil changer  
air compressor operator  
painter of furniture, refrigerators or automobiles  
polisher  
carter  
producer/seller of yokes and fences  
producer/seller of coal  
miller  
well cleaner  
repair of mounts and harnesses  
thresher  
producer/seller of flowers and ornamental plants  
animal keeper  
grain toaster  
lumberjack  
repair of fences and pathways  
cutting of palm trees  
costume rentals  
button maker  
boot cleaner  
manicurist  
typist  
laminator  
producer/seller of brooms or brush  
concierge  
domestic staff  
caregiver for the ill  
seller of press  
caregiver for children  
guard or residential building keeper  
caretaker/cleaner of real estate  
waterboy  
knife grinder  
decorator  
gardener  
laundry man  
upholsterer  
producer/seller of home items

collector/seller of natural resources  
real estate painter  
producer/seller of medicinal herbs and livestock food  
furling of motors coils and other equipment  
collector and seller of raw materials  
renter of horses for recreation  
breeder/seller of pet animals  
entertainer for children parties  
operator of children's cart pulled by animals  
producer/seller of flower bouquets  
buyer/seller of used books  
repair of office equipment  
repair of dolls and similar toys  
cleaner and repairer of graves  
buyer/seller of used music discs  
shearer of domestic animals  
translator of documents  
producer/seller of piñatas and other similar items for kids birthdays  
operator of child entertainment equipment  
wood sawing  
animal shearer  
instructor of sports, except martial arts  
painter of signs, signwriter  
producer/seller of food and non-alcoholic beverages retail  
producer/seller of food and non-alcoholic drinks, door-to-door  
producer/seller of food and drinks through gastronomic service  
producer/seller of food and non-alcoholic beverages for retail at fixed point of sale  
family support for retail  
domestic family support  
family support with gastronomic services  
family support with fixed service  
family support for producer/seller of articles for home use

### NONE - 74

muleteer  
forklift operator  
bike repair  
automotive battery repair  
instructor for automobiles  
spark plug cleaner / tester  
bricklayer  
carpenter  
locksmith  
blacksmith  
plumber  
masseur  
glazier  
roofer  
stonecutter  
producer/seller of saddles' leather  
producer/seller of horse shoes  
repair and tuning of musical instruments  
barber  
weaver  
photographer  
dressmaker or tailor  
hairdresser  
watchmaker  
repair of jewellery  
repair of eyeglasses  
phosphate filler  
repair of umbrellas and parasols  
cobbler  
producer/seller of footwear  
repair of mattresses  
massage therapist  
polisher of metals  
makeup artist  
producer/seller of television and radio antennas  
repair of silverware  
producer/seller of wickerwork  
producer/seller of rubber wheels  
producer/seller of wines  
chiropractor

producer/seller of soap, bitumen, ink, ropes and similar  
producer/seller of precious stones, metal and natural resources  
repair of minor appliances  
encryptor/recorder  
repair of bed frames  
repair of kitchens  
repair of sewing machines  
repair of car body moving parts  
producer/seller of aluminium items  
producer/seller of nonferrous items  
craftsman  
home smelter  
fish farmer  
tinsmith  
book binder  
welder  
operator of lathe  
repair of car body  
saddler and seller of related items  
trainer of pet animals  
oxycutting  
textiles stainer  
skin tanner  
artwork restorator  
tax collector  
producer/seller of plaster items  
producer/seller of granite and marble articles  
repair of leather goods and similar  
producer/seller of pottery  
producer/seller of pottery for construction purposes  
transport of passengers  
renting of rooms/spaces within dwelling

## Required skill level

Most professions require a low to no specific skills, therefore barriers to entry for private entrepreneurs are generally low - given that they can find the space and resources to operate.



### REPAIR - 29

bike repair  
 repair of mechanical and combustion equipment  
 repair of pneumatics  
 painter of furniture, refrigerators or automobiles  
 glazier  
 roofer  
 repair of mounts and harnesses  
 repair of fences and pathways  
 repair and tuning of musical instruments  
 watchmaker  
 repair of jewelery  
 repair of eyeglasses  
 repair of umbrellas and parasols  
 cobbler  
 repair of mattresses  
 mechanic of refrigerators  
 repair of silverware  
 repair of minor appliances  
 repair/operation of audio equipment  
 repair of kitchens  
 repair of electrical and electronic equipment  
 repair of sewing machines  
 repair of car body moving parts  
 tinsmith  
 repair of car body  
 repair of office equipment  
 repair of dolls and similar toys  
 cleaner/repairer of graves  
 repair of leather goods and similar

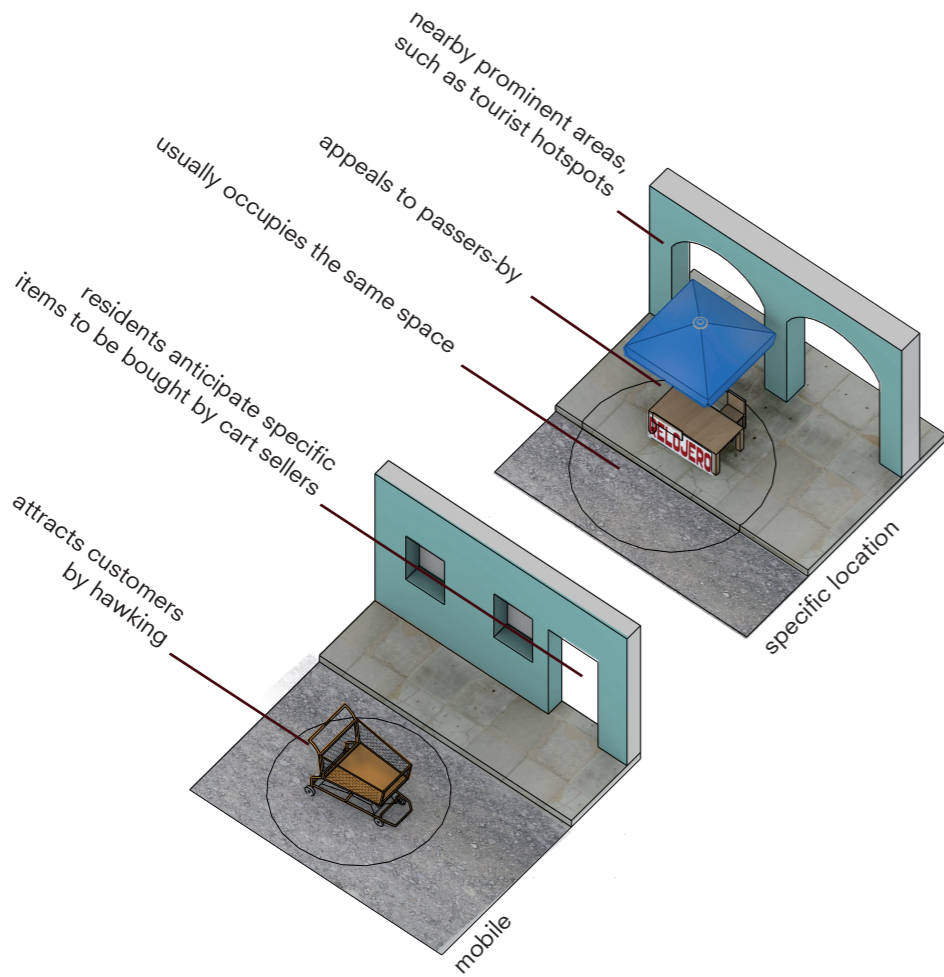
### PRODUCE - 37

producer/seller of yokes and fences  
 producer/seller of coal  
 producer/seller of flowers and ornamental plants  
 producer/seller of saddles' leather  
 producer/seller of horse/shoes  
 weaver  
 button maker  
 dressmaker or tailor  
 producer/seller of footwear  
 producer/seller of brooms and brushes  
 producer/seller of television and radio antennas  
 producer/seller of wickerwork  
 seller of press  
 producer/seller of rubber wheels  
 producer/seller of wines  
 producer/seller of soap, bitumen, ink, ropes and similar  
 producer/seller of precious stones, metal and natural resources  
 producer/seller of aluminium items  
 producer/seller of non-ferrous items  
 producer/seller of home items  
 craftsman  
 fish farmer  
 producer/seller of medicinal herbs and livestock food  
 saddler and seller of related items  
 breeder/seller of pet animals  
 producer/seller of flower bouquets  
 producer/seller of plaster items  
 producer/seller of granite and marble articles  
 buyer/seller of used books  
 producer/seller of piñatas and other similar items for kids' birthdays  
 producer/seller of food and

non-alcoholic beverages for retail  
 producer/seller of food and non-alcoholic door-to-door  
 producer/seller of food and drinks through gastronomic service  
 producer/seller of food and non-alcoholic beverages for retail at fixed point  
 producer/seller of pottery  
 producer/seller of pottery for construction purposes

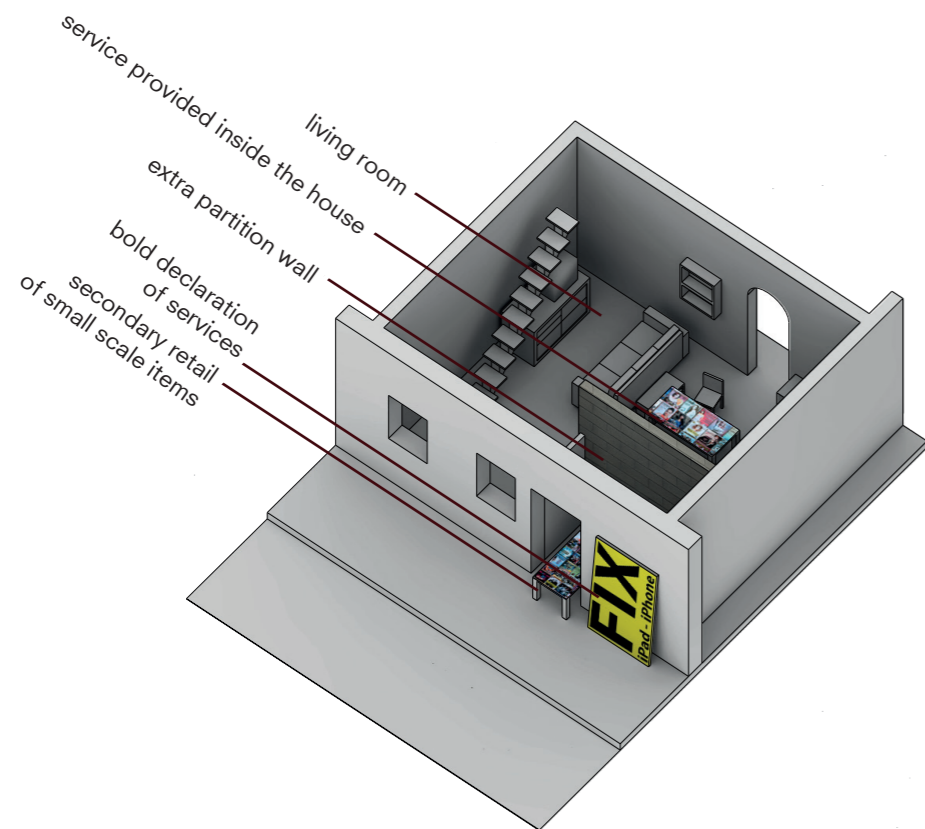
### Street side

Large part of informal retail happens on the streets. This form is very versatile with a wide range of goods and services being sold. Often, residents (both licenced and unlicensed) set up a table outside their house and sell no longer needed items, or unnecessary objects given to them by the rationing system.



### Home-based minor retail

Due to the lack of space or inability to rent space, many use their house to host retail activities or services. Those with front doors on busy streets often sell small items (such as souvenirs, kitchen utensils, plumbing items etc) benefiting from high exposure of their goods.



homebased services that don't require much space



multiple services - fixing phones and selling souvenirs

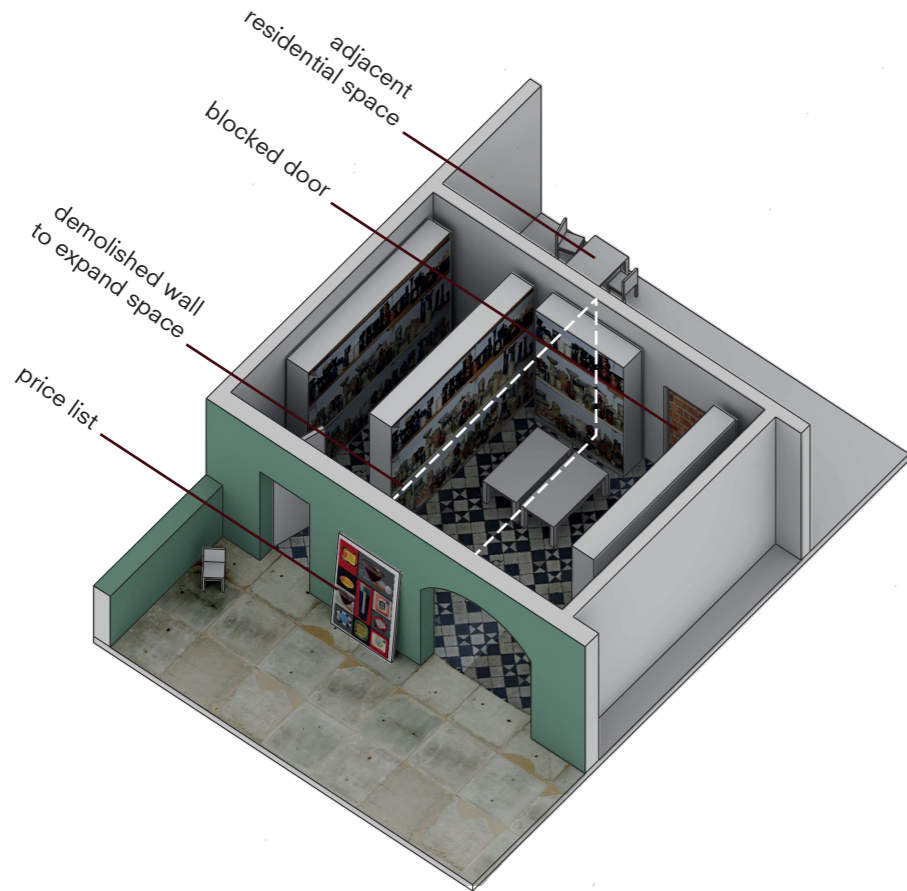




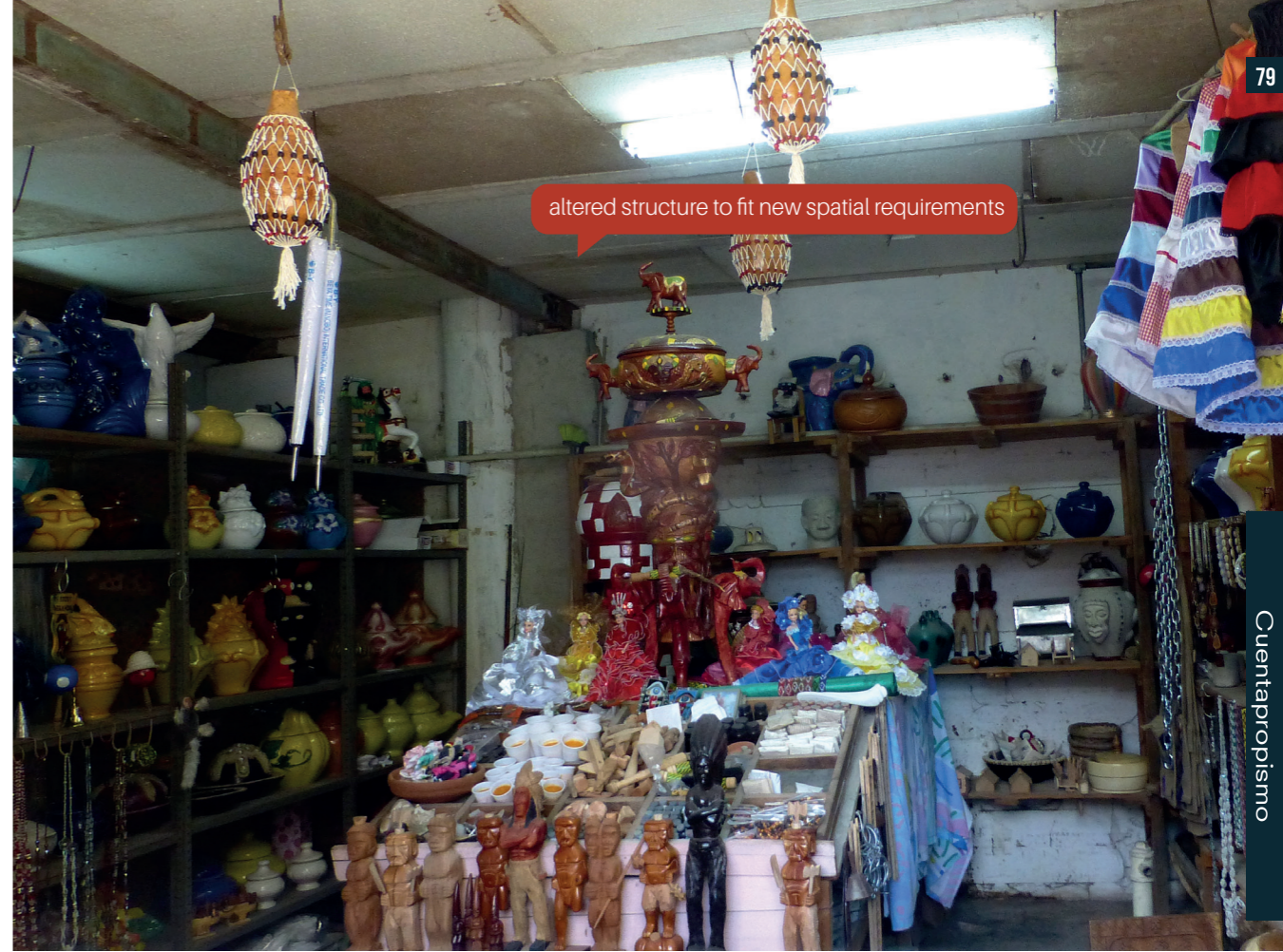
### Home-based custom space

Extra space is created within the household (either by combining bedrooms or relocating house members) to dedicate a whole room and turn it into a shop. As a result, some alterations often take place such as demolishing partition walls or blocking doorways that lead into the rest of the house.

Cuentapropismo



Cuentapropismo



### Specialized shop

Not very common for cuentapropistas in retail, but quite common for restaurants/paladares. Found primarily in Vedado. Because of the 5m recess of most buildings from the street, there is no intimate link to the sidewalk and therefore walkers-by.



# Market stall

Some government provided spaces exist, designated as markets for cuentapropistas. Each individual rents the space for a specific period of time and operates during the allowed hours. These can be both outdoors spaces in empty lots or indoors in large warehouses.

Cuentapropismo

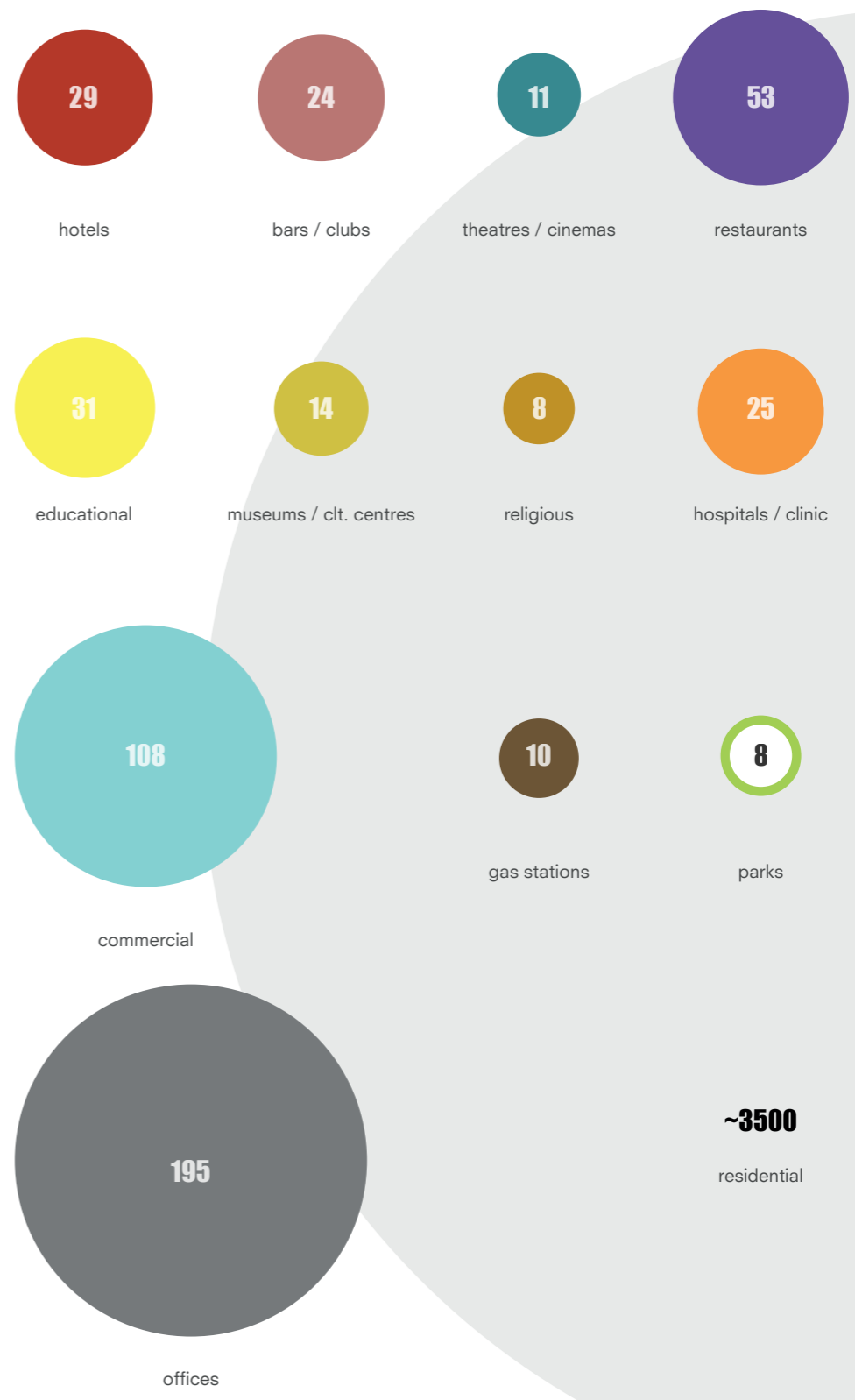


Cuentapropismo



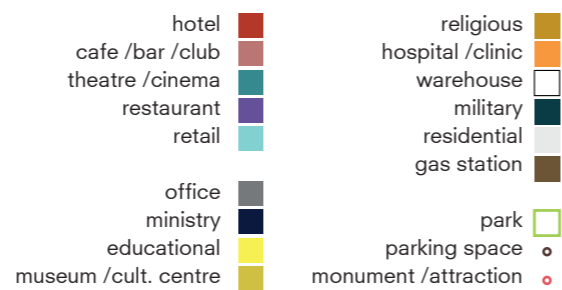


# PASEO Y 23



Vedado is characterized by strong variation in land use. It is predominantly residential, however a significant amount of commercial, cultural, governmental and office functions exist.

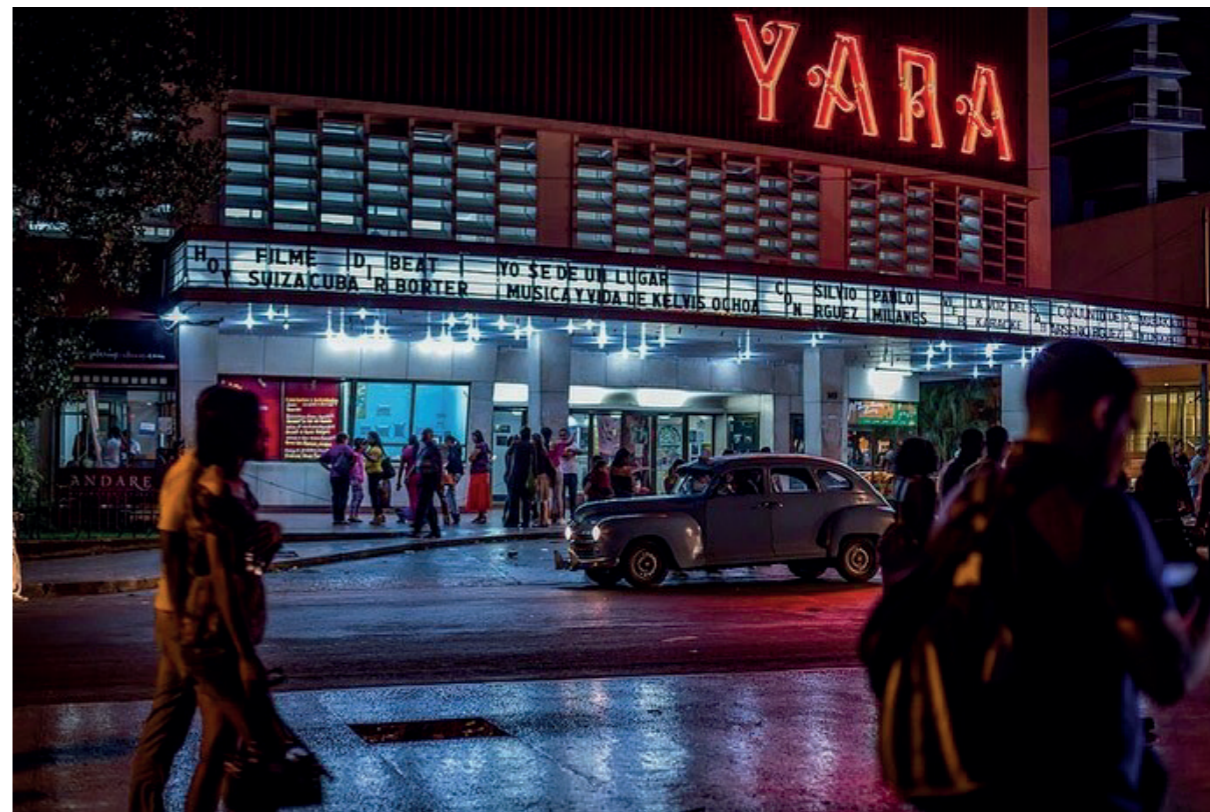
Due to its affluent history and its relatively prestigious status as the upcoming area of Havana, the numbers of commercial and office spaces are rising in their attempt to gain better exposure and a good image.





Two main areas of commercial concentration can be recognized in Vedado. North of calle 9 (Linea) is where most of the hotels are located and consequently many other commercial ventures targeted to tourists. The area is characterized by large restaurants, tall modern hotels, some shops but also theatres and cinemas along calle 9. Many of these are often featured in tourist websites boosting their popularity amongst tourists as the 'Cuban authentic' alternative to Habana Vieja.

The second concentration happens along calle 23. Even though it cannot necessarily be considered a 'shopping street', there is a clear tendency of locating shops, paladares and cinemas along this street. The area is mostly frequented by locals both during day and night.



Calle 23 is a host of variety of commercial activity, both during day and night



calle 23 - the commercial artery of Vedado

Vedado (=forbidden, fenced) started as a banned territory, a buffer area to stop attackers from the west from reaching Habana Vieja.

In the 19th century, Vedado's proximity to natural features became a driving force to reconsider its and so its foundation was initiated. It was advertised for the rich by holding rich resources, like proximity to fresh water, to the waterfront, greenery but also old Havana.

El Carmelo - the west side of what is now called Vedado, was planned in 1859 by engineer Luis Iboleon Bosque, from the Almendares river to Calle Paseo.

Consequently, El Vedado was planned in 1859 between Calle Paseo and Calle G, and El Suburbio Medina in 1878, a southward expansion that would lead to the construction of Calle 23.

Following European examples, the blocks were mostly regular, in dimensions 100m by 100m. The grid was tilted about 45° to align the streets to the coast, allowing seaward ventilation deep into the city.

To promote Vedado as a hygienic urban model, a main consideration was greenery, for which a 5m band around each block was dedicated ('parterre'). Combined with the planning laws of recessed buildings from the streets and a maximum percentage of built up area per lot, Vedado is of low density and feels like a suburban area.

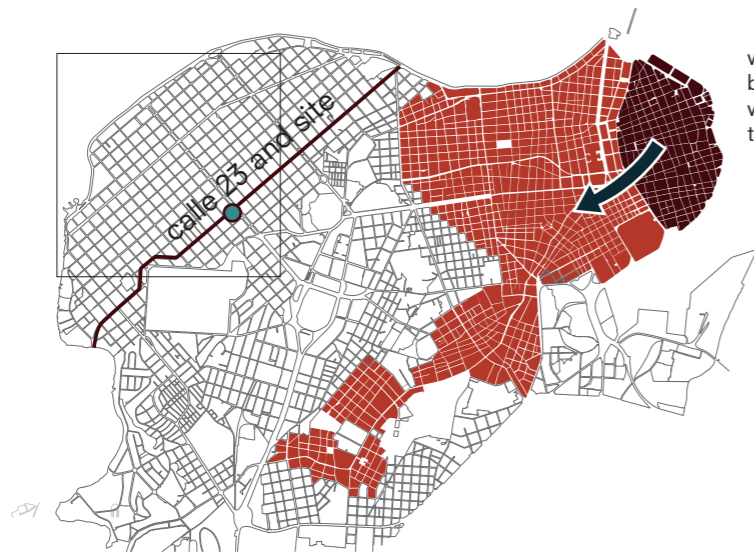
Paseo y 23



Paseo y 23

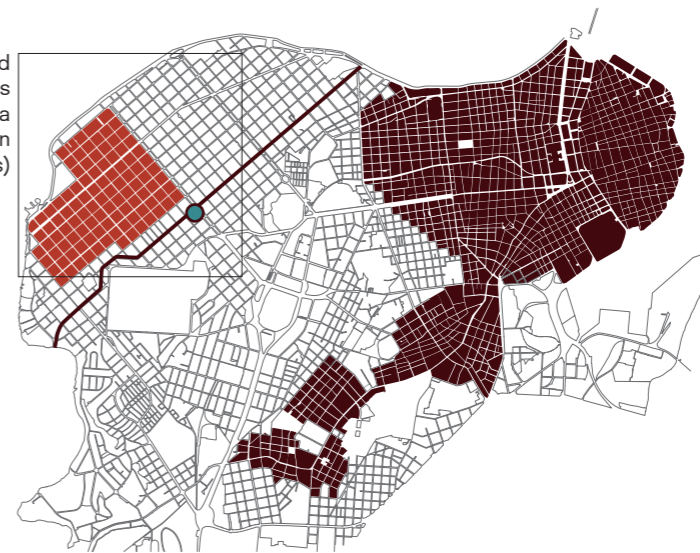
1888 planning map of Vedado





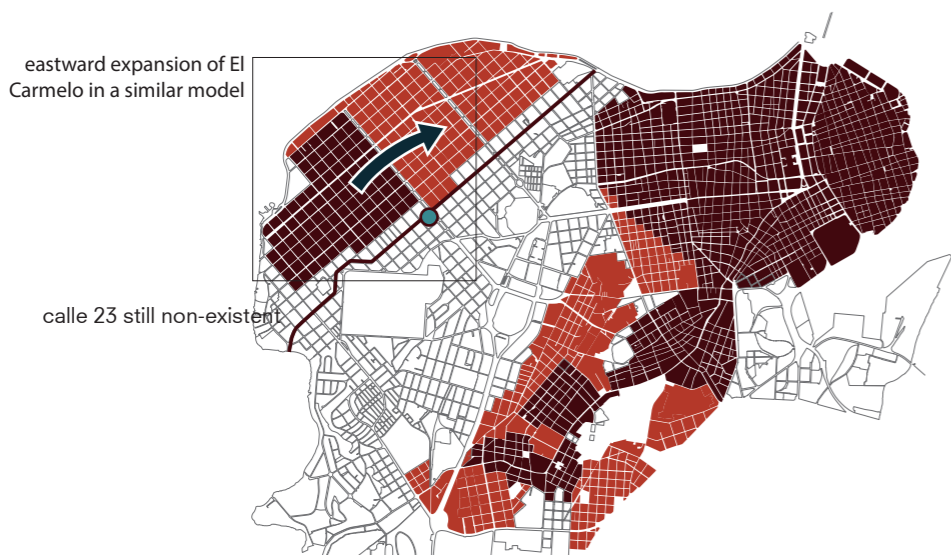
westward expansion beyond the old Havana wall, to the 'extranjeros' territories (Habana Centro)

1700 - 1850



independent planning and occupation of what was named 'El Carmelo', in a regular grid (based on colonial models)

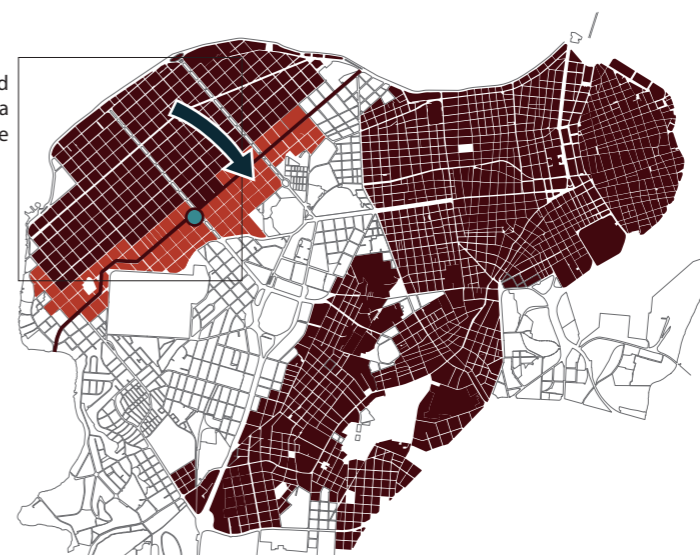
1850 - 1860



eastward expansion of El Carmelo in a similar model

calle 23 still non-existent

1860 - 1880



southward expansion and appearance of calle 23 as a main transportation route

1880 - 1920



The expansion was initiated from the North West to the East, and only moved southward at the end of the 19th century.

**Appearance of calle 23**

Calle 23 was not distinct before the 1880s and was only marked by the three blocks between avenida Paseo and calle C. In the beginning of the century, when the construction of the street was underway, only one block was occupied, by the hospital Reina Mercedes (currently occupied by Coppelia park).

**Tramway line**

Occupation of the rest of the blocks was accelerated by the construction of the tramway line, starting from the earlier line on Linea, running down calle 12 and along calle 23. The line elevated calle 23 into a main transportation axis.

**Southward expansion**

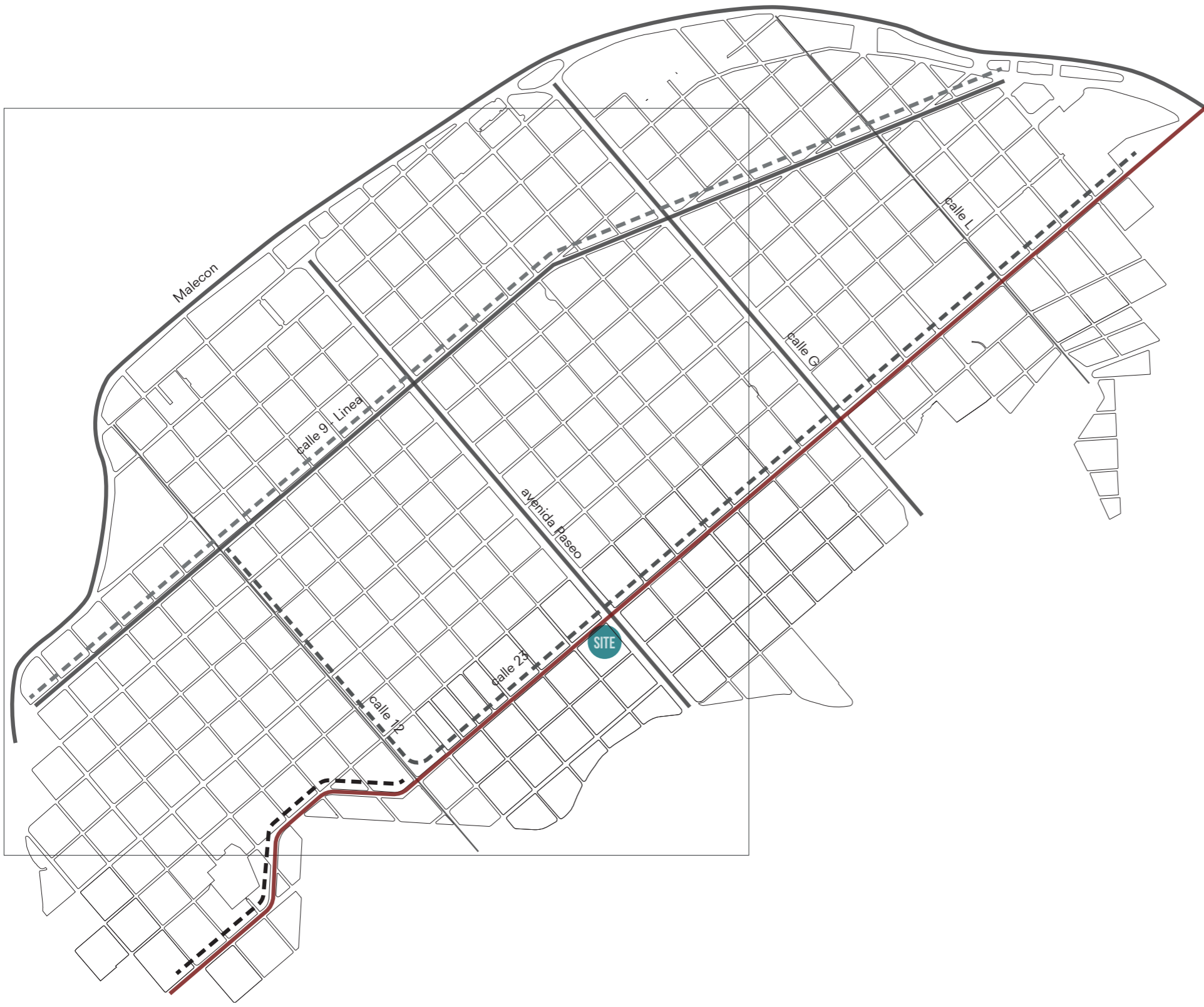
The street and tramway line were expanded southwest to the newly constructed Aspberg Bridge (1910) over the Almendares river, connecting Marianao to Havana and further increasing the importance of calle 23 as a main transportation axis.

Paseo y 23

Paseo y 23

Hospital Reina Mercedes on the first occupied block of calle 23 in 1908

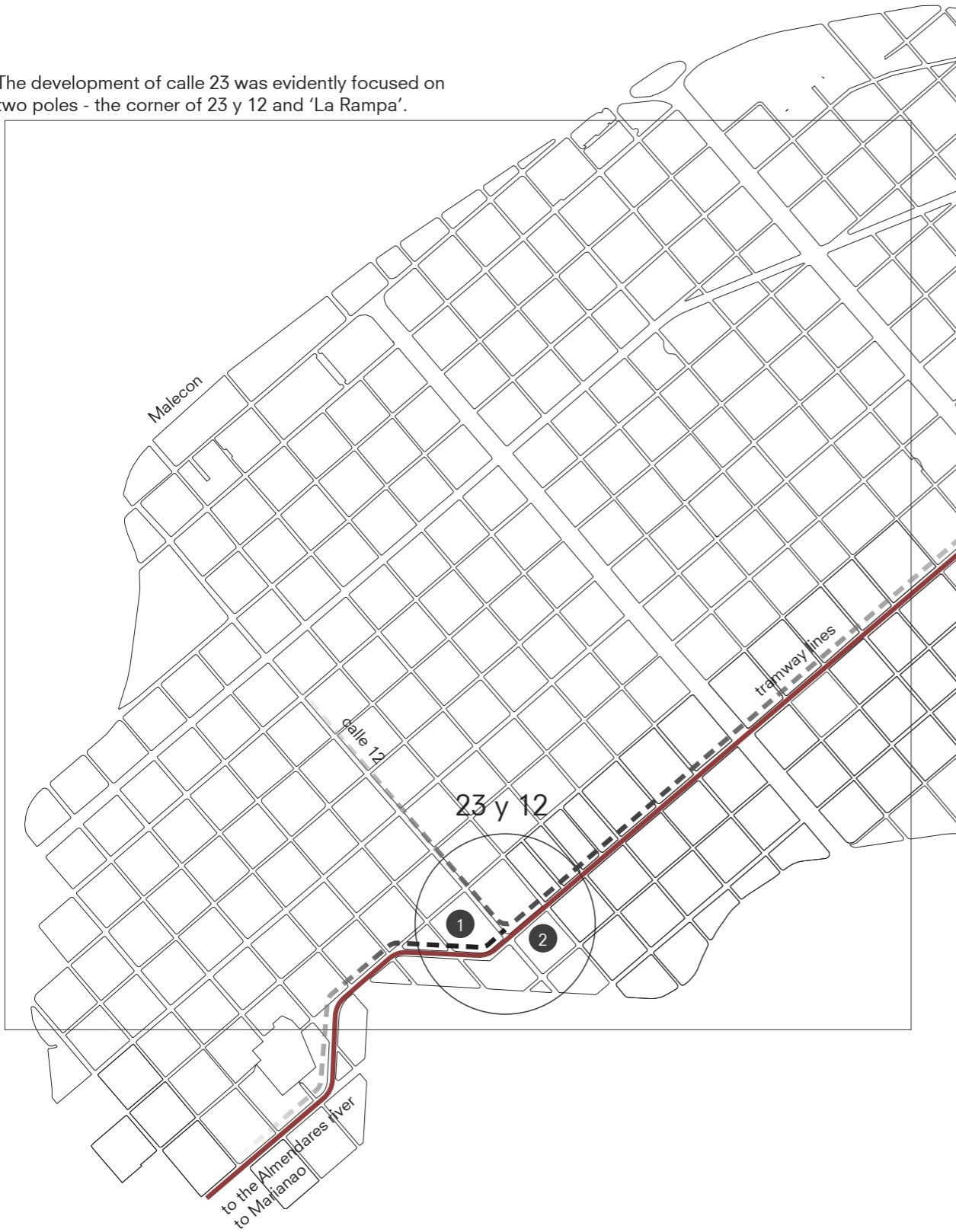




The construction of calle 23 completed a network of main transportation axes used by cars, buses and trams. These divide Vedado into superblocks mainly of 5-7 blocks per side. The main routes would also be wider than the 26m standard that applied for the rest of the road system in Vedado.

In 1999 Vedado was declared a protection zone, and streets G, Paseo, Linea and 23 were listed in a special category as of 'high value' in terms of preservation.

The development of calle 23 was evidently focused on two poles - the corner of 23 y 12 and 'La Rampa'.



The strong transportation links combined with the general affluence of Vedado generated commercial development focused on the corner of calle 23 and 12. The corner surpassed Linea in fame as an urban centre, and up to the 1940s was even more popular than 'La Rampa'. This resulted in acquiring cult status remembered vividly and nostalgically until today. Proof of this is the renaming of the cinema Astor [1] built in 1941 into '23 y 12' in 1952.

Popularity is justified by its links to the Malecon in the north, Colon cemetery in the south, the Almendares

river used by millionaire yacht owners in the west and La Rampa on the east. It was characterized by shops, restaurants and cinemas. Following the establishment of the Cuban institute of Cinematographic Art and Industry (ICAIC) [2] in 1959, after the Revolution it acquired a new cultural character which survives until today.

The area now remains a commercial centre with restaurants and shops attracting mainly locals.



1960s saw the rise of intricate poster design

predominantly commercial activities

tramway junction



After its renovation in 1952, cinema Astor became a cultural centre and renamed Cine 23 y 12 [1].



2. The Cuban institute of Cinematographic Art and Industry (tall building), established in 1959 by the state



Posters of films produced by the ICAIC in the 1960s

location of the end of the march

calle 12

calle 23



the photo 'Guerillero Heroico' of Che Guevara, taken at the intersection of calle 23 y 12

On March 5, 1960, a memorial march was organized along calle 23 for the victims of La Coubre explosion. When the march reached its end at the corner of 23 y 12, there was a memorial ceremony on a stage set up at the intersection. This is where Fidel Castro would give a fiery speech incorporating the phrase 'Patria o Muerte' ('Homeland or Death') for the first time, and where photographer Alberto Korda would take the famous photo of Che Guevara.

# La Rampa

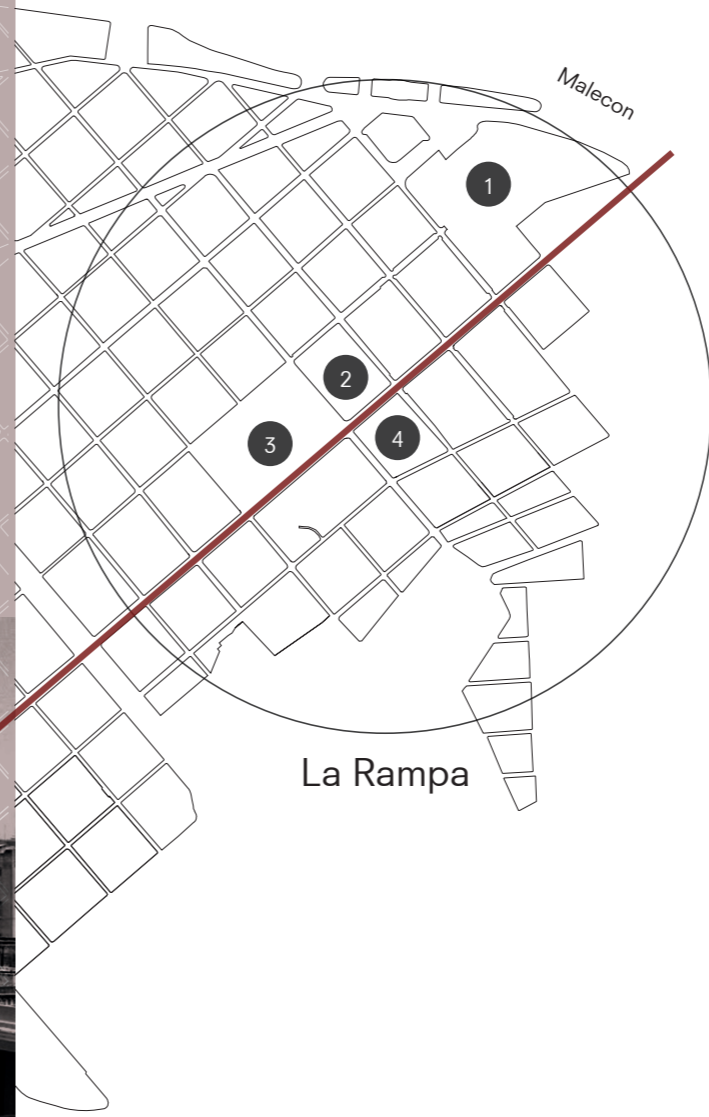
During the 1950s and 1960s, 'La Rampa' became the most prominent part of calle 23 and possibly the whole Vedado. The construction of landmark buildings such as Hotel Nacional (1940) [1], Habana Hilton (1958) [4], Coppelia Ice cream (1966) [3] brought prestige to the area. The CMQ TV headquarters [2] which was nodal in the development of television in Cuba, along with its adjacent Radiocentro cinema (now Yara) were strong symbols of the techonological modernization of the city. The street also became a hotspot of cultural activity hosting street exhibitions and music performances.

La Rampa was also constructed along a steep slope (visible from the existence of crevices). This gave a morphological imageability to the street, and also resulted in its nickname (= 'the Ramp').



concentration of various functions - cinemas, shops, churches

Paseo y 23



"The creative and transgressive spirit of 1960s was condensed into that final section of calle 23 that descends towards the sea. The infrastructure inherited [by post-Revolutionary Cubans] was still flaming, and the intense nightlife seemed destined for to last forever. ...'La Rampa' was more of a state of mind than a place."



MARIO CUYOLA, CUBAN ARCHITECT

Paseo y 23



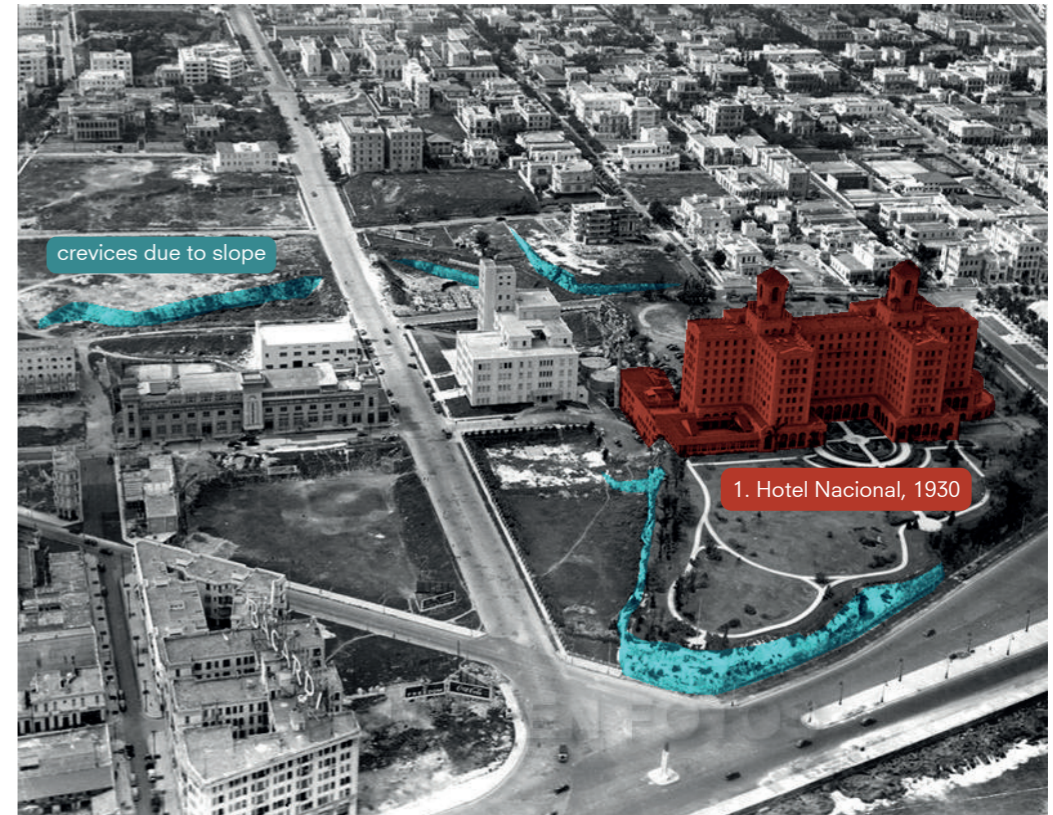
3. Coppelia Park and ice cream parlour, shortly after its construction, 1966



2. Radiocentro cinema (now Yara) and CMQ TV headquarters, a symbol of modernization



4. The Habana Hilton (1958), before being renamed into Habana Libre



Fully completed calle 23, aerial shot from the Malecon (1946)





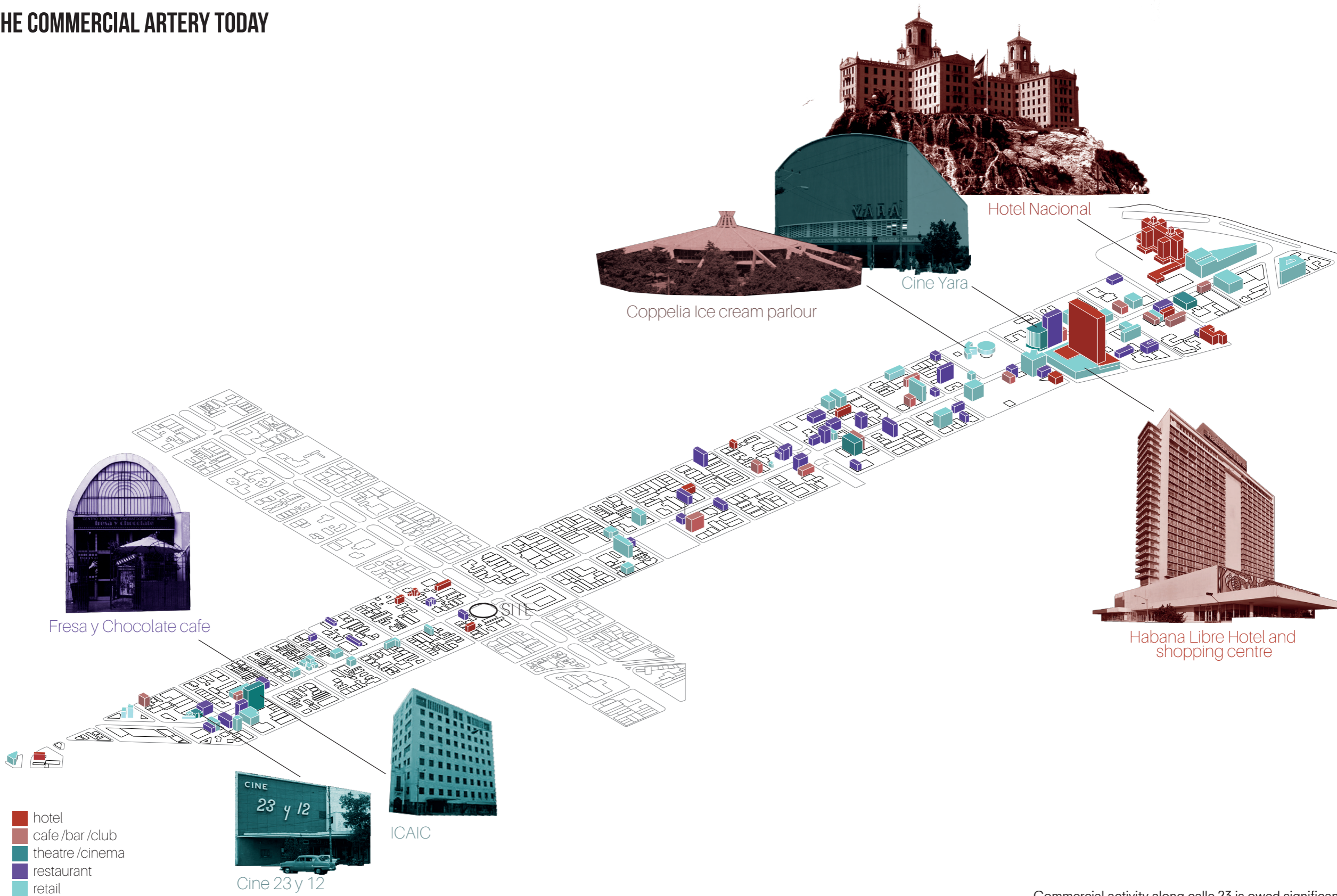
La Rampa has always been a busy street for all kinds of transportation - pedestrians, cars, buses and until its disappearance - electric tramways.



Premiere of the film 'Historia de la Revolucion' in Cine La Rampa, December 30, 1960.



The end of La Rampa (photo taken from the Malecon), 1958

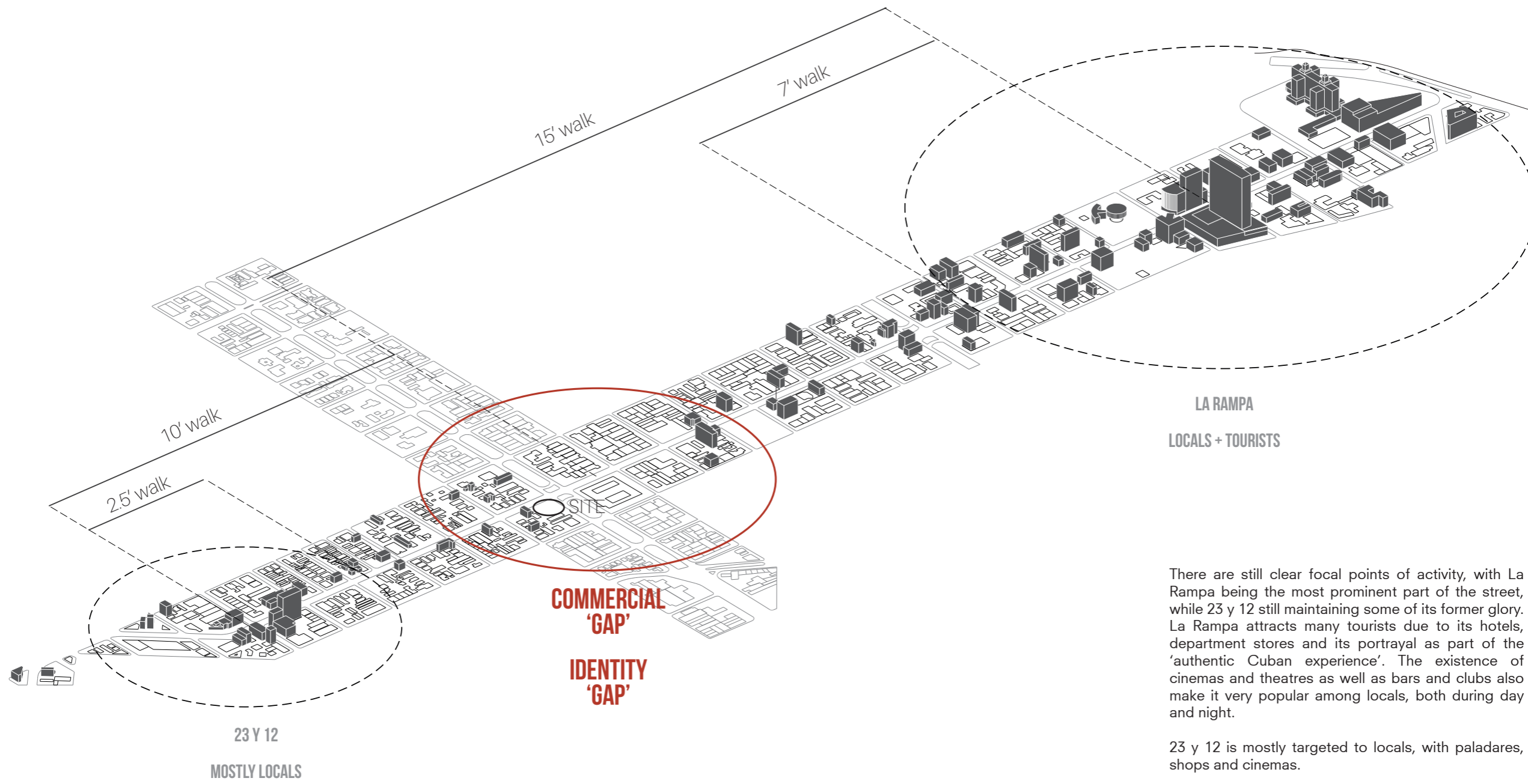


- hotel
- cafe /bar /club
- theatre /cinema
- restaurant
- retail

Paseo y 23

Paseo y 23

Commercial activity along calle 23 is owed significantly to the existence of landmark hotels, cinemas and cafes. These act as attractors for both tourists and locals, as well as for new businesses.



**COMMERCIAL  
'GAP'**  
**IDENTITY  
'GAP'**

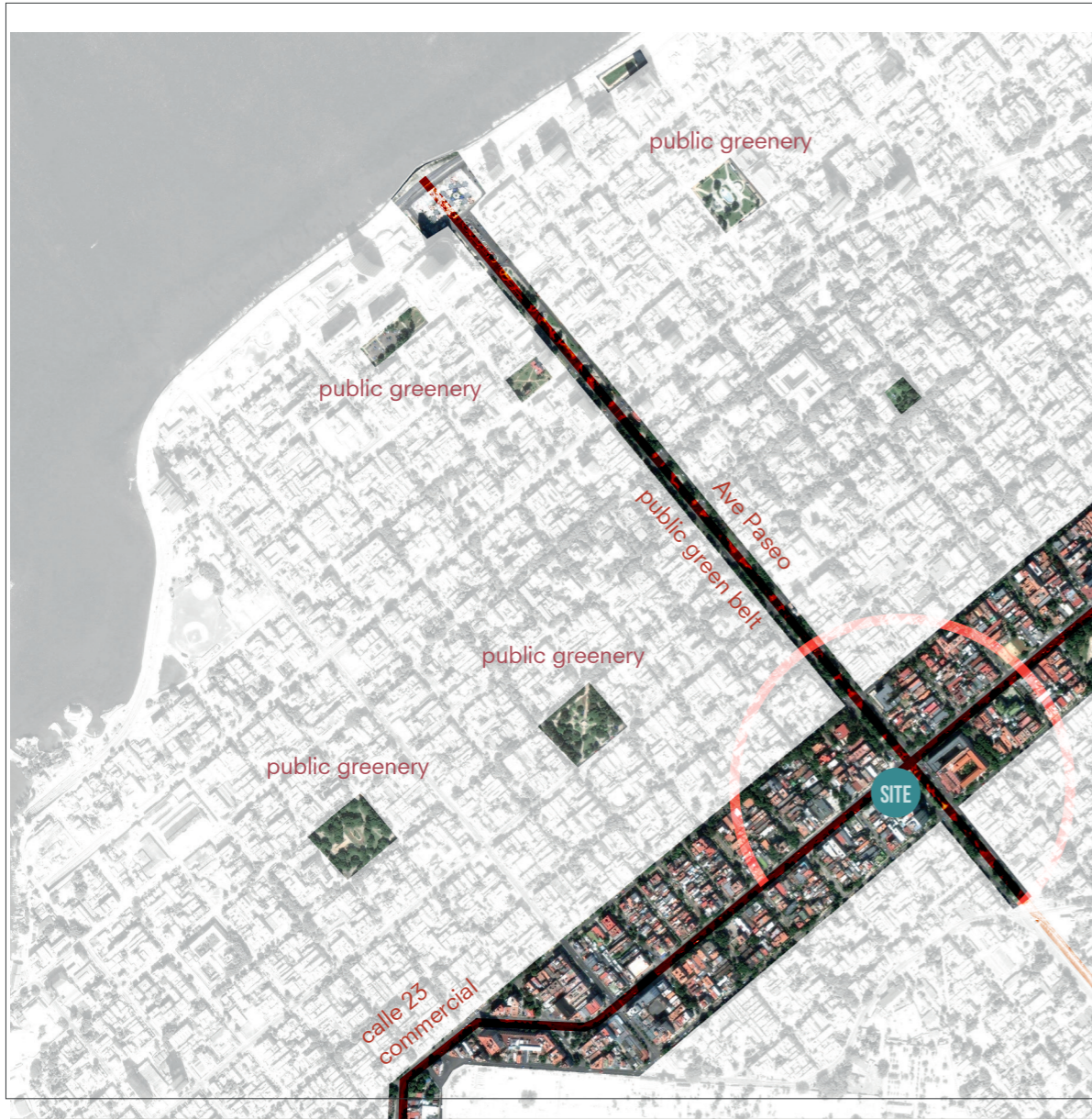
**LA RAMPA**  
**LOCALS + TOURISTS**

**23 Y 12**  
**MOSTLY LOCALS**

There are still clear focal points of activity, with La Rampa being the most prominent part of the street, while 23 y 12 still maintaining some of its former glory. La Rampa attracts many tourists due to its hotels, department stores and its portrayal as part of the 'authentic Cuban experience'. The existence of cinemas and theatres as well as bars and clubs also make it very popular among locals, both during day and night.

23 y 12 is mostly targeted to locals, with paladares, shops and cinemas.

In between there is a clear drop in commercial activity, which creates a gap between the two hotspots while still being close enough from them to benefit from their attractors. The site is within this gap, in an attempt to create a new attractor for a new kind of commercial activity.



The site is located at the junction of avenida Paseo and calle 23. This crossing has been selected to highlight the twofold character of the project, as a concentration of commercial activity combined with public space and high public accessibility.

Avenida Paseo is a main transportation axis, connecting the Malecon to Plaza de la Revolucion and the Jose Marti Monument. This connection to the

historic square elevates the street into more than just a transportation axis, due to the constant visibility of the monument along it.

Combined with the fact that it has a series of concentrated public green spaces, it becomes a strong social artery in Vedado, with a significantly different character to calle 23.



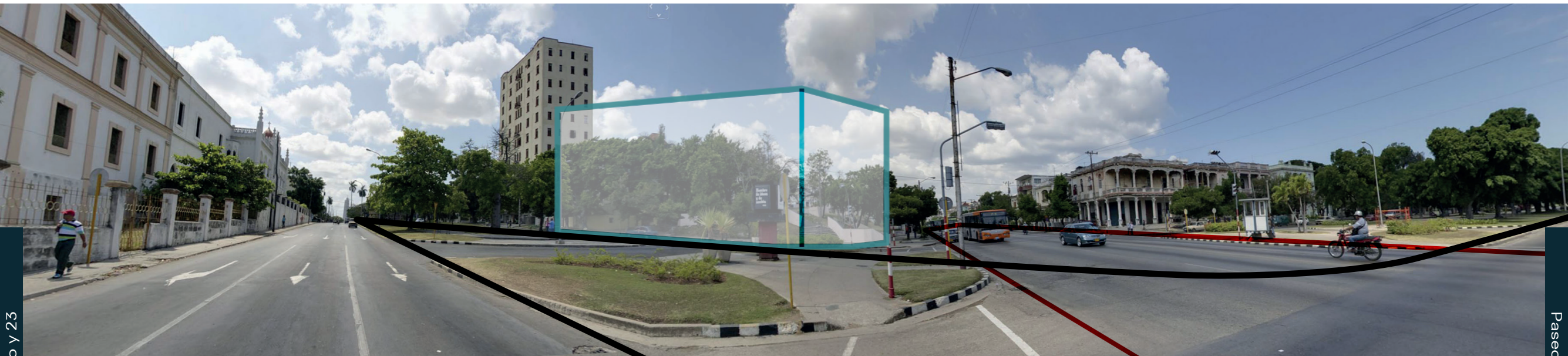


**CALLE 23**

SITE



**PASEO**

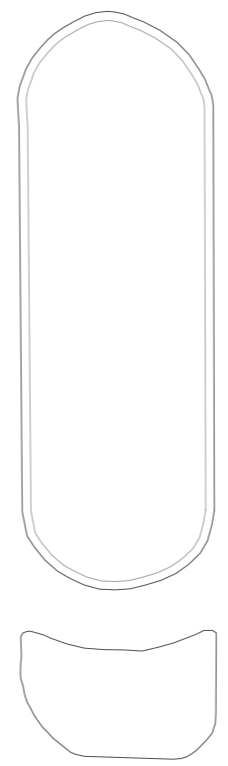
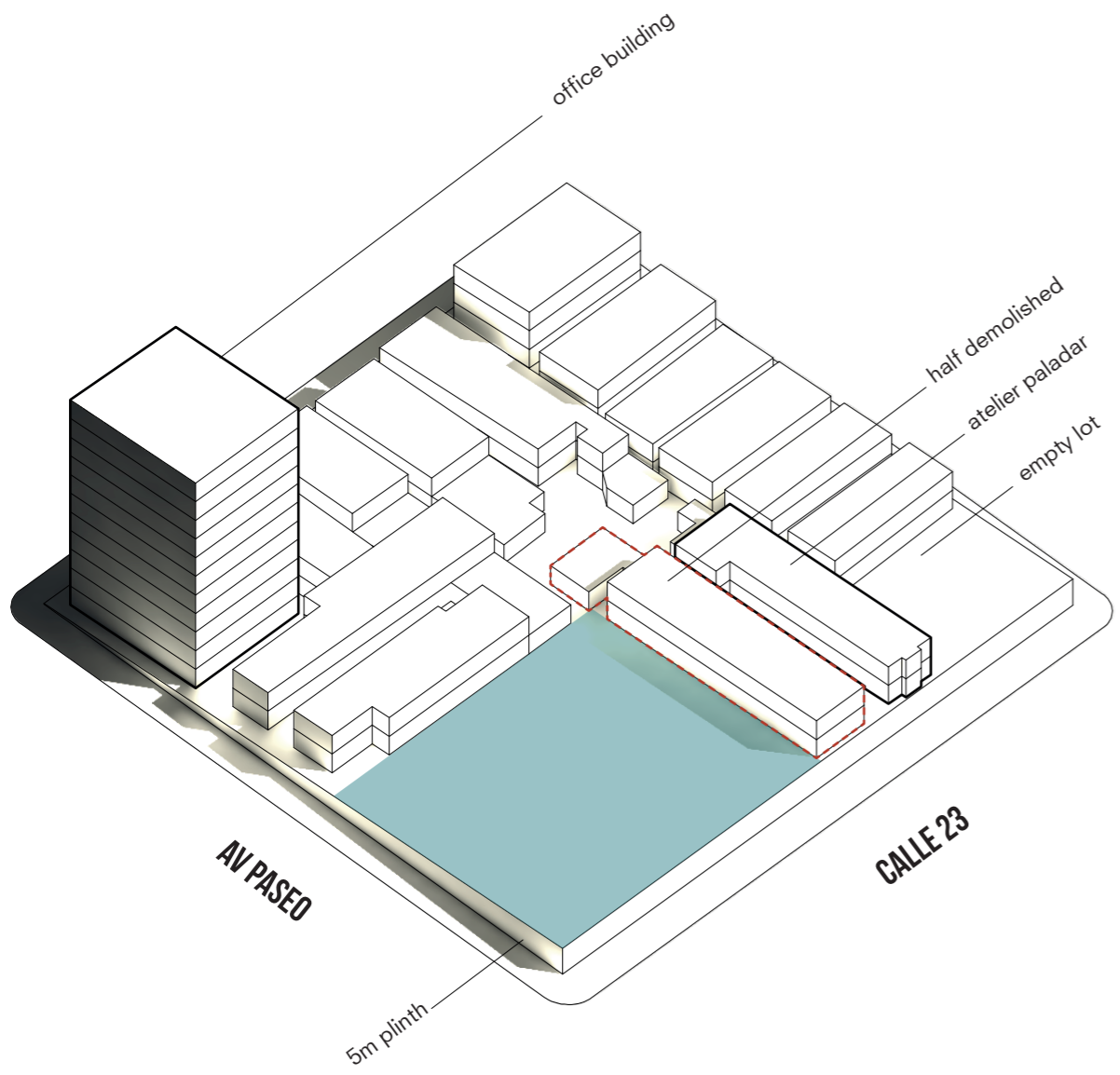


Paseo y 23

Paseo y 23

PASEO

CALLE 23

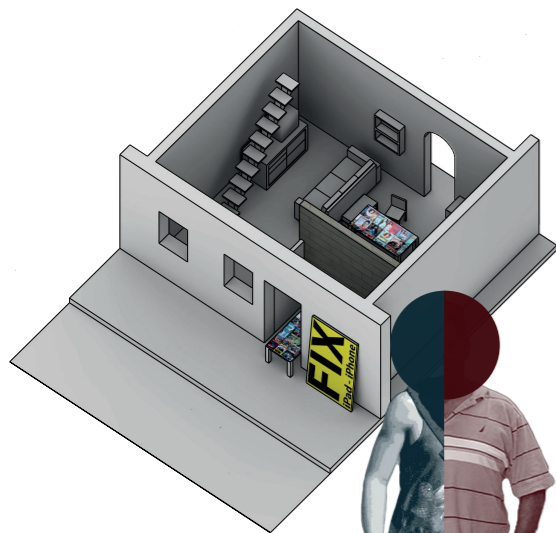




## **INCUBATOR FOR CUENTAPROPISTAS**



### Issues faced by cuentapropistas



#### space

limited available space to operate from, while services are often practiced on informal and inappropriate spaces

#### public acceptance

the strong remnants of socialist ideology, the image of cuentapropistas as infant capitalists, and the lack of a consolidated identity causes the public to be unsure of their morality and the benefits they provide

#### exposure

the absence of advertising combined with the sparsely located cuentapropistas activities result in difficulties in attracting customers and creating loyalty/recognition from customers beyond immediate surroundings

#### expertise

limited culture of entrepreneurship education, limited help by the government. 'cuentapropismo' pushes exactly for what it means - doing it on your own account



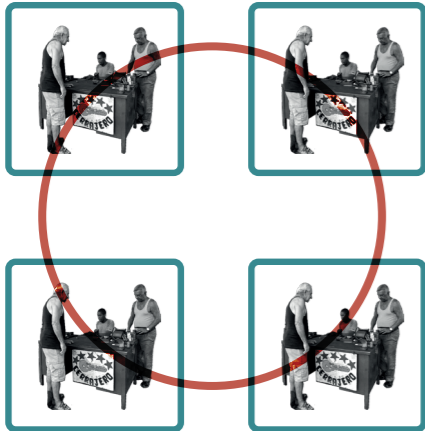
### inefficient framework for cuentapropistas

# Building the framework



## provide individual space

flexible space to host variety of types of services. Customizable to fit needs of different functions, and potentially rehouse various functions during its lifetime



## bring together

by providing a space for multiple individual cuentapropista operations, they can benefit from exchange of knowledge and expertise, collaborate and potentially cooperate in the future, benefit from ancillary services and improved exposure



exposure

individual space



collaboration



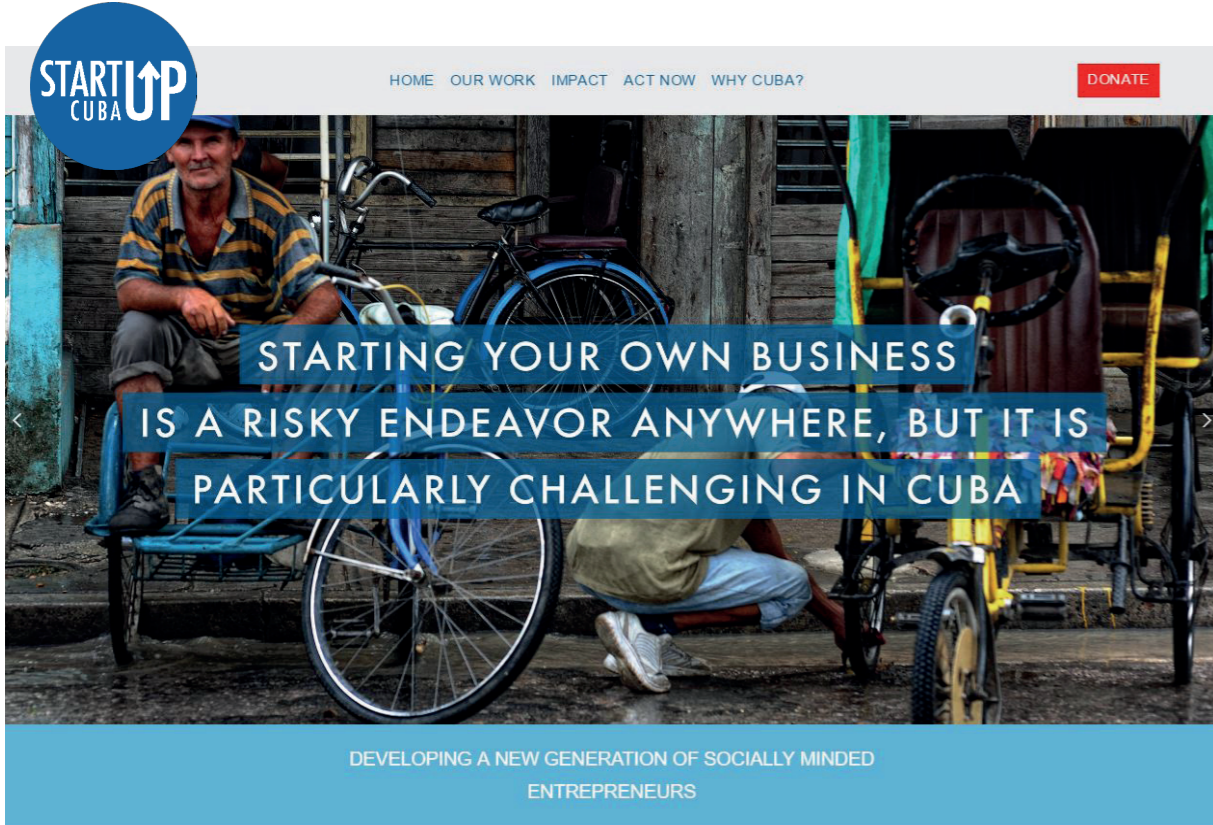
individual space

exposure

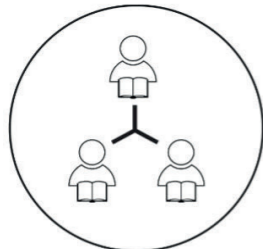
concentration

Overarching framework

# Business incubation



### OUR APPROACH



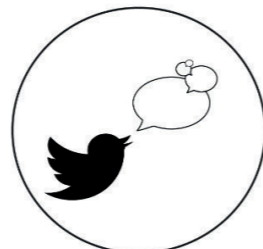
Empower

Give us a Shoutout - #StartUpCuba



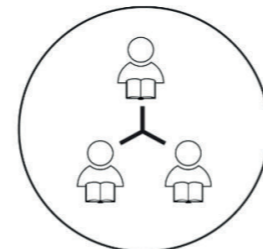
Network

Contact Us - [startupcuba@rootsofhope.org](mailto:startupcuba@rootsofhope.org)



Advocate

### OUR APPROACH



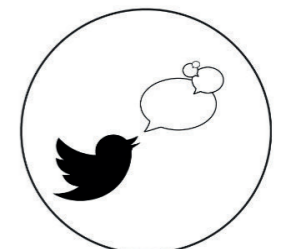
Empower

Give us a Shoutout - #StartUpCuba



Network

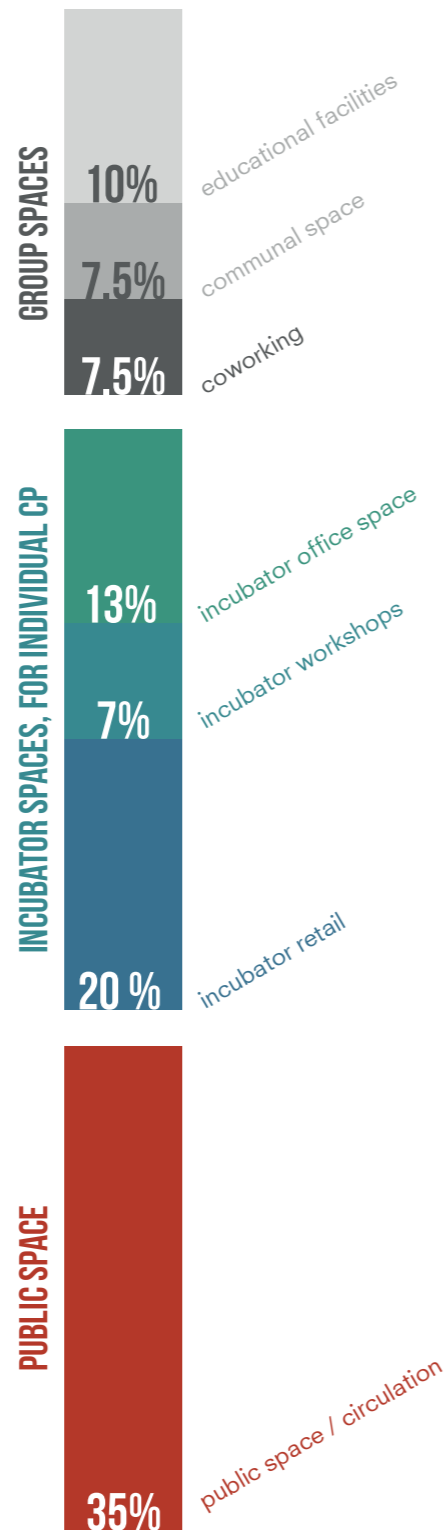
Contact Us - [startupcuba@rootsofhope.org](mailto:startupcuba@rootsofhope.org)



Advocate

Startup Cuba is a company that operates from Miami, aiming to foster a culture of entrepreneurship in Cuba as a form of empowerment of the new generation

Their services are mostly focused on funding and running 'entrepreneurship labs' (seminars), that educate and mentor Cuban micro-entrepreneurs in their attempts to start-up or grow their business ventures



for 7500m<sup>2</sup>



public space / circulation

based on small shop = 30m<sup>2</sup>



incubator retail



incubator workshop



14m<sup>2</sup> per worker

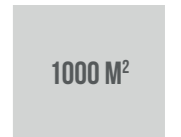
inc. office space



coworking



communal space



educational facilities

1.25m<sup>2</sup> per person

95m<sup>2</sup> for 14p classroom







