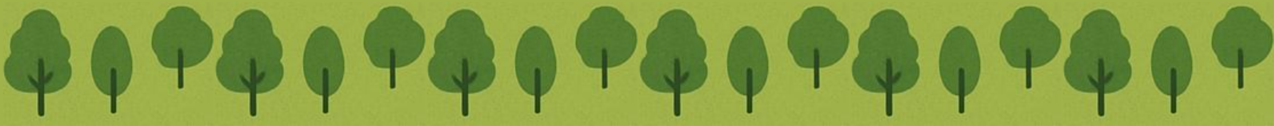

Build X Africa SUSTAINABLE DEVELOPMENT GOALS

Version 1.5

Kenya World - Where Africa Meets the World

A world-class amusement park

Translated version from Danish

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Amusement Park Nairobi Plan

Kenya World - A World-Class amusement park

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Brief Introduction

Kenya World is an ambitious and iconic theme park in Nairobi, designed to become East Africa's leading destination for culture, entertainment, and family experiences. The project is structured into three distinct zones, each with its own unique branding, target audience, and revenue model.

Purpose and Vision

To create a world-class experience park that combines African culture with modern attractions and global partnerships. Kenya World aims to become a national icon and a powerful economic engine for tourism and expand the economy.

The Need for a Theme Park in Africa - and Why Kenya Is the Ideal Starting Point

There is a clear and growing demand for a modern experience-based theme park in Africa, one that offers not only entertainment but also cultural enrichment and economic development. Africa's population is steadily increasing, and a rising middle class now enjoys more leisure time and disposable income for travel and experiences (Source: Le Monde.fr). Yet, no theme park on the continent combines quality, branding, and authentic African DNA at the same scale as global leaders like Tivoli or LEGOLAND.

Kenya stands out as the ideal launchpad for a project of international quality. With a population exceeding 52 million and a youthful demographic, over 70% are under the age of 30, combined with average GDP growth of more than 5% in recent years, Kenya is both demographically and economically primed for growth initiatives (Sources: Wikipedia, agoa.info og Economy). Kenya also serves as a logistical and commercial hub in East Africa, supported by strong infrastructure including international airports and highway networks (Source: Trade.gov).

In addition, Kenya's tourism sector has rebounded strongly following the COVID-19 pandemic and now contributes approximately 7% of GDP. It is projected to generate up to 1.2 trillion Kenyan shillings by 2025 (Sources: Economy, wttc.org og Reuters). Kenya is home to iconic tourist destinations such as the Masai Mara, Mount Kenya, the Great Rift Valley, and its coastal regions - renowned for safaris and cultural travel - making it a central feature in global travel marketing with millions of international visitors annually (Sources: Wikipedia, Wikipedia og wttc.org).

Establishing a theme park in Kenya will generate value on multiple levels: it will attract both domestic and regional audiences while offering international visitors a holistic cultural and entertainment experience. The combination of cultural authenticity, modern attractions, and global branding makes Kenya the ideal starting point for a national, iconic experience-based destination.

Introduction to Kenya World - Where Africa Meets the World

Kenya World is an ambitious and visionary theme park project in Nairobi, designed to become East Africa's leading amusement destination and a global icon of African culture, innovation, and entertainment. Inspired by classic parks like Tivoli Gardens in Copenhagen and modern brands such as LEGOLAND and Lalandia, Kenya World blends the best of several worlds, infused with a distinct African identity and local roots.

The project is structured in three strategic phases and thematic zones, each with its own unique profile and brand value.

Phase One launches "Tivoli Kenya - The Light of Africa", a magical African-style amusement park where classic rides, gastronomy, evening shows, and cultural performances merge into a soulful and aesthetic experience. This will serve as the cultural heart of the park and position Kenya World as a premium destination from day one.

Phase Two introduces the "Science World - Play with science", an interactive, family-focused playland created in collaboration with global brands like LEGO, Nickelodeon, Minecraft, or similar. This area broadens the park's demographic and creates high-value sponsorship and merchandising opportunities through strategic alliances.

Phase Three features "Kenya Wave - Extreme Water Fight", a tropical water park and resort with both indoor and outdoor facilities. Guests will enjoy slides, pools, relaxation, and the option to stay in African-themed bungalows - effectively increasing dwell time and opening a new revenue stream for the park.

Kenya World is more than a park - it is a national platform that will spur the economy, tourism, and job creation. A project that fosters pride, attracts investment, and brands Kenya as a modern cultural epicenter. With modular development, diversified audience strategies, and a strong visual identity, Kenya World is designed to scale - first in Kenya, then across Africa.

Kenya World will be to Kenya what Burj Khalifa is to Dubai - an icon.

Strategic Exclusions - Kenya World as a Focused Experience Destination

Kenya World has been created with a clear vision: to deliver a modern, culturally grounded experience park where joy, entertainment, and aesthetics are central. To ensure a focused and scalable business model, a number of deliberate exclusions, thematic, operational, and financial, have been made to differentiate the park from zoos, historical museums, and high-capex developments.

First and foremost, the park has intentionally excluded live animals as part of its attractions. Kenya World is not a zoo and does not wish to contribute to animal captivity or the complexities of animal welfare management. This means that large animals such as elephants, lions, or primates will not be part of the concept. This decision simplifies licensing, reduces operational costs, and aligns with ethical standards. However, small aquariums or tropical exhibits may be included as part of visual installations or educational spaces, integrated into the park's modern and responsible design approach.

The project has also opted out of heavy historical themes, particularly around colonialism, conflict, or culturally sensitive narratives. Kenya World is not a museum or a political platform, it is a park dedicated to the future, joy, pride, and progress. While history is acknowledged, the focus is firmly placed on the positive narrative of modern Africa: creativity, innovation, community, and forward momentum.

From a financial standpoint, the park avoids high-cost infrastructure with low return on investment (ROI), such as cable cars, gondolas, or highly complex ride systems. Instead, Kenya World prioritizes scalable, high-traffic, and low-unit-cost segments, such as live shows, interactive play zones, and diverse culinary experiences that offer strong revenue potential.

Additionally, accommodation is excluded from Phase 1, since Nairobi and its surroundings already offer substantial hotel capacity. Lodging will be considered during Phase 3 with the launch of the "Kenya Wave" waterpark, which may include resort facilities as a dedicated profit center with high demand.

This intentional prioritization gives Kenya World a strong and distinctive positioning: an emotionally engaging, low-complexity experience park with a sharp commercial focus. These exclusions are not limitations, they are strategic decisions that enable faster development, leaner operations, and a more attractive return on investment for partners and stakeholders.

The park's 3 zones and 2 hubs

ZONE 1: “Tivoli Kenya: The Light of Africa”

Phase 1: Expected to open (contact Build X Africa for more information at: info@buildxafrica.com)

Concept and Atmosphere

A magical African-style amusement park, the heart and soul of Kenya World, designed as a vibrant experiential zone inspired by Tivoli Gardens in Copenhagen, yet deeply rooted in modern African culture and aesthetics. The zone blends colorful light installations, live music, dance, and parades with family-friendly rides, culinary experiences, and world-class artistic performances. In the evening, it transforms into a cultural night park with DJ events, concerts, and an urban nightlife audience.

Highlights:

- Beautiful gardens, Fontains, and Parades
- Carousels, Family-friendly rides, Cultural pavilions
- Evening shows, light installations, Acrobatics
- Gastronomic zones (both local and international eateries)
- “African Nights” event series

Target Groups and branding

Name: Tivoli Kenya

Slogan: "The Light of Africa"

Target Groups:

- Local families and school Groups
- International tourists and cultural Travellers
- Evening visitors and lifestyle segments (ages 18-45)

Culinary and Cultural Focus

Flavors & Rhythm from Around the World

Kenya World is more than just a theme park; it is a global culinary experience. Visitors will enjoy gastronomic zones featuring food from across the world, with options ranging from Kenyan specialties and East African street food classics to Asian fusion, Middle Eastern grills, European bistro cuisine, and traditional American favorites. Each zone will offer a unique food concept designed to reflect the diversity and vibrancy of international culture.

Shows & Rhythm

The park's entertainment will focus on modern African culture, with performances featuring dance, light design, spoken word, rhythmic acrobatics, and live music. Once the park reaches break-even, it is the ambition to launch a dedicated dance school and talent academy, offering programs for children and youth (ages 7-17) as well as young adults (ages 18-35). This academy will become a cultural engine, a stage for emerging African creativity and performance arts, and a space that celebrates both heritage and innovation.

Expected visitor volume

800,000-1,200,000 guests per year, with up to 60% expected to be local, and the remainder from other parts of Kenya or international markets.
Evening tickets and weekend visits are expected to account for a significant share of total volume.

Revenue streams:

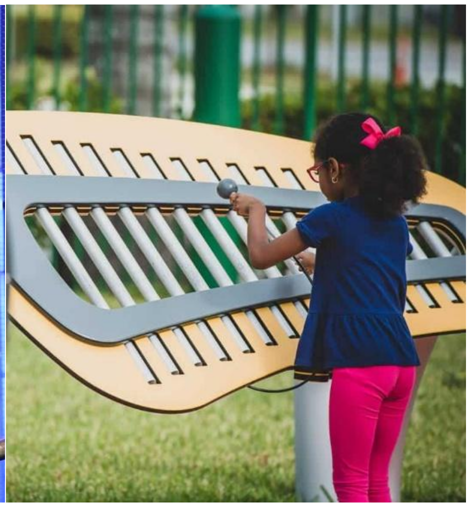
- Ticket sales (full-day, half-day, and evening passes)
- FastPass upgrades via mobile app
- Food and beverage sales (street food, food courts, restaurants)
- Shows and concerts (ticketed events and sponsored programs)
- Merchandise and souvenirs featuring local design

ZONE 2: “Science World: Play with science” (Partner zone)

Phase 2: Expected to open (contact Build X Africa for more information at: info@buildxafrica.com)

Concept and Atmosphere

Science World is Kenya World's family-oriented innovation zone, a colourful and interactive world where play and entertainment are combined with learning, aligned with UN Sustainable Development Goal 4 on Quality Education. The zone is developed in collaboration with global children's and knowledge-based brands as well as local AR and tech partners, such as LEGO, Planetarium, Nickelodeon, Universe Science Park and Experimentarium. Through themed rides, building zones, workshops and digital experiences, children's creativity, curiosity and problem-solving skills are stimulated in a safe environment with strong brand value and potential for repeat visits.

Potential Partnerships:

- Branded zones: LEGOLAND, Nickelodeon, Novo Nordisk, Danfoss, Microsoft or Pokémon (depending on license agreements)
- Local concept: "Science of *Africa*", build with local toys, learn about the body and physics as well as AR-powered creative play

Highlights:

- LEGO towns, SpongeBob, Pokémon, kid-friendly rides, virtual Science World

- Family-friendly cafés and branded merchandise
- Local co-branding opportunities (e.g. Safaricom Kids)

Target Groups and branding

Name: "Science World"

Strong merchandising and sponsorship potential

Target Groups:

- Families with children (ages 6-18 and their parents)
- School groups and educational institutions
- Birthday guests and private event bookings
- International family tourists

Expected visitor volume

400,000-600,000 guests per year, with strong peaks during school holidays, weekends, and national public holidays. A high rate of repeat visitation is expected among local families.

Revenue streams:

- Strategic brand partnerships and licensing deals example: LEGOLAND, Nickelodeon, Novo Nordisk, Danfoss, Microsoft or Pokemon
- Workshop fees and activity bookings
- Birthday and group packages
- Merchandise and toy sales
- Ticket revenue (day passes and combo packages with Zone 1)

ZONE 3: "Kenya wave: Extreme water fight" - Water Park & Tropical Resort

Phase 3: Expected to open (contact Build X Africa for more information at: info@buildxafrica.com)

Concept and Atmosphere

Kenya Wave is the park's tropical oasis, a groundbreaking water park zone that balances extreme fun with leisure. With wave pools, high-thrill slides, lazy rivers, and dedicated family areas, it delivers a full-day aquatic experience. The resort section adds overnight bungalows and outdoor lounging spaces, making it ideal for weekend getaways and mini vacations. This zone is designed to function as a destination, significantly extending tourist stays in Nairobi.




Highlights:

- Water slides, children pools, wave pools
- Outdoor + indoor areas (possibly with a dome)
- Tropical design with African elements
- Bungalows and overnight stays → resort extension

Target Groups and branding

Name: Kenya Wave

Slogan: “Kenya Wave: Extreme Water Fight”

- Potential resort partner: Serena Hotels, Radisson, or local brands

Target Groups:

- Young adults and teens (fun & thrill seekers)
- Families with children
- Weekend visitors and regional tourists
- Hotel guests and corporate event groups

Expected visitor volume

500,000-800,000 guests per year, with a large portion expected to stay overnight or for multiple days. Peak seasons include warmer months, holidays, and weekends.

Revenue streams:

- Rental of bungalows and cabanas
- Sales of swimwear, lockers, and day packages
- Food and beverage sales (tropical drinks, BBQ areas)
- Sponsored events and group bookings (corporate retreats, private functions)
- Ticketing revenue (daily passes and combo packages with Zone 1)

Summary

Kenya World consists of three distinct zones, each designed to attract a broad range of experience-seeking visitors, from children and families to young adults and international tourists. The park's modular structure creates strong synergy across the zones and supports both day visits and extended stays.

Estimated Annual Visitors - Initial Years:

Zone	Primary Target Groups	Estimated Annual Visitors
Tivoli Kenya - Zone 1	Young adults, families, cultural explorers	800,000-1,200,000
Science World - Zone 2	Children (6-18), school groups, families	400,000-600,000
Kenya Wave - Zone 3	Teenagers, young adults, water-loving families	500,000-800,000

Total initial visitor estimate: 1.7 - 2.6 million per year, with high potential for cross-zone visits and strong repeat traffic from local audiences.

Long-Term Forecast:

Once all three zones are fully operational and well-established in the local and international markets, Kenya World is projected to reach an annual visitor volume of 5-6 million within 5 years. This forecast depends on the continued development of infrastructure, marketing investment, and growth in cross-regional tourism.

Tema hubs

In addition to the three main zones, Kenya World introduces two Tema hubs that create new experiential areas and revenue streams across zones:

Asia Hub

Asia Hub is a unique themed area that celebrates the spirit of Asia, blending classical aesthetics with modern pop culture. It will be located as a natural transition between *Tivoli Kenya (Zone 1)* and Science World *(Zone 2)*, targeting children, youth, and adults alike.

The architecture combines iconic elements such as *torii gates*, cherry blossoms, bamboo gardens, and digital art walls. The atmosphere evolves throughout the day, from serene tea garden settings to interactive experiences and entertainment in the evening and weekends.

Asia Hub is only accessible with access to zone 1 and 2. It opens one year after Science World (Zone 2) in

Target groups

- Families with children ages 7-16
- Teenagers and young adults (K-pop, gaming, fashion)
- Cultural tourists and lifestyle seekers
- Cosplay and fan Communities

Food & Culture: Taste of Asia

- Asian street food stalls (takoyaki, gyoza, matcha ice cream, smoothie bar)
- Quick-service bento menu counters
- “Ramenscape” corners with seasonal specials

- Tea & dessert lounge inspired by Kyoto aesthetics

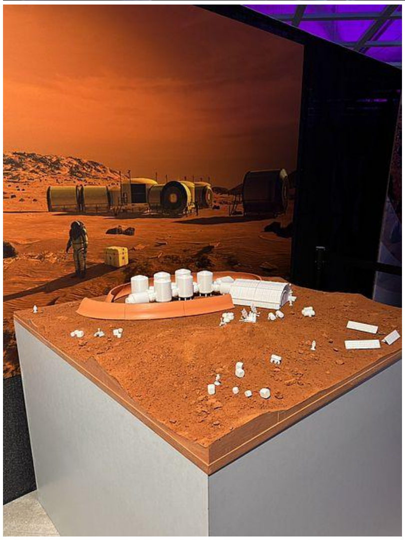
Strategic value

- Extends dwell time in both Zone 1 and 2
- Increases guest spending through F&B and retail
- Enhances the park's international appeal and brand profile
- Serves as a strategic launch catalyst for Phase 2
- Enables seasonal festivals and pop-up events

Space Hub

Space Hub is a futuristic destination where guests embark on an interstellar journey through immersive experiences, education, and play. Designed as a transitional space between *Tivoli Kenya*, *Science World*, and *Kenya Wave*, it acts as a universal bridge, both thematically and physically.

The architectural concept combines organic shapes, steel structures, and holographic effects. The ambiance shifts from educational by day to spectacular light installations and evening shows after dark.



Space Hub is only accessible with full park access. It opens one year after Kenya Wave (Zone 3) in Phase 3.

Target groups

- Tech-curious children and teens (ages 6-18)
- Families and school groups
- Young adults and evening visitors (ages 20-40)
- Tourists and groups with a focus on STEM and innovation

Food & Culture: Taste of Space

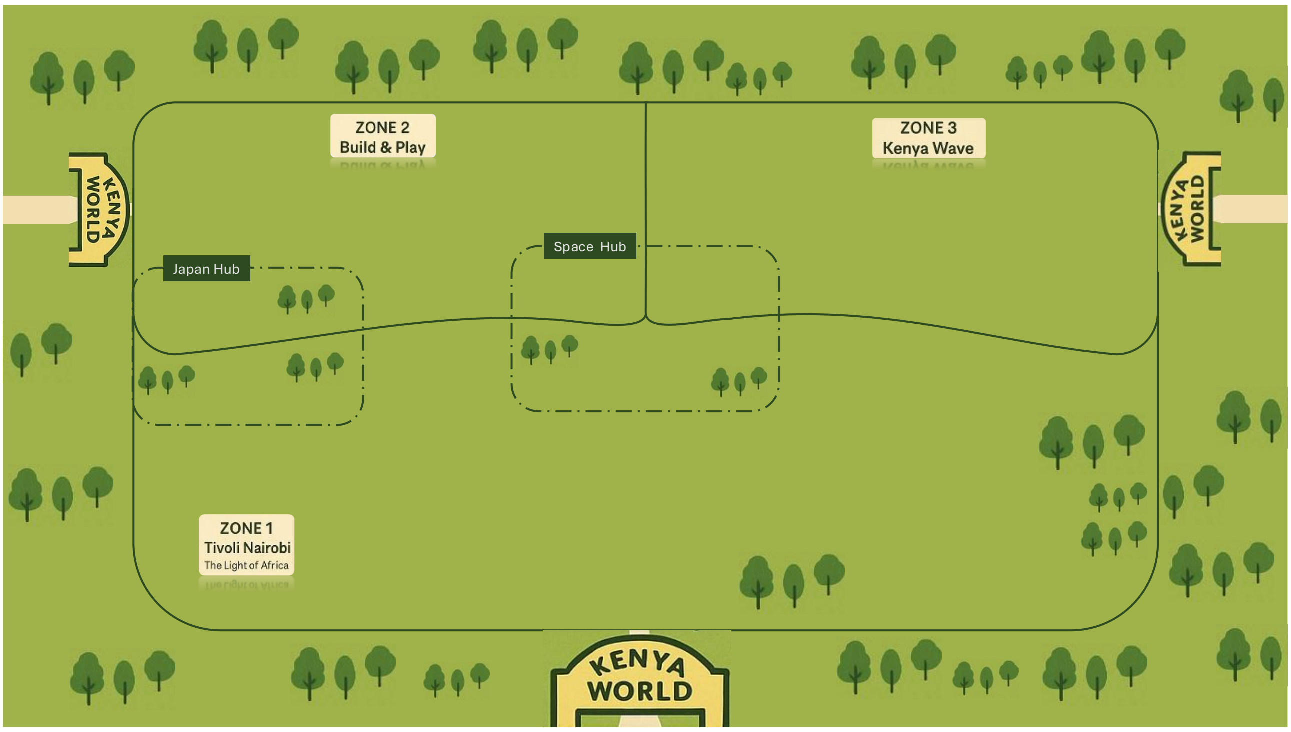
- “Fuel Station” with molecular food and futuristic drinks
- Astro-snacks and desserts (glow-gel, space ice cream, intergalactic popcorn)
- Rocket Burger Bar and “Galaxy Smoothie Pods”

Strategic value

- Generates guest flow and cross-traffic across all three zones
- Adds a strong STEM and educational profile to the park
- Increases guest dwell time and average spend
- Positions Kenya World as a modern innovation hub in East Africa
- Lays the groundwork for international tech partnerships (NASA, ESA, SpaceX, local universities)

Visual masterplan and layout

Kenya World will be constructed on a site of approximately 60 hectares and designed as a modular theme park with clearly defined zones, flexible expansion potential, and efficient guest flow. The park will have three primary zones:



A more detailed master plan will be developed, showing access roads, main attractions, show stages, food areas, shop zones, and parking areas. It is recommended that the package be established in an area where there is potential for expansion by a minimum of 160 hectares.

- ZONE 1: Tivoli Nairobi - The Light of Africa
  An atmospheric area inspired by African culture, featuring evening shows, lighting installations, dance, and immersive cultural aesthetics.

- ZONE 2: Science World (Partner Zone)
  A collaborative space for global children's brands example: LEGO, Nickelodeon, Danfoss, Novo Nordisk, Microsoft) and locally inspired AR-based interactive play.
- ZONE 3: Kenya Wave - Water Fight Resort
  A tropical water park and resort featuring indoor/outdoor aquatic experiences, slides, lazy rivers, and bungalow accommodations.

In addition to the three main zones, two thematic hubs are introduced, creating new experiential spaces and revenue streams across the park:

- Asia Hub
  Strategically located between Zone 1 and Zone 2, this area brings modern Asian culture to life through interactive design, gastronomy, art, and family-friendly attractions. Will launch simultaneously with Zone 2.
- Space Hub
  A futuristic experience area that connects all three zones. Accessible only with a full-access ticket. Combines learning, entertainment, and spectacular installations, launched alongside Zone 3.

This structure supports thematic coherence, flexible expansion, and increases guest flow, upselling opportunities, and potential for strategic partnerships. It also opens up possibilities for additional future hubs, for example, a Viking Hub.

Phased Development Plan

Year	Phase	Goal
1-2	Tivoli Nairobi - The Light of Africa	Establish the brand, attract tourism, test the market
3-4	Science World (Partner Zone)	Expand family audience, generate sponsorships
5-6	Aqua Africa (Water Park & Resort)	Increase guest stay length, volume, and profit

Strategic Advantages of the 3-Zone Structure:

Advantage	Effect
Modular Development	Lower financial risk, easier funding
Diverse Target Audience	Kids, youth, adults, tourists, luxury guests
Multiple PR Waves	Newsworthy openings in each phase
Scalable branding	Kenya World can expand into a franchise
Collaboration potential	Open for partnerships with LEGO, Coca-Cola, Safaricom, Tusker, etc.

Strategic Value

- A potential source of national pride and a powerful economic engine for tourism and employment
- Strong branding impact for Kenya on the global stage
- Potential to franchise or expand into "Africa World"

Positioning:

"Kenya World - Where Africa meets the World"

- A flagship park for Kenya, equally iconic as Burj Khalifa in Dubai or Tivoli in Copenhagen
- Focus on culture, nature, entertainment, and innovation
- Not just an amusement park, but a destination

Branding elements:

- Name: Kenya World
- Slogan: “Where Africa Meets the World”
- Logo: [To be developed]
- Color Palette: Earth tones (brown, green) combined with light and gold for elegance
- Design Style: A blend of traditional Kenyan architecture and modern aesthetics

Tourism

Tourism in Kenya - Domestic and International Strength with Investment Potential

Kenya is experiencing a significant tourism surge heading into 2024-2025, driven by a strong recovery in both international arrivals and domestic travel activity. According to the Tourism Sector Performance Report 2023, international arrivals reached 1,951,185 in 2023, representing 31.5% growth from the previous year (Sources: tourism.go.ke, katakenya.org og scribd.com). In 2024, this number is expected to rise further to approximately 2.4 million international visitors, a 15% increase compared to 2023, with total tourism revenue reaching KSh 452.2 billion (~USD 5 billion) (Source: the-star.co.ke).

Domestic tourism is also expanding, with overnight stays increasing from 4.6 to 5.17 million within the same period, an increase of 12% (Source: the-star.co.ke). In total, tourism now contributes between 6-10% of national GDP and generates over 1.6 million jobs as of 2024 (Sources: en.wikipedia.org og countrylife.co.uk). For 2025, revenues are projected to grow to KSh 650 billion (~USD 5 billion) (Source: reuters.com).

Kenya attracts high-value international visitors from key markets such as the United States, United Kingdom, Germany, Uganda, and Tanzania (Sources: kenyanews.go.ke, katakenya.org og scribd.com).

In addition, the MICE segment (Meetings, Incentives, Conferences & Exhibitions) and business travelers represent a lucrative audience with high average spending per guest (Source: katakenya.org).

Ongoing infrastructure investments and improved accessibility, including new direct routes such as Mombasa, Dubai, and tech-driven marketing by the Kenya Tourism Board and national campaigns have boosted visibility and attracted new market segments (Sources: reuters.com, tri.go.ke and the-star.co.ke). Visa regulations have also been modernized with the Electronic Travel Authorization (eTA) system and full visa exemption for most African travelers as of 2024 (Source: en.wikipedia.org), lowering barriers for regional visitors.

Kenya's growing tourism sector offers an investor-friendly platform: it combines large international inflows, a rapidly expanding domestic market, and governmental support through the Vision 2030 strategy, which prioritizes the experience economy as a central growth driver (Sources: tri.go.ke, coursehero.com og en.wikipedia.org). For a destination like Kenya World, this creates ideal conditions: high visitor volume, diverse audiences, and strong demand for modern entertainment infrastructure.

🎠 1. Tivoli Nairobi - The Light of Africa

As the first and central attraction in Kenya World, Tivoli Nairobi will serve as the cultural and visual flagship of the entire project. With classic rides, gastronomic zones, and vibrant evening shows, this zone is expected to attract a wide mix of visitors: local families, young adults, school groups, and international tourists.

- Expected annual visitor volume: 800,000-1,200,000 guests
- Direct/indirect jobs created: 500-700 (including operators, performers, food vendors, and security)
- Impact: Provides a culturally rich and emotionally engaging experience, strengthens Nairobi's evening economy, and becomes a destination for repeat visits from both Kenyan families and tourists from neighboring countries.

🧱 2. Science World - Partner Zone

The zone targets children, families, and school groups and is developed in collaboration with international learning and edutainment partners. It has strong appeal for the 6-18 age group and combines structured learning programmes, school visits, and family experiences with birthdays, holidays, and merchandise as stable revenue streams.

- Expected annual visitor volume: 400,000-600,000 guests
- Direct/indirect jobs created: 300-400 (including technical staff, retail workers, and workshop leaders)
- Impact: Enhances the park's appeal to families with children, opens licensing and sponsorship opportunities, and boosts high-margin retail income.

3. Kenya Wave - Extreme Water Fight

This tropical water park and resort (Phase 3) combines physical activity with overnight stays. It is expected to become a standalone destination, attracting regional guests especially during weekends and holidays. It offers added value by encouraging visitors to stay longer and spend more per visit.

- Expected annual visitor volume: 500,000-800,000 guests
- Direct/indirect jobs created: 600-800 (including resort staff, lifeguards, food courts, and logistics)
- Impact: Extends the average visitor stay in Nairobi by 1-2 nights, generates substantial secondary economic activity (taxis, hotels, restaurants), and elevates Nairobi's status as an urban entertainment hub.

Partial conclusions

With its scale and architecture, Kenya World is set to become not just an attraction, but an economic hub for Nairobi and a large-scale job creator. It introduces a new category of tourism to Kenya, urban experience tourism, which complements existing offerings such as safaris and coastal destinations with modern entertainment and family-focused content.

The project creates opportunities for package travel deals and strategic partnerships with airlines, hotels, and tour operators, adding value for both short-term and long-term visitors.
With strong local demand, a growing middle class, and over 2 million international tourists annually, the foundation for success is already in place.

Synergies Between the Zones - How Zones 2 and 3 Enhance the Value of Kenya World

One of the greatest strategic advantages of Kenya World lies in its multi-zonal structure. Each zone is designed to function independently, but together they form a synergistic ecosystem where the opening of a new zone amplifies the value of the existing ones. This model ensures that park expansion doesn't just add capacity, it increases total guest engagement and average spending.

Zone 2 → Impact on Zone 1

The launch of "Science World" in Phase 2 will significantly increase Kenya World's appeal to children and families, beyond what Zone 1 offers alone. This has a positive cascading effect on Tivoli Nairobi in several ways:

- Longer Park visits: Families will plan full or half-day visits to use both zones in one trip.
- Higher cross-sales: After activities in Zone 2, guests are likely to dine, relax, or enjoy evening shows in Zone 1.
- Increased merchandise demand: More children = more souvenirs, snacks, and toys sold across the park.
- Brand reinforcement: Zone 1 becomes the park's "classic heart," while Zone 2 brings commercial and playful energy - together they boost one another's relevance.

📊 *Estimated result:* Visitor volume in Zone 1 is expected to increase by 15-20%, and average guest spending by 10-12% after Zone 2 opens.

💦 Zone 3 → Impact on Zone 1 and 2

When "Kenya Wave - Extreme Water Fight" opens in Phase 3, the park transforms into a full-scale resort experience, significantly extending visitor stays and maximizing revenue opportunities across all zones.

- Guests stay longer: Many will choose to stay 2-3 days in Nairobi rather than just one, leading to repeat visits across zones.
- Bundled ticketing: Combined access to all three zones will drive higher average spend per visitor.
- Flow: Afternoon in Zone 3 → Evening in Zone 1: Guests finish the day at the water park and transition to shows and dining in Tivoli Nairobi.
- Group & event appeal: Schools, companies, and travel groups will now see Kenya World as a multi-purpose destination, with Zone 3 acting as a regional anchor.

Estimated result: Zone 1 traffic could increase by 20-30%, and Zone 2 by 10-15%, especially during weekends and holidays. Total park-wide cross-sales could rise by 25-35% within the first 12 months after Zone 3 launches.

Conclusion: Kenya World as a Unified Experience Economy

The zones in Kenya World are not isolated, they are economic amplifiers for one another. Every new phase boosts guest retention, spending, and repeat visits. Together, they form a comprehensive experience ecosystem, where guests move fluidly between attractions throughout the day or across multiple days.

This structure reduces churn, increases average revenue per guest, and creates a total economic impact greater than the sum of its parts, making Kenya World not just a park, but a smart and scalable growth engine for Nairobi and the East African region.

Economy, operations and guest services

Economic landscape: middle class, luxury segment, and tourism potential

Kenya is a stable, growing economy, officially classified as a lower-middle-income country since 2014, with a GDP per capita rising to approximately USD 2,470 (PPP $7,530) (Sources: Economy, Wikipedia and agoa.info). The country's middle class is steadily expanding, and their increasing spending power is driving both domestic tourism and the experience economy. A growing number of Kenyans now choose domestic travel over international holidays (Sources: Wikipedia and evisa-to-kenya.info).

At the same time, economic inequality remains evident; however, the upper middle class is actively investing in services and leisure experiences, representing a large potential customer base for premium offerings.

Kenya's tourism sector generated approximately 10% of national GDP in 2024, supporting an estimated 1.6 million jobs (Sources: Country Life and wttc.org). International tourism revenue reached around KSh 409 billion, while domestic tourism contributed approx. KSh 821 billion (Sources: evisa-to-kenya.info, cntraveler and Driving the Tourism). This demonstrates that both local and international visitors deliver significant economic value. While the country mainly attracts nature and safari enthusiasts, urban experiences, culture, and leisure tourism remain underdeveloped segments with high potential.

Kenya has introduced a Digital Nomad Visa program and simplified visa regulations for African travelers to strengthen intra-continental tourism (Source: cntraveler.com). As the gateway to East Africa and a commercial hub with a well-developed tech and financial sector, Kenya is increasingly attractive for both investors and travelers (Sources: Trade.gov og Wikipedia).

The economic attractiveness of the Kenya World project lies in its ability to serve multiple market segments: luxury travelers, middle-income Kenyan families, and international tourists. A professionally developed experience park can diversify Kenya's tourism offerings, generating longer stays per visitor and increasing both turnover and local economic impact. Kenya's Vision 2030 development strategy supports investments in tourism and the experience economy as key growth drivers (Source: Wikipedia).

Investment and Capital Structure

Kenya World is an ambitious and capital-intensive project aiming for international standards and high scalability. The structure across three distinct zones allows for phased financing and targeted capital allocation, with clear return-on-investment logic at each stage.

To fully realize the park, the estimated total capital requirement is between $125-145 million USD (approx. €108-125.5 million euros), depending on partner models and property ownership strategy.

Estimated Capital Requirements for Full Realization of Kenya World

Phase / Component	**Estimated Cost (USD)**	**Notes**
Phase 1: Zone 1 - Tivoli Kenya	$45-65 million	Depending on ambition level and partner contributions
Phase 2: Zone 2 - Science World	$20-25 million	Brand licenses, children's rides, indoor play zones, merchandising
Phase 3: Zone 3 - Kenya Wave Resort	$35-45 million	Water park, lodging, tropical setting, safety, lifeguard infrastructure
Expansion, shows & events	$15-20 million	Live shows, dance academy, event stage, tech and equipment
Digital Tech & operations systems	$5-8 million	App, ticketing platform, data systems, FastPass, CRM

Phase / Component	Estimated Cost (USD)	Notes
Administration & Contingency	$5-10 million	Legal, permits, HR, training, currency risk

Important note: Full funding is not required to initiate the project.
The park is designed as a modular development, with implementation starting from Phase 1: Zone 1 - Tivoli Kenya, which forms the foundation for brand-building, operations, and initial revenue streams. Subsequent phases will be activated progressively as new capital and partnerships are secured.

The capital is expected to be raised through a blended funding model including public grants, development funds, and private investors, with focus areas such as:

- Kenyan government and ministries: As a potential national flagship project, Kenya World is expected to attract land, infrastructure and tax incentives through KenInvest, the Ministry of Tourism, and Nairobi County.
- African Union and continental development funds: The project aligns with AU goals on integration, youth employment, and regional cultural development, and will be presented to AfDB and AU development platforms.
- Private investors and partners: The project is positioned to attract capital from private equity funds, impact investors, cultural foundations, and strategic co-investors seeking both financial returns and branding opportunities in Africa. Participation for smaller investors will also be available via funds or project bonds.
- EU programs and development funds: Relevant for initiatives in culture, sustainable tourism, youth employment, and regional development in Africa. Grants will be sought from the EU-Africa Global Gateway, EIB, and EDF (European Development Fund).
- Danish development and export institutions: As a Danish-initiated project, funding will be pursued from Danida, IFU (Investment Fund for Developing Countries), and EKF (Denmark's Export Credit Agency), particularly for green infrastructure and Danish technology supply.

This multi-strategy approach allows Kenya World to balance commercial goals with social value, reducing financial risk for any one stakeholder. A detailed investment memorandum and business case will be developed to meet the standards of institutional investors.

With its cultural relevance, high visibility, and strong operational foundation, Kenya World has the potential to become an international showcase for sustainable entertainment and tourism in Africa, and an attractive, high-impact investment in growth, people, and influence.

Public support and local anchoring

The Kenyan government and Nairobi County are expected to play a key role in the realization of Kenya World, primarily through investments in critical infrastructure such as access roads, electricity, water supply, and safety measures. In addition, public authorities must act as active partners in identifying and allocating a strategically optimal location, with emphasis on high accessibility, future expansion potential, and maximum economic impact. Kenya World should be officially designated as a project of national significance and special regional interest.

To ensure broad accessibility and social inclusion, it is essential that the area surrounding the park is supported by efficient public transport infrastructure. A dedicated station should be established at or near the park's main entrance, with integration into Nairobi's Standard Gauge Railway (SGR), city bus lines, matatu routes, and potentially future BRT (Bus Rapid Transit) systems. Such a station will enable both local visitors, commuting families, and international tourists to reach the park conveniently, safely, and sustainably.

Based on the projected annual volume of 5-6 million visitors, it is estimated that between 1.5 and 2 million guests will arrive via public transport. A dedicated station will therefore serve not only the park but also act as a regional mobility hub, unlocking new commercial development, job creation, and urban revitalization opportunities in the surrounding area.

A strong publicly anchored infrastructure effort will contribute to the park's long-term success, ensure broad access, and support Kenya's green development and transport strategy goals.

Strategic support from the Danish Ministry of Foreign Affairs' Trade Council Program

Kenya World is not merely a regional attraction; it is an international partnership project with roots in both Kenya and Denmark. The project benefits from the support and guidance of the Danish Ministry of Foreign Affairs' Trade Council Program, which through its sustainability initiatives provides strategic advisory services as well as access to international networks and relevant partners.

The Trade Council supports Kenya World particularly within two areas:

- Facilitation of networks and partnerships: The Trade Council connects us with companies, NGOs, authorities, and key stakeholders that can strengthen the project. This enables Kenya World to identify the right partners, mitigate risks, and reinforce its value chain.
- Handling of market challenges: The Trade Council assists Kenya World in identifying risks and managing challenges related to international cooperation including trade barriers, logistical issues, and cultural differences. At the same time, the Ministry of Foreign Affairs helps safeguard the project's investment profile.

The long-term objective is clear: to create sustainable value for both society and investors by integrating economic, social, and environmental considerations into all core activities. This approach strengthens the project's ESG profile and makes Kenya World a future-proof and responsible investment opportunity.

Business model and expected returns

Kenya World is based on a sustainable, audience-driven business model, combining ticket revenue, food and merchandise sales, events, and potential sponsorships and partnerships. With a strong branding profile, a differentiated attraction offering, and high visitor capacity, the project is expected to reach break-even from year 4.

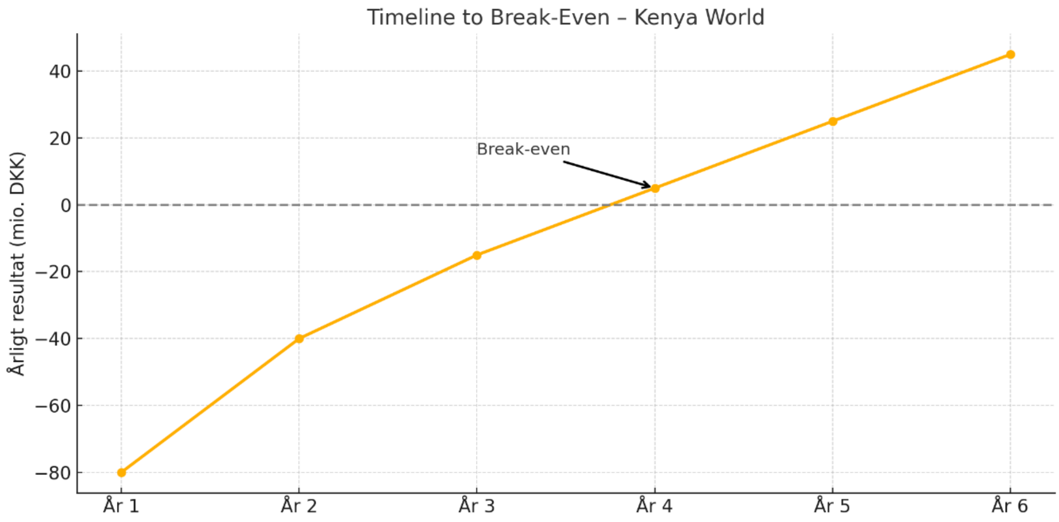


Figure 1: Goal: break-even between years 4 and 6 depending on growth rate and expansion strategy

Phase 1 will include 16-26 attractions, ranging from family-friendly rides to flagship experiences, with an estimated minimum investment of $23 million USD allocated to the procurement and installation of rides alone. Additional funding will cover infrastructure, buildings, operations, and marketing. The entire first phase will be developed on approximately 60 hectares, using a modular infrastructure that allows for future scaling and flexible expansion.

Once fully operational, Phase 1 is expected to attract 800,000-1,200,000 annual visitors, with an average spend per guest of $27-39 USD. This provides a strong financial foundation for both positive cash flow and profit, setting the stage for long-term value creation and investor returns.

Minimum Start Capital: $45 million. USD/ €39 million. euros - Kenya World Phase 1: Ambitious and Realistic Launch with Expansion Potential

To realize Phase 1 of Kenya World, including the launch of *Tivoli Nairobi - The Light of Africa*-a minimum starting capital of $45 million USD is required. This amount represents the essential foundation needed to establish the park's first zone with high quality, safety, and scalability.

The initial capital will cover the following key areas:

- Land and site adaptation (possibly in partnership with Nairobi County)
- Construction of first rides, theming, and scenography
- Guest facilities including restrooms, food courts, ticketing systems, fencing, and security
- Infrastructure connections: water, electricity, lighting, surveillance
- Brand development, design, and pre-opening marketing
- Operations and staffing for the first 6 months
- Permits, consultancy, and insurance
- Contingency buffer for unforeseen costs and currency fluctuations

Comparable Benchmarks

The budget is based on conservative and comparable estimates from similar projects in Eastern Europe, Asia, and South Africa, adjusted to Kenyan cost levels and regulatory environment. It reflects a level of seriousness that appeals to both public stakeholders and private investors and ensures a high-quality opening without compromising the guest experience.

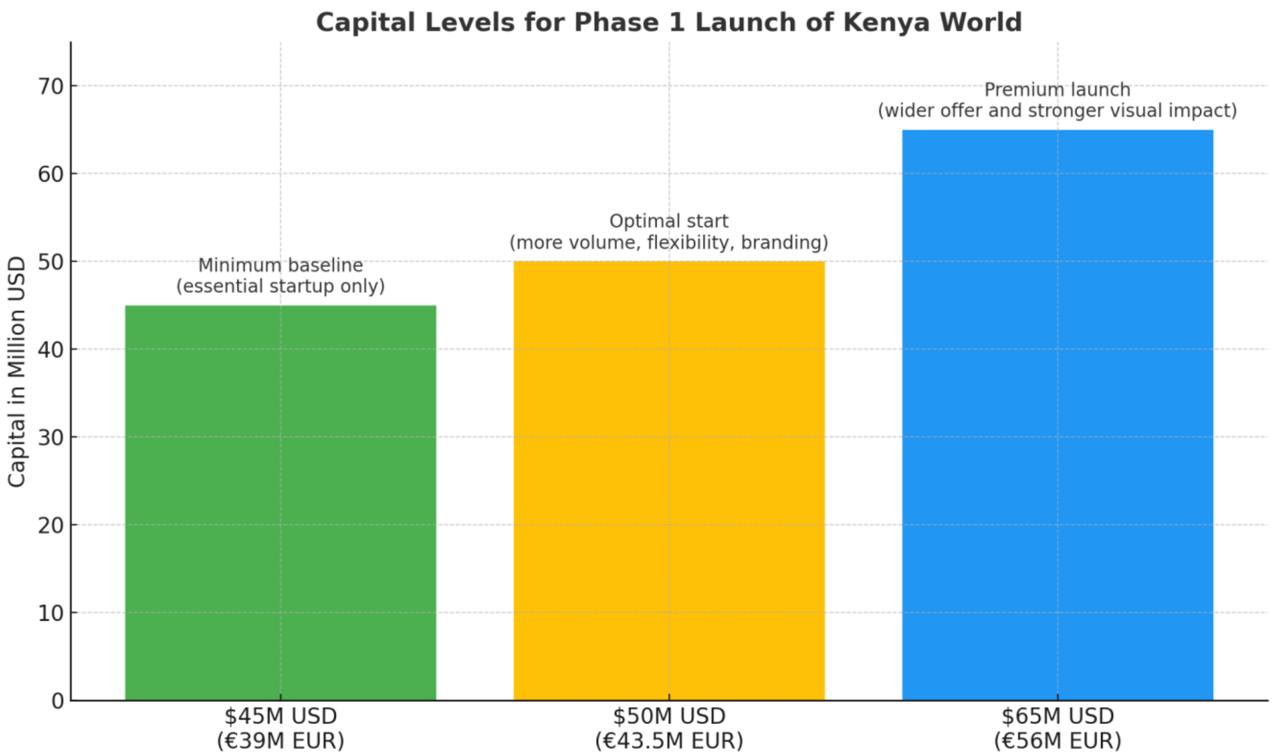
By launching Kenya World with a minimum capital of $45 million USD, the project secures not only construction and operations, but also the credibility and momentum needed to attract additional investment, partnerships, and support in the next phases.

Why Exceeding the Minimum Capital Target Matters, A larger total capital pool is expected, allowing Phase 1 of Kenya World to:

- Increase capacity and volume of opening-day offerings
- Ensure robust liquidity for operations and adjustments
- Pilot early components of Zone 2 (Science World)
- Attract stronger strategic and brand partners

Exceeding the baseline capital will strengthen the project's risk profile, credibility, and public appeal, while also reducing the need for emergency capital raising within the first 12-18 months post-launch. The goal is therefore to overfund Phase 1, positioning Kenya World strongly from day one, both operationally and strategically.

Capital Levels - Visual Overview of Three Funding Scenarios for Phase 1 Launch



- $45 million USD/ €39 million euros: Minimum baseline (serious and realistic launch)

- $50 million USD/ €43,5 million euros: Optimal start - higher volume, flexibility, and stronger branding
- $65 million USD/ €56 million euros: Premium Phase 1 - broader attraction portfolio and stronger visual impact

Comparative Impact of $20 million USD in Start phase

$45 million USD: With an investment of $45 million USD (ca. €39 million euros), Kenya World may not be Africa's largest park in physical size or construction cost, but it will certainly rank among the most modern and ambitious entertainment parks on the continent.

$65 million USD: At this level, Kenya World is expected to become Africa's most modern amusement park, with a broader portfolio of attractions and an international-class experience that outperforms even established parks such as Gold Reef City.

For this reason, the project will actively pursue a target capital exceeding $65 million USD.

Capital Above $80 Million USD in the Start-up phase

If Kenya World secures a start-up capital exceeding $80 million USD, it will undoubtedly strengthen the project's financial foundation and operational flexibility. However, it is important to emphasize that a higher capital injection does not automatically accelerate the construction process. Infrastructure such as electricity, water, access roads, and public transport cannot necessarily be developed in parallel at the same pace. Therefore, the park will continue to be built in phases and with a modular structure, as outlined in the overall strategy.

Rather than overinvesting in Phase 1, capital exceeding $80 million USD will be strategically channeled into Kenya World's next expansion stage: the development of a new sister park in Nigeria, to be launched no earlier than two years after operations begin in Kenya. Nigeria is the most populous country in Africa and represents a high-growth market, marked by rapid urbanization and an emerging middle class.

This approach is rooted in international industry insights. According to research published by TheParkDB.com, the larger a theme park's budget, the lower the return on investment (ROI) tends to be at the project level. So-called "giga parks" like Disney and Universal often yield lower ROI due to high capital expenditures and lengthy development timelines. In contrast, modular, regional, and theme parks, as well as waterparks and indoor attractions, tend to deliver higher ROI relative to investment.

Kenya World is therefore intentionally designed as a large, modern park with high scalability and flexible development, offering not only strong audience appeal but also an attractive return potential for investors. With a capital base exceeding $80 million USD, Kenya World can establish a powerful regional park brand while maintaining operational discipline, strategic flexibility, and sound investment logic.

This capital strategy enables a balance between controlled growth and international reach, appealing to investors who seek long-term value creation rather than short-term scaling.

Exit Strategy and Investor Model

Kenya World offers an attractive investor model with multiple potential exit scenarios, depending on the investor's profile and timeline. Capital contributions are expected to be exchanged for equity shares in the park's parent company or in specific development phases (e.g., Phase 1, resort, or partner zone).

The main exit strategies include:

- Acquisition by an international park operator, such as Merlin Entertainments, Parques Reunidos, or other players with expansion strategies in Africa and emerging markets.
- Buy-back model, in which Kenya World A/S or principal sponsors may repurchase equity stakes after years 5-7 at a market-determined multiple.
- Annual dividend model: From year 4 onward, Kenya World is expected to generate positive cash flow, enabling profit distribution as dividends to investors-subject to board decisions and financial performance.

Exit-strategy and investor model

Table 1: Exit Options Matrix - Kenya World

Time horizon	Strategic exit	Financial exit	Impact investor
Short (3-4 years)	Unlikely	No dividends	Brand positioning
Medium (5-7 years)	Sale to park operator	Buy-back program	Social return + local impact
Long (7+ years)	International merger/acquisition	Dividends + equity gain	Long-term ownership and legacy

This structure provides both value-based exit options and ongoing return potential, offering confidence and security to both impact investors and commercial funds.

Ticketing structure and Guest services

Kenya World will be developed from the outset as a digitally integrated theme park, where technology, data, and automation are key to operational efficiency and revenue optimization.

A custom-developed Kenya World mobile app will serve as the park's digital hub, offering guests:

- Ticket purchase and booking (online and on-site)
- Queue-free ride access via a FastPass system (at a low additional cost)
- Live programs for shows, parades, and events
- Digital maps, navigation tools, and push notifications
- Bonus points, reviews, and loyalty rewards

This app delivers dual value: a more convenient and personalized guest experience, and a new revenue stream through upselling and data-driven services. The "Fast Access" system allows guests to skip lines in exchange for an extra fee.

🎟 Ticketing structure and Tiered Access

The business model uses smart ticket segmentation to optimize both volume and revenue:

- Standard Tickets: Full-day access to all park zones - aimed at local visitors, low-budget tourists, and event guests.
- Annual Passes: Year-round access to all zones - designed for locals who plan to visit frequently.
- Zone 1 Only Access
  - *Discounted Day Ticket*: Entry to Zone 1 only, with no ride access - suited for low-budget guests and local eventgoers.
  - *Zone 1 Discount Annual Pass*: Same as above but valid for one year.
  - *Evening Ticket*: Access to Zone 1 during evening hours, when shows, food, and music take center stage. Prices increase in the evening due to higher demand.
- Zone 1 + Zone 2 Access
  - Science World *Day Ticket*: Full-day access to both Zones 1 and 2, including all rides.
- Zone 1 + Zone 3 Access
  - Kenya Wave *Day Ticket*: Full-day access to Zones 1 and 3, including water park attractions.

Zones 2 and 3 close at 8 PM, while Zone 1 transforms into a nighttime experience until 1 AM, with an immersive atmosphere of shows, food courts, and DJ-led entertainment for adults.

Investor Perspective: Why Tech is the Key to Returns

Technology and digitalization create significant strategic advantages for Kenya World:

Value Area	Impact
Additional Revenue Streams	Fast-Pass, evening tickets, app-based purchases
Data & Analytics	Real-time insights into guest behavior and spending
Capacity Optimization	Better guest flow, shorter wait times, higher satisfaction
Scalability	Easily deployable across new zones and partners

The system may be developed in-house or through partnerships with specialized vendors and be prepared for future licensing across new parks (e.g., *Africa World*, franchise parks, or resort expansions). This supports Kenya World's vision as a scalable, tech-powered business model with global appeal.

Other inserts

Advertising & Strategic Brand Partnerships

Kenya World is set to become Kenya's largest tourist attraction, with projected visitor volumes reaching 1.5-2 million annually within the first operational years, and 5-6 million within five years. This unique visibility creates a powerful commercial platform for brand exposure, activations, and long-term advertising partnerships with local and international organizations.

Potential advertising partners may include major corporations such as East Africa Breweries Limited, McDonald's, LEGO, mobile operators, banks, and entertainment brands, each benefiting from direct access to millions of consumers across a diverse demographic.

Estimated advertising revenue per year, per zone:

Zone	**Type of Exposure**	**Est. Annual Revenue (USD)**
Zone 1: Tivoli Nairobi	Outdoor branding, event sponsorships, light installations	$500,000 - $900,000
Zone 2: Science World	Co-branded attractions, licensed content, merchandise	$400,000 - $700,000
Zone 3: Kenya Wave	Beverage & swimwear brands, resort advertising	$300,000 - $600,000

Total potential advertising revenue: $1.2 - $2.2 million USD annually.

These revenues are in addition to ticket sales, retail, and food & beverage income, and will grow in line with park attendance. Kenya World will also offer tiered advertising packages, digital display integrations (via the park app), and exclusive naming rights to key attractions - making it one of the most brand-attractive destinations in East Africa.

Rental Income: Restaurants, Hotels and Office Areas

Kenya World is more than an amusement park, it is a commercial experience and business hub, where strategic space leasing forms an important and stable revenue stream.

The park's masterplan includes opportunities for:

- 20-30 restaurant units (ranging from quick service to full-service dining)
- 2-3 hotel projects (developed in partnership with external operators or under resort license)
- 5,000-7,500 m^2 of office and service areas (including park management, partner leases and co-working spaces)

These units will not be operated by Kenya World, but leased out to external partners and franchises under:

- Fixed annual rental agreements
- Or revenue-share models (e.g. 8-12% of gross turnover)

Estimated Annual Rental Income (USD):

Rental Type	**Number/Area**	**Estimated Annual Revenue**
Restaurants and Food Courts	20-30 units	$1.0 - $1.5 million USD

Rental Type	Number/Area	Estimated Annual Revenue
Hotel/Resort Licensing	2-3 projects	\$450,000 - \$850,000 USD
Office and Service Spaces	5,000-7,500 m^2	\$300,000 - \$600,000 USD

Total Potential Rental Income: \$1.8 - \$2.95 million USD annually.

This model minimizes Kenya World's operational risk and avoids upfront investment in hotel and restaurant operations, while securing a stable and diversified income stream. Tenants benefit from the park's high visitor traffic, while Kenya World gains predictable revenue with strong growth potential as the brand and visitation expand.

Learning as a strategic growth driver

Learning and education are not a side element in Kenya World, but an integrated part of the park's long-term growth strategy and value creation. Through the targeted use of edutainment, technology, and experience-based communication, Kenya World is positioned as a platform that combines commercial operation with demonstrable social impact. This makes the project particularly attractive to private investors, public funds, and international development programmes focused on education, youth, and innovation.

Kenya World addresses a structural need in Kenya and East Africa: access to modern, practice-oriented learning within science, technology, and creative skills. By integrating school and educational programmes directly into the park's zones, a learning ecosystem is created that complements the formal education system while also generating stable revenue streams through school visits, partnerships, and institutional collaborations.

The strategy is twofold. Science World serves as the park's educational foundation for primary and secondary schools, where play and creativity are used as pedagogical methods. Space Hub constitutes the advanced educational and STEM-oriented component, aimed at universities, research environments, and technological institutions. Together, these elements create clear progression in the learning content and support the development of future skills from early school age to higher education.

This approach reinforces Kenya World's position as a project with high ESG relevance, supporting the UN's Sustainable Development Goal 4 on quality education, while also creating a strong link between the experience economy, skills development, and societal value creation.

Science World - Schools and basic education

Science World has been developed as Kenya World's primary platform for schools, basic education, and early skills development. The zone is not conceived as a traditional play area, but as a structured learning environment where play, technology, and pedagogy are integrated in a format that supports both educational objectives and commercial sustainability.

The aim of Science World is to create a bridge between the formal education system and experience-based learning. The zone enables school pupils to engage with fundamental scientific and technological principles through tangible, sensory, and engaging activities that strengthen understanding, curiosity, and problem-solving abilities from an early stage.

Science World is thus positioned as a supplement to the classroom, where learning does not take place in the abstract, but through active participation, collaboration, and experimentation.

The learning content of the zone is designed in collaboration with:

- schools and educational institutions
- edutainment partners
- local and international children's and learning brands

Science World especially supports:

- scientific understanding at the children's and youth level
- creative thinking and construction
- introduction to technology, design, and logic
- learning through physical and digital interaction

Targeted school programs and institutional partnerships

Science World is specifically designed to be integrated into structured school programmes, including:

- planned school visits
- theme days and project weeks
- residential school courses
- repeat annual visits through established partnerships

The zone enables the development of age-differentiated learning programmes that can be adapted for both public and private schools, as well as educational institutions across regions. This creates a stable and predictable flow of visitors, setting it apart distinctly from traditional amusement operations and contributing to a more robust revenue profile.

For investors, this means that Science World is not solely driven by seasonal fluctuations and leisure visits, but by institutionally anchored demand with a high rate of repeat visits.

Learning through play, construction, and technology

The educational foundation of Science World is based on learning through:

- construction and design
- collaboration and group work
- introduction to technology and logical thinking
- understanding cause and effect and systems

The activities are developed with a focus on:

- early technological awareness
- creative problem-solving
- basic scientific principles
- digital literacy

Science World gives children the opportunity to work with concepts such as energy, movement, structure, coding, and simple technological systems in an environment where mistakes are seen as a natural part of the learning process. This approach supports both national education strategies and international objectives for strengthening future competencies.

Societal impact and long-term value creation

Science World has a clear societal dimension. The zone helps to:

- increase access to learning experiences for children across socio-economic backgrounds
- strengthen interest in science and technology from an early age
- support the development of the future workforce

By placing learning in an experience-based format that is both attractive and inclusive, Science World creates a positive narrative around education and skills development. This strengthens the project's legitimacy in the eyes of authorities, foundations, and international partners.

Business model and investor relevance

From an investor's perspective, Science World represents a strategically stable source of income within Kenya World. School visits, group bookings, and institutional agreements provide:

- high volume on weekdays
- lower sensitivity to economic cycles
- opportunities for differentiated pricing
- strong cross-selling effect to other zones

At the same time, Science World functions as a natural feeder to the Space Hub, where children introduced early to technology and science can later engage at a higher academic level. In this way, Kenya World creates a coherent educational journey from basic education to higher learning and innovation.

Strategic positioning within Kenya World

Science World is not an isolated element but a central component of Kenya World’s overall positioning as:

- an experience destination
- an educational platform
- a societal development project

The zone helps differentiate Kenya World from traditional amusement parks and strengthens the overall investment case by combining social impact with commercial sustainability.

Space Hub - Education, science, and technology

Space Hub has been developed as a central strategic element within Kenya World and serves as much more than a thematic experience area. The Hub is designed as an international platform for education, research, and innovation, where natural sciences, technology, data, and space-related knowledge are directly linked to the experience economy, public dissemination, and commercial value creation.

With its location in Kenya World, Space Hub benefits from a physical and institutional framework that very few educational and innovation environments globally can offer: a large, cohesive site, high visitor traffic, international visibility, and a stable organisational platform with Danish governance. This enables a scale and interdisciplinary integration that is usually only seen in national research parks or larger technology clusters.

The Hub focuses on:

- science
- technology and innovation
- space, data, and applied science
- future skills and technological understanding

Space Hub is designed to function as:

- a communication platform for universities and research environments
- an inspiration space for young people and students
- a bridge between research, education, and the public

Collaboration with the Kenya Space Agency and Kenyan Universities

Space Hub is conceived and developed in close collaboration with the Kenya Space Agency, which already plays a central role in Kenya's work with space data, earth observation, climate, urban development, and technological capacity building.

Through this partnership, Space Hub will function as:

- a platform for communicating existing space and data-related programmes
- an educational bridge between research, students, and the public
- a test and demonstration environment for new technologies and applications

Furthermore, Space Hub opens up for structured collaboration with Kenyan universities, technical colleges, and research institutions, which can use the hub for:

- teaching courses
- applied research
- public showcases
- talent development and recruitment

This strengthens Kenya's position as a regional leader within technological education and innovation, while also creating institutional legitimacy and political support for Kenya World.

European University Anchoring and Danish Knowledge Bridge

Space Hub has been developed with a clear ambition to act as a European-African knowledge bridge, inviting leading universities and research environments from Europe to enter into long-term collaboration with Kenyan institutions. The aim is not to select individual universities in advance, but to establish an open, institutional framework in which technical and scientific expertise can be gathered, exchanged, and translated into large-scale practical application.

The Danish anchoring plays a central role here. Denmark is internationally recognised for its strengths in natural sciences, technology, engineering, data analysis, and sustainable systems, and Space Hub is designed to serve as a platform where these competences can be put to use in an African context with high relevance and significant impact. Collaboration with Danish university environments should be viewed as structural bridge-building between research, education, and practice, rather than as isolated projects.

At the same time, Space Hub opens for collaboration with other European universities and research institutions working within space technology, digital infrastructure, artificial intelligence, climate, energy, and advanced data systems. These environments gain access to a physical and operational test environment, rarely available in Europe, where scale, audience volume, and the possibility for real-time data provide unique conditions for applied research, experimentation, and technology testing.

The European university anchoring is intended as a multi-stranded model, where:

- teaching, research, and innovation are integrated
- students, researchers, and businesses work side by side
- new technologies can be tested in real-world settings
- knowledge is translated into solutions with commercial and societal potential

Thus, Space Hub will not be a traditional research institution, but a public innovation platform where European and African universities can collaborate on developing future technologies in direct interaction with industry, authorities, and the population.

For investors, this model means that Kenya World and Space Hub gain an extra strategic dimension. The project is anchored not only in the experience economy, but also in international knowledge, research, and technological development, which strengthens the project's long-term relevance, institutional legitimacy, and access to capital from both private and public sources. The Danish and European university anchoring is thus a core part of Kenya World's ambition to develop into a platform with lasting significance well beyond the park's physical boundaries.

Scale, Level, and technological potential

What distinguishes Space Hub from traditional science centres or university facilities is the scale and range of applications. Kenya World offers a large, coherent site with opportunities for ongoing expansion, modular construction, and the establishment of technical infrastructures, which are usually impossible to gather in one place.

This creates opportunities for:

- full-scale test environments
- demonstration zones for new technology
- integration of digital systems, sensors, and real-time data
- using the park's millions of guests as anonymised input for behavioural analysis, user experience, and system testing

Data and feedback from guests can be used for:

- testing digital interfaces

- optimising flow, logistics, and energy consumption
- developing AI- and data-driven solutions
- simulation models for urban development, transport, and crowd management

This makes Space Hub a living laboratory where theory is put into practice on a large scale.

Space Hub as a Technological innovation Platform for Build Africa

At the same time, Space Hub is intended as the technological innovation engine for Build Africa. The Hub provides Build Africa with a concrete platform to develop, test, and scale technological solutions across large infrastructure and commercial projects.

This creates opportunities for:

- developing proprietary tech platforms
- acquiring technology companies
- merging software, data, and systems into larger, competitive units
- establishing an integrated technological ecosystem based in Kenya

Kenya here serves as a particularly attractive area for:

- data centres
- research and innovation environments
- collaboration between European and African organisations

The combination of:

- a stable political context
- a growing technological workforce
- lower operating costs
- strong European anchoring

gives Build Africa the opportunity to position itself as a leading player in technological development in both Africa and Europe.

Investor perspective and Long-Term value

For investors, Space Hub represents a rare combination of:

- experience economy
- education and research
- technological innovation
- data and scalability

Investing in Kenya World is therefore not just an investment in an amusement park, but in a platform for long-term technological and institutional value creation. Space Hub increases the project's strategic depth, reduces dependence on traditional ticket revenues, and opens up new revenue streams within:

- partnerships
- research and innovation
- technology development

- data-driven solutions

Overall, Space Hub positions Kenya World and Build Africa as a unique international player, connecting Africa and Europe through education, technology, and commercial innovation at a scale that can attract significant international capital.

Overall educational impact

With Science World and Space Hub, Kenya World is establishing a dual-track educational strategy:

- Science World: focus on primary schools, youth, and early learning
- Space Hub: focus on higher education, natural sciences, and technology

This structure ensures:

- high societal relevance
- strong public and institutional legitimacy
- an attractive platform for foundations, universities, and public partners
- long-term value creation beyond traditional amusement park operations

Thus, Kenya World is not just a destination for entertainment, but a national learning platform that supports education, innovation, and the future labour market in Kenya and East Africa.

Operations & HR

Social & Economic Impact:

Employment and Job Creation

Kenya World is expected to become one of the largest job creators within East Africa's experience economy. At full operation, the park is projected to employ between 1,400 and 1,900 direct staff members, distributed across its three main zones:

Zone	**Direct & indirect jobs**
Tivoli Kenya (Zone 1)	500-700 people
Science World (Zone 2)	300-400 people
Kenya Wave Resort (Zone 3)	600-800 people

In addition, Kenya World is expected to generate an additional 1,000-1,500 indirect jobs in related sectors such as transport, hotels, catering, retail, maintenance, events, and subcontractors. The total job creation is therefore estimated at 2,500-3,400 positions, with further growth expected as the park expands and sister parks are developed.

This significant employment effect positions Kenya World as a powerful catalyst for local economic development and social inclusion a compelling argument for public co-investment, ESG-focused funds, and long-term impact investors.

Local employment and Cost balance

Kenya World is more than an amusement park; it's a platform for local economic empowerment. The park aims to collaborate with local communities, vocational schools, and youth programs, ensuring unskilled and young workers gain access to jobs and training.

Through job rotation, internal training modules, and entry-level roles in service, maintenance, logistics, and entertainment, this approach delivers a dual benefit:

1. It creates a positive social impact, boosts legitimacy, and generates local goodwill.
2. It ensures cost-effective operations by maintaining competitive base salaries and minimizing reliance on expensive external agencies.

By building a locally rooted and loyal workforce, Kenya World minimizes staff turnover while enhancing operational stability, and simultaneously remains attractive to impact investors.

Internal Advancement Model, Motivation, and Salary Balance

To ensure long-term efficiency and employee motivation, Kenya World will implement an internal advancement system, where staff begin in entry-level roles at a lower wage - yet with clear and rapid opportunities for promotion, specialization, and leadership.

The model is based on visible criteria: reliability, customer service, initiative, and training participation. After 3-6 months, high-performing employees can progress to supervisory or leadership roles, accompanied by measurable salary increases and internal status.

Key benefits:

- Retains talent while keeping entry wages manageable
- Encourages staff to overperform due to visible promotion pathways
- Reduces dependence on costly external recruitment for mid-management roles
- Fosters a culture of responsibility and purpose, where staff feel recognized and motivated

This creates a sustainable HR model that balances economic efficiency with strong morale, supporting Kenya World's ambition to be a professional and people-centered workplace.

Staff Culture & Code of Conduct

Kenya World prioritizes a safe, professional, and positive atmosphere for all guests, starting with its employees. A firm policy prohibits staff from smoking, drinking alcohol, or working under the influence while on duty, regardless of their role. Violations are addressed decisively to protect guest safety and trust.

Equally important, friendliness, helpfulness, and respectful communication are core elements of park culture. All staff, from ticket booths to janitorial, technical, and entertainment, will receive training in positive communication, guest focus, and conflict resolution. The goal is to ensure every visitor feels seen, welcomed, and safe, every day.

This commitment to high standards of behavior and attitude is what sets Kenya World apart as a world-class experience destination.

Safety training & leadership development

Kenya World maintains an uncompromising focus on safety, accountability, and preparedness. All staff must complete a mandatory one-day safety training session before receiving their uniform or being assigned duties. The training, unpaid, is symbolic of the responsibility each employee assumes for the safety of guests and coworkers from day one.

Those seeking to advance into supervisory or team leadership roles must complete an intensive 14-day safety and management training program.

Supervisor & Team leader training: 14-Day Model with split compensation

To ensure high-quality leadership in operations, Kenya World requires the following for promotion to supervisor or team leader roles:

- Week 1 (unpaid): Classroom training in safety, guest services, team leadership, and park operations
- Week 2 (paid): Hands-on simulations, guest scenarios, leadership trials, and testing
    - Trainees will shadow active teams and receive performance feedback

Completion of the program includes both written and practical assessments. Successful candidates receive their new role and compensation package. Those who do not pass are offered one repeat opportunity.

This structure ensures:

- Competent and responsible mid-management
- Committed candidates who demonstrate initiative
- Lower training costs with higher operational performance

Kenya World invests in leadership from within, allowing staff to grow through structured development. This strategy reduces turnover and ensures long-term organizational strength—an appealing factor for investors focused on scalability and profitability.

Safety, Operational complexity & Risk Management

In the development of Kenya World, there is strong emphasis on safety, risk management, and operational complexity, as these elements are essential for the guest experience, long-term viability, and investor confidence.

Safety and operational complexity

All zones will be designed and constructed according to international amusement safety standards, including ISO 17842 and IAAPA safety guidelines. This includes ride safety, crowd control, electrical systems, fire preparedness, and emergency exits. Kenya World aims to become a benchmark for professional theme park operations in East Africa, requiring skilled project management and ongoing staff training.

A park of this scale naturally brings high operational complexity. Coordinating thousands of daily guests, logistics, food supply, ticketing systems, technical maintenance, and show programming requires a robust digital infrastructure and a highly competent operations team. Planning systems, data security, and customer service protocols will be actively implemented to ensure maximum guest satisfaction and internal efficiency.

Kenya World is also aware of the potential for negative impacts, both socially and environmentally. Key mitigation areas include:

- Local traffic and noise - addressed through zoned transport flows, noise regulation, and shuttle systems
- Environmental footprint - managed via renewable energy, waste sorting, and rainwater collection systems
- Social responsibility - supported through collaboration with local communities and job creation for youth and unskilled workers

Risks such as fire, health epidemics, accidents, or political unrest are also acknowledged. These will be addressed through comprehensive insurance coverage and scenario-based emergency plans.

By actively acknowledging and managing these risks from the outset, Kenya World presents itself as a mature, responsible, and investment-ready project. These are precisely the qualities that distinguish it from smaller, informal operators in the regional leisure industry, and make it a long-term, credible, and sustainable investment opportunity.

Quality assurance and financial protection

Kenya World is a Danish-Kenyan partnership project, built on the core principles of quality assurance and financial integrity. To ensure full transparency and accountability throughout both the construction and operation of the park, overall financial oversight and quality control will be anchored in the project's Danish office. This office will oversee and authorize all major payments and investments, ensuring documented traceability in all significant transactions.

Strict documentation requirements will apply to all critical processes, and the project will be continuously monitored by Danish representatives on site. Their role is to ensure that construction, operations, and workflows meet international standards, technically, in terms of safety, and ethically.

Every six months, a public report will be produced reviewing project partners, disbursements, contracts, and implementation progress. This report is intended to inform investors, authorities, and partners about the quality and financial protection of the park. Furthermore, it will serve as a proactive tool to prevent misuse, errors, and conflicts of interest.

Kenya World will also cooperate closely with Kenyan authorities and international institutions on anti-corruption efforts, and an independent whistleblower system will be established. Through this platform, employees, suppliers, and partners will be able to anonymously report violations, misconduct, breaches of local or international law, and any form of corruption or abuse.

This combination of international oversight, local involvement, systematic reporting, and transparency is designed to safeguard the project's credibility and act as a robust layer of protection for both the future of the park and the interests of its investors.

Environmental, Strategy and Sustainability

Kenya World is designed with environmental responsibility as an integral part of its identity. From the very first phase, the park will implement green principles, including rainwater harvesting, solar panels on selected structures, waste separation, and locally sourced food and building materials.

The project will work strategically toward certification under sustainability programs such as EDGE (Excellence in Design for Greater Efficiencies) and Green Key. While full certification is not required from day one, the park will establish internal processes and documentation to allow for multi-tier certification after reaching break-even, offering both environmental and economic benefits.

These initiatives will not only reduce operational costs over time but will also increase attractiveness to public funding bodies, ESG-oriented investors, and environmentally conscious partners.

Contact

Kenya World is led by a Danish-Kenyan management team that combines international quality with strong local anchoring. The project is built on the principles of transparency, sustainability, and professional governance, ensuring investors, partners, and authorities a solid and trustworthy platform for collaboration.

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The project is built on the principles of transparency, sustainability, and professional governance, providing investors, partners, and public authorities with a solid and trustworthy platform for collaboration. In addition, Kenya World operates in alignment with the UN Sustainable Development Goals 4, 8, and 11: quality education, decent work, and sustainable urban development.