CHIMERA

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

https://chimera.interreg-med.eu/

D.4.2.2. Regional cluster business plan
WP 4. Testing

Responsible partner: PP5 Chamber of Terrassa

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CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)

| 1. SITUATION | 1. Customer/member insight | The Audiovisual Cluster of Catalonia is a group of companies and institutions in the audiovisual and multimedia sector that we collaborate to grow. |
| *Identification the general situation before planning the Business Plan* | 2. Territorial insight
3. Product/services analysis
4. PEST
5. Competitors analysis/Benchmarking
6. SWOT
7. Conclusions | The Cluster is formed by production companies, production services, post-production, VFX, distribution, exhibition, radio and television operators, audio-visual ICT, telecommunications, photography, virtual reality, video games and advertising.

We connect with each other, but also with the economic and institutional sector that surrounds us, both nationally and internationally.

1. Customer/member insight

A cluster is a group of companies and support institutions concentrated in a territory that competes in the same business and that share common and complementary characteristics.

We form a network with the companies and institutions described above.

2. Territorial insight

The cluster is located in Catalonia.
In 2013, in the middle of the global economic crisis, a group of companies and institutions found themselves to share their concerns about the situation of the audio-visual sector in Catalonia. A shared diagnosis (sector report) came from that meeting and the conviction that one steps forward was needed to adapt to the needs and changes that the sector was living. An audio-visual cluster was created for the first time in Catalonia. |

The diagnosis and the challenges that were identified are the following:

- The audio-visual industry is increasingly diverse, as well as its business lines. That is why we must integrate the companies of the entire value chain of the sector and establish new synergies.
- The audio-visual is increasingly in more areas and extends to other sectors. You have to connect and set bridges. Audio-visual is the key to current communication.
- The sector is transformed. You need to innovate, look for new business models.
- Emerging talent grows. Collaboration between academic institutions and industry must be enhanced, and professionalization channels established.
- Audio-visual is an intensive industry with highly qualified workforce and can be a driving force for the growth of the economy in Catalonia.
- The audio-visual is global. It is necessary to promote the opening of the entire sector in international markets.

3. *Product/services analysis*

- Membership assemblies
- Breakfast-meeting
- Work sessions with companies from other clusters
- We facilitate to the partners for participating in economic conferences organized by entities and institutions.
- Access and discounts at fairs and markets.
- International contacts Work

4. *PEST*

The audio-visual sector in Catalonia is composed by 2235 companies with more than 14000 employees and a turnover of 1,7M € in 2017.

5. *Competitors analysis/Benchmarking*

The activity of the audio-visual cluster is developed in an economic environment where there are several associations and organizations that also carry out their activities. They would be institutions such as chambers of commerce, business associations, employers' associations, etc. The promotional activities that these organizations carry out are very general and they are not specialized in any particular sector.
Instead, the activities developed by the Cluster are specialized in the defense of the interests of the audio-visual sector.

6. *SWOT*

Strong points

1. Powerful sector, with entrepreneurship
2. Creativity and talent
3. Ability to experiment and innovate, international experience
4. Proactive sector to collaboration
5. Geographical concentration
6. Dynamic sector.
7. Competitive prices of private services
8. Contribution of public television to the strength of the sector
9. Potential of Catalonia as a scenario for filming

Weak points

1. Difficulty in accessing the financing
2. Very local sector
3. Industrial polarization
4. Unknown sector, strongly regulated in traditional exploitation
5. Little confidence in young talent

Opportunities

1. Incentive of sponsorship, co-production, crowdfunding, Co-development between private companies
2. Potential of the new screens and the new business models
3. Emerging potential of sectors such as animation and the video game
4. Business synergies within the audio-visual sector
5. Search for alliances with the operators of telecommunications
6. Take advantage of the talent of other sectors
7. International attraction of the BCN brand
8. Mobile World Capital as a dynamic agent of the audio-visual digital content business

Threats
1. Continuous disappearance of the traditional financing sources
2. Lack of a stable and recognized framework for all sector
3. Impact of the VAT increase
4. Difficulty of adaptation to the new work environment
5. Reduction of the local market for traditional exploitation
6. Bureaucratic procedures for the internationalization

		7. Main role of the operators of telecommunications 8. Network infrastructures not enough competitive
		7. Conclusions The main goals of the Audio-visual Cluster are as following: • Putting the audiovisual industries at the core of the country's industrial, economic and cultural strategy. • Increasing competitiveness, efficiency and innovation. New opportunities and new investment. • Turning Catalonia into an international reference for the New Media sector.
2. OBJECTIVES ***Identification of the***	*1. Mission and vision* *2. Strategic objectives* *a. Number of members*	*1. Mission and vision*

| *objectives of the business plan* | *b.   Cluster activities*
c.   Fundraising
3.   Marketing objectives
4.   Funding/financing objectives | The audio-visual industry is increasingly diverse, as well as its lines of business. That is why it's needed to integrate companies from all over the world the value chain of the sector stabling new synergies.
The audio-visual industry is found every time in more areas and extends to other sectors and is necessary to connect and set bridges between the different companies and institutions that are working in the sector.
Emerging talent grows. It is necessary to strengthen the collaboration between the academic institutions and the industry, and establish channels of professionalization.

The Audio-visual Cluster is group of Audio-visual industry than offers the following services:
a) A network to connect with others Companies through activities of Exclusive networking for partners.
b) A grouping to strengthen the audio-visual industry of Catalonia through the analysis of the Sector and the union of all of them sensitivities.
c) A platform of dynamism new business and innovation with the Digital & Media Forum and the link to the Barcelona Media Alliance.
d) A vehicle to capture talent Emerging, new and new projects ideas, and delve into relationships between university and industry.
e) A tool to expand the focus of the business through the relationship of the Cluster with the main economic entities, Political and social, as well as networks of clusters of Catalonia Region, Spain and international.
f) A space for dialogue that integrates the diversity of the audio-visual industry. |

2. Strategic objectives
a) Number of members

Currently 72 members

b) Cluster activities

Membership assemblies
Breakfast-meeting
Work sessions with companies from other clusters
We facilitate to the partners for participating in economic conferences organized by entities and institutions.
Access and discounts at fairs and markets.
International contacts Work

c) Fundraising

• 45 % Public Funding.
• 35 % Membership fees (between 365€/year to 2400 €/year)
• 15 % Sponsors ships, private foundations.
• 5%   Services.

• Budgets about 300.000 €/year
  •   40% Purchasing, supplies and services.
  •   15% Communication
  •   35% Personnel Staff
        (1 Cluster Manager, 1 Project Manager, 1 Production manager, ¼ Adviser).

| | | • 10% Structures
| | | **3. Marketing objectives**

 The main marketing objective is related with broadcasting all the activities promoted by the cluster. The main items to use will be the press release, the web page and the social networks.

 At the same time, one of the main objectives of the cluster will be the internationalization of the activities promoted with the purpose of creating links with other similar organizations in other countries.

 4. Funding/financing objectives

 The expenses structure is the following:

 • 45 % Public Funding.
 • 35 % Membership fees (between 365€/year to 2400 €/year)
 • 15 % Sponsors ships, private foundations.
 • 5%   Services.

 The main objective is to reduce the importance of the public funding and increasing the importance of the membership fees.

| 3. STRATEGY *Identification of the strategy of the business plan* | *1. Customer/member segments* *2. Commercialization* *3. Communication* *4.Business model* *5. Brand strategy* | 1. *Customer/member segments*

Classification of the sector:
▪ Film producers.
▪ Video producers.
▪ Television producers.
▪ Video games developers.
▪ Telecommunications companies.
▪ Programming and consulting companies related to computer science.
▪ Information services.
▪ Advertising.
▪ Retail trade of music and video recordings in specialized stores.
▪ Specialized design activities.
▪ Creation activities, arts and shows.
▪ Universities.
▪ Radio and TV operators.
▪ Audio-visual parks

The audio-visual sector is composed by nearly 2.000 companies in Catalonia, that represents the 23% of the Spanish companies and are employing more than 13.000 people.

2. *Commercialization and Communication*

Press release |

		Web page Social networks
		3. Business model The business model is based on the association and the concept that with the union of the different forces that compose the sector, much more ambitious goals can be achieved. At the same time, the Clusters become the sole interlocutor in front of other organizations such as governments, financial institutions, etc. **4. Brand strategy** The strategy of the cluster brand is based on all the events that are organized during the year, achieving the maximum participation of people and entities, as well as the impact on the different media.

4. TACTICS
Identification of the tactics of the business plan
	1. Offline marketing activities
	2. Multichannel experience
	    Online
	    Website/App
	    Etc.
	3. Content Marketing
		1. Offline marketing activities
		
		The planned marketing activities are based mainly on the online channel: web page, social networks, etc.
		
		The offline channel will be used, mainly, through the press releases that can be sent to the different media.

		2. *Multichannel experience: Online, Website/App, Etc.* Web page Social networks 3. *Content Marketing* The content marketing technique will be used continuously to disseminate the different events that are organized from the Cluster. The online tools to use will be social networks, mainly.
5. ACTION *What, who and when?* *Needed resources*	*1.- Events calendar* *2.- Content calendar.* *3. SEO* *4. Advertising*	The events to be organised are published in the web page and the social networks. For each event a press release will be sent to the local media.

	5. Public relations (offline) *6. Social networks and online public relations.* *7. Direct marketing* *8. Needed resources.*	
6. CONTROL ***Defining KPI and controlling schedule***	*1. Strategic KPI* *2. Offline KPI* *3. Online KPI*	To evaluate the success of the different events that are organized from the cluster, the following indicators are defined: - Evolution of the name of the partners. - Evolution of the amount of the fees paid by the partners - Number of participants in the different events. - Impact on the media - Impacts on social networks - Number of international contacts achieved. - Amount of subsidies obtained from public entities.

	5. ACTION PLAN DETAILS				
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	ACTIVITY	RESULT	RESPONSIBLE	DATE	RESOURCES NEEDED/COST
	Write briefly each of the activities	*Identify the concrete results targeted by the activity (according to KPIs)*	*Identify the staff/person/team responsible for the coordination and management of the activity*	*Identify the expected start and end date of the activity*	*Identify the main resources to achieve the development of the activity and the related cost*
1	**Member assemblies**	Number of participants	Manager & staff	Not defined	
2	**Breakfast-meeting**	Number of participants	Manager & staff	Not defined	
3	**Work sessions with companies from other clusters**	Number of participants	Manager & staff	Not defined	
4	**Access and discounts at fairs and markets.**	Number of participants	Manager & staff	Not defined	
5	**International contacts**	Number of participants	Manager & staff	Not defined	
6	**Speed meeting**	Number of participants	Manager & staff	Not defined	
7	**Missions**	Number of participants	Manager & staff	Not defined	
8	**International contacts**	Number of participants	Manager & staff	Not defined	

1st Quarter 2019
1. Presentation of partners (01/15/2019)
2. Clinker day with Kid's Cluster
3. Intercluster day with Indescat
4. Intercluster day with Cluster of Mental Health
5. International Mission
6. Visit the Mobile World Congress and 4YFN
7. Zoom Brands
8. Open Talent: mentoring sessions of the participants in the 2018 Talent Program

2nd Quarter 2019
9. Presentation of partners (April)
10. Day at the Earth Festival (April-May)
11. Day in the SpringPRO (video game)
12. Conference in DOCSBarcelona
13. Day in the Cinema and Series Show (animation)
14. New Professional Market in JobBarcelona
15. Possibilities of collaboration between the audiovisual industry and the creative and cultural industries
16. Talent Open Speed-meetings session
17. Sample of projects II Edition Talent Pact
18. Presentation of the Territory Agreement within MAC Granollers

3rd Quarter 2019
19. Assembly of partners (7/22/2019)
20. Audiovisual clusters in the Spanish sphere
21. Presentation of partners (September)
22. Day in Serialized (Blockchain / Monetization)
23. Activity with the TWIST cluster (Wallonia)

4th Quarter 2019
24. Day in the Filmets PRO (Badalona)
25. Day in the ZOOM festival (Igualada)
26. Talent Audiovisual Week
27. Pitching Audiovisual (STA)
28. New Professionals Market (STA)
29. Activity on VR and AR (STA)
30. Presentation of partners (December)
31. Members' Assembly (December)

Continuity activities or pending final scheduling
32. Digital Media Forum
33. Audiovisual Innovation Program
34. 5G testing laboratory
35. Development of the Audiovisual Cluster Delegation in Tortosa
36. Development of the Collaborative Platform for projects
37. Sector study
38. Start-up project mentoring project with the Chamber of Commerce of Terrassa
39. Activity with Visual Women

| FINANCING PLAN | *Comment or describe how the planned activities will be funded. What are the main sources of funding?* | Income sources:
• 45 % Public Funding.
• 35 % Membership fees (between 365€/year to 2400 €/year).
• 15 % Sponsorships, private foundations.
• 5%   Income from providing services to customers.

Main expenses:
• Budgets about 300.000 €/year
    • 40% Purchasing, supplies and services.
    • 15% Communication
    • 35% Personnel Staff
     (1 Cluster Manager, 1 Project Manager, 1 Production manager, ¼ Adviser).
    • 10% Structures |
| THE LINK BETWEEN ACTION PLAN AND RIS3 | *Please explain the coherence of this action plan with the Regional Smart Specialization Strategy* | Catalonia smart specialization strategy includes a strong Cluster Policy and Cluster support and interaction. Most of the sectors that are prioritized in the RIS3CAT (including creative industries) have constituted a Cluster under the legal form of Association. Audiovisual Cluster of Catalonia is one of these Clusters that are coordinated under Regional Cluster's Policy.

Audiovisual Cluster of Cataloni Business Plan and Action Plan is planned according to Regional smart specialization strategy and in line with Catalan regional Government Cluster Development policy. |

ANY OTHER REMARKS	*Please explain any other details that could be important for the business plan*	