

## **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: CCI NICE COTE D'AZUR

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**Interreg**  
*Mediterranean*



INNOVATIVE CULTURAL  
AND CREATIVE CLUSTERS  
IN THE MEDITERRANEAN AREA



Project co-financed by the European  
Regional Development Fund



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**CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)**

## 1. SITUATION

*Identification the general situation before planning the Business Plan*

1. *Customer/member insight*
2. *Territorial insight*
3. *Product/services analysis*
4. *PEST*
5. *Market/sector trends*
6. *Competitors analysis/Benchmarking*
7. *SWOT*
8. *Conclusions*

*From a business incubator to a Technopole.*

*Today, accompanies 13 young companies related to creative economies, audio-visual, cinema, photography, video games, space. Also welcome, a business incubator, the ICC.*

2.

*Strategic positioning of the location of the Cluster or Image Technopole:*

*Next to Mandelieu airport*

*Near Nice Airport*

*Directly located off the highway.*

*Bus high level of service*

*Cycling area by the sea*



*Place of origin "Cité des Entreprises CréACannes" a unique building for the environment of the members:*

*Old Bastide with friendly spaces and green areas for members*



3.:

*Business incubator to help companies to pass the 2 to 4 years mark with as services:*

- *Accompanied companies with experts on the topics of business development to facilitate their access to the market.*
- *Offer of reception of the companies in a space dedicated to the development of their activity at preferential tariffs: Furnished Offices, space co working, meeting room, Openspace, room of relaxation, green spaces, material, service of connectivity.*

4. PEST :

*POLITICAL - LEGAL ENVIRONMENT:*

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|  |  | <p> <i>Political stability of the project because the City of Cannes and the CACPL are led by the same person: David Lisnard.</i><br/> <i>The course of development of the sector driven by the creation of the nursery in 2014 is ramping up so there is a real political decision to develop the project.</i><br/> <i>All regulations are observed by the institutions.</i> </p> <p> <i>Economic environment:</i><br/> <i>The nursery is the first link in the innovation chain of the creative industry.</i><br/> <i>The Cannes Basin represents 59 companies in the creative image industry, 627 jobs and 91.6M € turnover in 2017.</i><br/> <i>That is 45% of sales in Alpes-Maritimes on the audiovisual sector with only 20% of companies.</i><br/> <i>Thus the basin is a considerable economic driver on this sector.</i> </p> <p> <i>Socio-Cultural Environment:</i><br/> <i>The Image and Creativity sector is concerned with a broad user and content creator audience and is growing according to the European and French market.</i><br/> <i>The activity is maintained in terms of employment on the Cannes Basin the project will be a good opportunity to generate employment.</i><br/> <i>The current incubator brings together a number of partners and complementary stakeholders: schools, private experts, public experts, investors, companies, student entrepreneurs, etc.</i> </p> <p> <i>In the future project of the Technopole: there will be Students, researchers, Partners and investors, businesses and the public.</i><br/> <i>Technological environment:</i><br/> <i>Technological change very strong of this sector, thus the accompaniment to the sector is essential to accompany it in its changes.</i><br/> <i>The research and financing activity will be linked to the activities, which will ensure that we are closer to the market</i> </p> |
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|  |  | <p>.5.<br/> <i>The incubator and accelerator sector are flourishing. Strong Offer but also a strong demand. This model allows companies to advance their projects by optimizing their cost and promoting innovation.</i><br/> <i>The creation of a Technopole associating students, researchers, partners, investors, companies and the public will allow to go further for the development of the sector.</i><br/> <i>This will make it possible to organize collective and coordinated animation missions and to develop the emulation of collaborative projects.</i><br/> <i>The audiovisual and creative sector has a strong economic development potential. It represents 200 million CA in 2017 on the French Riviera and 3% of European GDP.</i></p> <p>6.<br/> <i>To date, according to the information available, there are no direct competitors on the theme of image and creativity to compete with the technology park of the image of Cannes.</i><br/> <i>The studios of Victorine in Nice are under study, but we have no information on their coming.</i><br/> <i>Studios can be considered as territorial complementarity.</i><br/> <i>Many incubators and incubators exist but are not specific to the sector.</i></p> <p>7. SWOT :</p> <p><b>Strength:</b> Strong political actor / image of Cannes / Strong companies<br/> CANNES, essential hub of the world's largest markets.<br/> Cannes International Film Festival, International Festival of Creativity - Cannes Lions, CANNESERIES, MIP TV, MIP COM, MAPIC, MIDEM, MIPIM, TRUSTECH Tax Free World exhibition, etc.</p> <p><b>Weakness:</b> Cost, investment, emerging, small business target, Specialization</p> <p><b>Opportunity:</b> Attraction, Attractiveness of the sector</p> <p><b>Threat:</b> Politics, Investment</p> |
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|   |  | <p>9. <i>Conclusions</i></p> <p><i>There are all the elements to launch a cluster that makes sense an important economic weight</i></p>  |
| <p><b>2. OBJECTIVES</b></p> <p><i>Identification of the objectives of the business plan</i></p> | <p>1. <i>Mission and vision</i></p> <p>2. <i>Strategic objectives</i></p> <p style="padding-left: 20px;">a. <i>Number of members</i></p> <p style="padding-left: 20px;">b. <i>Cluster activities</i></p> <p style="padding-left: 20px;">c. <i>Fundraising</i></p> <p style="padding-left: 20px;">d. <i>Aware-raising</i></p> <p>3. <i>Marketing objectives</i></p> <p>4. <i>Funding/financing objectives</i></p> | <p>1. Mission et vision:</p> <p>Creation of technopole with strategic partners</p> <p>Ambition of a large cluster launched by the technopole</p> <ul style="list-style-type: none"> <li>- Ambition to build an economic and research sector dedicated to the image and the creative economy in relation to the strengths of the City, its brand image and its many events.</li> <li>- Concrete program in an environment where everything evolves at a high speed with the emergence of new content (series, video games, etc.) and new modes of distribution (TV but also tablets, smartphones or virtual reality headsets) jobs in these emerging sectors.</li> </ul> <p>2. Objectifs stratégiques</p> <p>a. 100 members</p> <p>b.</p> <p>Audiovisual Culture and creativity sector</p> <p>School</p> <p>Business incubator</p> <p>Events</p> <p>Conference</p> <p>Networking</p> <p>c. more than 400 millions of Euros are needed</p> <p>d. Many Press conference are and will be organized</p> |

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|  |  | <p>3. Objectifs marketing :</p> <p>Attract strong companies and startups</p> <p>4. Financement / objectifs de financement :<br/>more than 400 millions of Euros are needed</p>  |
| <b>3. STRATEGY</b><br><i>Identification of the strategy of the business plan</i> | <p>1. <i>Customer/member segments</i></p> <p>2. <i>Cost/benefit</i></p> <p>3. <i>Commercialization</i></p> <p>4. <i>Communication</i></p> <p>5. <i>Business model</i></p> <p>6. <i>Brand strategy</i></p>  | <p>1. Companies, entrepreneurs, student, teacher</p> <p>2. confidential information</p> <p>3. confidential information</p> <p>4. website, social network</p> <p>5.: confidential information</p> <p>6. is already an International Brand. It will be a key on the promotion of the cluster.</p> |
| <b>4. TACTICS</b><br><i>Identification of the tactics of the business plan</i>   | <p>1. <i>Offline marketing activities</i></p> <p>2. <i>Multichannel experience</i><br/> <i>Online</i><br/> <i>Website/App</i><br/> <i>Etc.</i></p> <p>3. <i>Content Marketing</i></p>  | <p>This activity will be plan when the Communication and marketing team will be hire on the project.</p>  |
| <b>5. ACTION</b><br><i>What, who and when?</i><br><i>Needed resources</i>        | <p>1.- <i>Events calendar</i></p> <p>2.- <i>Content calendar.</i></p> <p>3. <i>SEO</i></p> <p>4. <i>Advertising</i></p> <p>5. <i>Public relations (offline)</i></p> <p>6. <i>Social networks and online public relations.</i></p> <p>7. <i>Direct marketing</i></p> <p>8. <i>Needed resources.</i></p> | <p>1 &amp; 2.-</p> <p>Launch of the invitation to tender: October 2018</p> <p>Choice of the manager: 2020</p> <p>3.</p> <p>A website will be provided</p> <p>This part will be put in place after 2020. Natural referencing will be preferred.</p>  |

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|  |   | <p>4.The City of Cannes and CACPL communicate regularly on the project</p> <p>5. The City of Cannes and CACPL communicate regularly on the project</p> <p>6.The City of Cannes and CACPL communicate regularly on the project</p> <p>7. Marketing campaigns will be planned to attract talent</p> <p>8. Team: Responsible business, Communication &amp; Marketing Manager, Director, Team of 30 people</p> |
| <p><b>6. CONTROL</b></p> <p><i>Defining KPI and controlling schedule</i></p> | <p><i>1. Strategic KPI</i></p> <p><i>2. Offline KPI</i></p> <p><i>3. Online KPI</i></p> | <p>1.</p> <p>Delivery of the building</p> <p>Edition service offer</p> <p>Management mode</p> <p>2.</p> <p>Number of events</p> <p>Edit the service offer</p> <p>3. Multi cannal campaign</p>  |

| 5. ACTION PLAN DETAILS |   |   |   |   |  |
|------------------------|---|---|---|---|--|
| NR                     | ACTIVITY                                    | RESULT  | RESPONSIBLE   | DATE  | RESOURCES NEEDED/COST  |
|                        | <i>Write briefly each of the activities</i> | <i>Identify the concrete results targeted by the activity (according to KPIs)</i> | <i>Identify the staff/person/team responsible for the coordination and management of the activity</i> | <i>Identify the expected start and end date of the activity</i> | <i>Identify the main resources to achieve the development of the activity and the related cost</i> |
| 1                      | Services Offer                              | Brochure  | DG service  | 2020  | 3 people – 25k€  |
| 2                      | Communication                               | Online and offline campagne   | Communication service   | From 2020   | 1 people   |
| 3                      | Building delivery                           | Office and building   | Head of Construction  | 2021  | 1 Team + Cabinet   |
| 4                      | Choice of Management Mode                   | Management Plan   | DG service  | 2020  | 2 people   |
|                        |   |   |   |   |  |

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| FINANCING PLAN                        | <i>Comment or describe how the planned activities will be funded. What are the main sources of funding?</i> | Mix with public and private fund  |
| THE LINK BETWEEN ACTION PLAN AND RIS3 | <i>Please explain the coherence of this action plan with the Regional Smart Specialization</i>              | <p>Our Regional Smart Specialization strategy is:</p> <ul style="list-style-type: none"> <li>- Develop and support the creativity potential of companies to be launched internationally</li> <li>- Strengthen the innovative regional ecosystem by promoting cooperation and the promotion</li> </ul> |

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|-------------------|---|--|
|                   | <i>Strategy</i>   | of stakeholders<br>- Promote and develop new business models and entrepreneurial model in social innovation<br><br>This action totally fit with all these actions. |
| ANY OTHER REMARKS | <i>Please explain any other details that could be important for the business plan</i> |  |



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