



ACTION PLAN FOR THE MUSIC/PICTURE INDUSTRY

Axis 1: SUPPORT Increase enterprises performance, to accelerate job creation. 3 actions

AXIS 2: VISIBILITY / COOPERATION

Become visible internationally and recognised as a "music and picture" territory. 4 actions

AXIS 3: EDUCATION/TRAINING

Improve initial and continuing education systems in order to adapt skills to the industry's needs. 3 actions

1 cross-sectional action







Axis 2: Visibility / Cooperation Become visible internationally and recognised as a "music and picture" territory.

Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs.



Inspiring examples:

LINCC / Le Cargo Innovation Platform: http://lincc.parisandco.paris/

« Plaine Images » cluster: http://www.plaine-images.fr/en/

Links with actions 2 & 4

Strengthen Music and Picture enterprises' incubation

• CONTEXT

Music and Picture entrepreneurs are often self-starters passionate about those sectors. To take their project to a successful end, they need to be supported throughout project's definition, structuration and prototyping... Currently, they rely on Le Damier, mainly, which is not equipped enough in terms of required support. Moreover, the local innovation sector focuses principally on technologic innovation and doesn't give much credit to the Music and Picture industry's projects.

OBJECTIVES

- Structure the local incubation offer to better fit with the Music and Picture industry's projects.
- Create favourable conditions for projects to initiate.

• CONTENT

The strengthening of the incubation offer for the Music and Picture industry's projects will be allowed by:

- ✓ The articulation of local capacities, in order to build an incubation offer adapted to local projects:
- Identification of the four local incubators' specific capacities (Busi, Square Lab, Coco Shaker and Lab Centre France media incubator), Le Damier, la Pépinière de Mai, Europavox/Creative Europe...
- Development of a partnership between all stakeholders, to support project owners at the best: capacities sharing, hiring of specific skills and perhaps the creation of a dedicated incubator if support demand increases.
- Promotion of Le Damier as the front door for project owners to enter the ecosystem
 - ✓ Student's sensitisation to entrepreneurship
 - ✓ The organisation of events and mechanisms to incentivise experimental and collaborative tech/creative projects.
 - ✓ An enhanced visibility of support available to the project owner: dedicated space, financing opportunities, human resources....





Leader: Le Damier

Funder: Clermont Auvergne Métropole

<u>Partners</u>: Busi, CocoShaker, SquareLab, Media Incubator, la Pépinière de Mai, Digital League, Imaginove, Industry and Trade Chamber, Regional Council, Clermont Auvergne Métropole, PEEA Pepite, Europavox, Maison Innovergne, French Tech Mobilitech-Cleantech

Timeframe: 2018, 2nd semester

Resources: 1 Full-Time Equivalent + €30,000 for the incubation mission

OUTPUTS	Number of enterprises incubated
	Objective : 5 per year
	Number of students/entrepreneurs projects supported :
	Objective : 2
RESULT	Number of businesses created / Number of jobs created



TechTown

ACTION n°2

Axis 1: Support Increase enterprises performance, to accelerate job creation.

Axis 2: Visibility / Cooperation Become visible internationally and recognised as a "music and picture" territory.

Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs



Inspiring examples:

Bivouac's « Boost » programme : http://boost.lebivouac.com/

Sushi Venture Partners : https://www.sushivp.com/

Links with actions 1 & 4

Support CCI businesses development, growth and professionalisation

• CONTEXT

Clermont area has many assets to support CCI businesses development and growth:

- Le Damier is the first contact available to businesses looking for support but it doesn't have the necessary human resources to provide project holders with sufficient information and orientation.
- Le Bivouac, the digital startups accelerator, develops coaching programmes based on local big enterprises' support (Michelin, ENGIE, Orange), for startups selected from calls.
- Europavox, Creative Europe project winner, has structured a support and development programme for digital startups aiming at performing within the music sector.
- Funding structures such as Sofimac Partners, BPI Auvergne Rhône Alpes... known for their reactivity and mobilization capacity.
- Events and big operators which can be used as an experiment ground to the industry: Effervescences, International Short Film Festival, Coopérative de Mai.

Businesses growth and development highly rely on those mechanisms.

OBJECTIVES

- Have the sound and picture industry recognised as an economic development and job creation vehicule.
- Support business development and access to new markets.
- Attract and reveal Music/Picture startups with a strong digital aspect.

• CONTENT

- Lauch a national call for projects, led by a consortium (Le Bivouac, Groupe Centre France, le Damier, Clermont Auvergne Métropole).
- Facilitate all aspects of business settlement (housing, partner's employment etc...) and offer experiment conditions.
 - Link project holders with appropriate contacts for all housing, education, social, partner employment matters.
- Hire human resources to "welcome" CCIs (Le Damier)
 - Drive contacts towards the appropriate structure (Métropole, CCI, Auvergne Rhône Alpes Entreprises, Regional Council, BPI...)
 - Visit 15 businesses, each year, to keep updated about needs and difficulties and establish a monitoring system.

• ...





Leader: Le Damier / Le Bivouac

Partners: Clermont Auvergne Métropole, Europavox, CCI, Région Auvergne Rhône Alpes, private partners (Centre France, Orange...), BPI Auvergne Rhône Alpes

Timeframe:

2nd semester 2018 for the call for projects 2019 for all other actions

Resources: to be specified

OUTPUTS	Number of answers to the Music/Picture call for projets and number of related businesses to integrate Le Bivouac's support programme: - Objective: 6 business supported Number of « businesses » contacts received by Le Damier
RESULTS	Number of accelerated startups Number of enterprises supported and turnover evolution Number of jobs created



TechTown

ACTION n°3



Axis 2: Visibility / Cooperation Become visible internationally and recognised as a "music and picture" territory

Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs



Inspiring examples:

France Télévisions Foundation: http://www.fondationfrancetelevisions.fr/

M6 Foundation: http://www.groupem6.fr/engagements/lafondation/

Audiens Générations Foundation: http://www.audiens.org/groupe/fondation/

Orange Foundation : https://www.fondationorange.com/en

Belgian tax shelter for audiovisual production:

. https://finances.belgium.be/fr/entreprises /impot_des_societes/avantages_fiscaux/ta x-shelter-production-audiovisuelle

Links with actions 1 & 2

Annexe technique p.

Promote alternative funding as the most appropriate for CCI, to compensate for the lack of public funding

• CONTEXT

Project holders face many issues leading them to question their financial partnerships and find new resources: the economic context, a reduction in public allowance, unadapted bank loan criteria... New and more flexible fundings should be used (crowdfunding, patronage...).

• **OBJECTIVE**

- Diversify funding sources for the industry's businesses.

• CONTENT

- Create a « reactive » fund, such as a grant, to encourage first developments and new projects (public/private funds) to supplement national mechanisms.
- Set up a crowdfunding platform dedicated to local CCI projects.
- Increase businesses and project holders' awareness about funding mechanisms with a dedicated "alternative funding" contact at Le Damier.

• EXPECTED IMPLEMENTATION

Leader: Clermont Auvergne Métropole

Partners: Le Damier, BPI, Sofimac Partners, Foundations

Timeframe: 2nd semester 2018

Resources:2019: 50 000 € pour the grant3 000 € for the crowdfunding platform

OUTPUTS	Number and amount of financial support - Objective : 5 grants 2019, 10 in 2020 and 2021
	Nature and amount of alternative funding used (to be done by the "alternative fundings" referent.
RESULTS	Supported enterprises' survival rate within 5 years





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Inspiring example:

Le 104 Factory: http://www.104factory.fr/en/

Barnsley's Digital Media Center www.barnsleydmc.co.uk

Links with actions 1, 2 & 5

Annexe technique p.

PRIORITY ACTION 2: Create a physical hub dedicated to the ecosystem

• CONTEXT

The territory needs talents to fill in its education offer and nurture local enterprises. This, however, is hindered by a lack of territorial attractivity and visibility.

With the ambition to apply to European Capital of Culture 2028, the first challenge is to communicate on Clermont's assets, make them visible and attract creative people. Economic assets should particularly be advertised. Talents should be able to identify opportunities in terms of education, employment and business creation in the Music and Picture industry and the CCls, from outside of the local territory.

The ambition is to support the international recognition of the Music and Picture Industry, thanks to the exportation of its talents or long-lasting partnerships and cooperation.

Territories in which the Music and Picture industry is structured and visible often have a physical space dedicated to their ecosystem. TechTown's transnational learning have also highlighted to importance for digital ecosystems to have a space for gathering and showcasing. An observation which can be enlarged to the Creative and Cultural Industries.

OBJECTIVES

- Boost the entrepreneurs' community thanks to the hybridisation of digital and creative economies: learn, share and innovate.
- Open a "creative hub" dedicated to the Music and Picture industry and opened to citizens.
- Be an international hub

• CONTENT

- Build a physical space dedicated to the Music and Picture industry, as a neighbourhood renewal cornerstone:
- Collaborative spaces: coworking, fab lab, business nursery ...
- Showroom /conference spaces/ Pitch Corner...
- Strong animation and support, to allow a community feeling to develop between businesses
- Opened to a large audience
- Spaces and services' mutualisation (ex: shared studios...)
- ..

A sound management of this space is required. The goal is to make the industry visible, to give it a dynamic image and to help it be recognised outside the territory... The management and animation of this space should actually be the Music and Picture's entrepreneur's community's responsibility.

- ✓ Facilitate vacant spaces temporary occupation
- ✓ Create links with other national and international hubs





Leader: Clermont Auvergne Métropole

Partners: Le Damier / La Pépinière de Mai / Sauve-Qui-Peut / Equinoxe / ImagO / Europavox / Effervescences / Le Bivouac / entreprises and startups

Timeframe: end 2019

Resources: Investment: € 4,000,000 / Animation: € 40,000 per year

OUTPUTS	Number of businesses in the hub - Objective: between 8 et 10 Number of events organised within the hub - Objective: circa 20
RESULTS	Increase in contacts and collaborations with hubs outside the region Increase in contacts and collaborations with international hubs





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Inspiring example:

Mama Festival & Convention:

http://www.mamafestival.com/en/conven tion

Saint-Etienne's « Banc d'Essai »: https://www.saint-etienne.fr/banc-essai

Links with actions 2 & 4

Annexe technique p.

Introduce and represent the industry and its businesses during local Tech/Culture events with an international outreach

• CONTEXT

The local Music/Picture industry and its businesses are not well-known abroad, expect for some success stories (Riot, Allegorithmic...). They have difficulty to reach the international sphere and to get access to new markets.

Building on local events' international outreach would help local potential's acknowledgement and to showcase local know-how.

• **OBJECTIVES**

- Give our businesses the opportunity to display their skills, during local events with an international outreach.
- Give Clermont area an innovative and tech image based on the Music/Picture industry.

• CONTENT

- 1. Promote local businesses during international festivals (Short Film Fesrival, Europavox, Effervescences..):
 - Stalls, speed datings
 - Interclustering
 - Tech events / Hackathons
 - Afters ...
- Display local skills in the public space. Clermont public space should become a living lab for experimenting new cultural contents with a smart city strategy.
- 3. Integrate the Music/Picture industry within the "innovation week"
- 4. Develop local professional markets: Short film market, travel diary market, music and picture market (MIMA)...

• EXPECTED IMPLEMENTATION

- Leaders: Events' hosts (le Damier / La Coopérative de Mai / Europavox / Effervescences / SQP/ Carnets de voyage...),
- Partners: Clermont Auvergne Métropole /Busi / Coco Shaker/ Square Lab / Media Incubator/ Bivouac / Business France / Pôle Emploi Scène Images / Digital League

Timeframe: starting 2018

- Resources: 1 To be specified
 - 2 Estimated budget: €100 000 for experimenting in the public space
 - 3 No supplementary budget
 - 4 To be specified





OUTPUTS	Number of events organised locally - Objectives: 3 in 2018 ; 5 in 2019, 7 in 2020 Number of businesses taking part in these events - Objectives: 10 businesses per event
RESULTS	Economic benefits (turnover evolution, number of new clients and amrkets) Y+1, Y+2 and Y+3 for promoted businesses



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ACTION n°6

Axis 1: Support Increase enterprises performance, to accelerate job creation.

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After 2018

Inspiring example:

Créatis, Cultural and Creative Industries startups incubator : http://www.residencecreatis.fr/

Links with actions 2 & 4

Foster businesses and students' international mobility

• CONTEXT

Getting access to international markets is necessary for a business, though difficult. A strategic approach has to be taken: gather market knowledge, get access to networks... Clermont's Music/Picture industry remains anchored locally and nationally. It should aim for the global market to diversify its clients and develop further.

Besides, it is also important to develop an international awareness among students, thanks to exchange programmes.

OBJECTIVES

- Enable local businesses recognition outside of the territory, by facilitating their access to national and international markets.
- Participate in national and European networks and events, to lobby towards public and private partners.
- Strengthen existing academic partnerships between training courses and the industry.

CONTENT

- 1. Extend the Trade and Industry Chamber support programme to CCIs
- 2. Take part in international showrooms with Imaginove, as a regional delegation
- 3. Promote existing programmes such as Erasmus+...
- 4. Create a CCI/Digital intercluster project
- 5. Make contacts and talent exchange thanks to international networks (Michelin cities, Europavox, Short Film Festival, TechTown...)
- 6. Spot creative talents among Michelin expats

• EXPECTED IMPLEMENTATION

Leader: Le Damier / Clermont Universités / International Trade and Industry Chamber

Partners: Auvergne Rhône Alpes Entreprises/ Imaginove/ Le Bivouac / Michelin Cities Network / Business France / offices franco-allemand, francoquébécois... / Ambassies and Consulates / Manufacture Michelin / Digital League

Timeframe: 2019

- Resources: 1 No supplementary budget
 - 2 Between 10 000 and 15 000 € per showroom
 - 3 Included in Le Damier's budget
 - 4 To be specified
 - 5 To be specified
 - 6 Included in Le Damier's budget





OUTPUTS	Number of enterprises to take part in international events - Objective : 3 showrooms with a 5 businesses' delegation Number of academic exchange - Objective: 1 convention with an international university
RESULT	International market share



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ACTION n°7

Axis 1: Support Increase enterprises performance, to accelerate job creation.

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Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs



Inspiring example:

Limerick's Troy Studio : http://troystudios.ie/

Links with actions 2 & 4

Welcome more movies, music and video productions... in the territory

• CONTEXT

Clermont-Ferrand's International Short Film Festival is one of the biggest cinema festivals in the world. Building on this success, a small realization/production/cinematographic knowledge pole operates at the Short Film Festival's association (Sauve-qui-Peut)'s site (La Jetée), which aims to grow with the creation of a "Short Film City".

The Auvergne Film Commission provides with information on scenery spotting and film shooting areas thanks to a setting database with digital photos, a technicians and actors' database, as well as help for castings, administrative matters, shooting authorisations, logistics and diverse information (car renting, hosting...). It also contributes to La Jetée's resources: video room, cinema room, documentary resources... However, this initiative remains "Sauve-Qui-Peut centered" and do not seems to benefit the industry's businesses.

Sauve-Qui-Peut could be a real moving force for the industry and participate to added value creation in the area if it would associate more widely the local industry's resources to productions' attraction in the area.

• **OBJECTIVES**

- 7 Develop audiovisual productions in the area (music video, short film, advert, movie...)
- 8 Make local Music/Picture skills acknowledged and promote them
- 9 Enlarge the International Short Film Festival and Auvergne Film Commission's benefits to the industry

• CONTENT

Building on the "Short Film City » project:

- 10 Display a single resource desk for production and post-production
- 11 Spread information on available resources
- 12 Experiment on audiovisual contents with other local or international structures (ImagO, Coopérative de Mai...).





Leader: SQP / Rhône-Alpes-Auvergne Film Commission / Film France

Partners: Pôle emploi Scènes et Images / Le Damier / La Pépinière de Mai / ImagO / Effervescence / SPL TOURISME / Rhône-Alpes Cinéma / casting directors / AMTA

Timeframe: 2019

Resources: To be specified with the « Short Film City » project

OUTPUTS	Number of productions shot in the area: currently, 47 (Film Commission) Objective: 60 in 2019 with an increase in the following years
RESULTS	Economic spillovers of the productions on the industry (activity development)



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ACTION n°8

Axis 1: Support Increase enterprises performance, to accelerate job creation.

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Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs

2018

Inspiring examples:

Angoulême's « Campus de l'Image » : http://www.magelis.org/fr/campus-delimage/

Digital image jobs and skills' Campus (North of France):

http://cache.media.education.gouv.fr/file/ Politique_educative/36/0/2016_Image_nu merique_nord_pas_de_calais_fiche_55036 0.pdf

Link with action 4

Strengthen education and training for Music and Picture's jobs including the creation of a "jobs and skills campus" with a specific offer, for this industry and more widely the CCIs.

• CONTEXT

There is an existing education offer for the Music and Picture sectors (higher education diplomas, higher schools...) but this offer could be improved, especially regarding continuing education. Stakeholders agree on that the industry's talents and professionals need to adapt their skills, particularly their digital skills. Indeed, a territory will attract talents more easily if it can provide with an appropriate initial and continuing education, adapted to local businesses' evolving needs. The goal is to identify a singular territorial education and training offer, at innovation and research forefront, and complementary to the regional offer.

OBJECTIFS

- Improve local higher and continuing education's comprehensibility,
- Set up a shared territorial management of local jobs and skills, for the industry,
- Design courses adapted to the new jobs and skills induced by the digital revolution,
- Activate a higher education strategy,
- Support businesses in understanding the CCis mutations.

• CONTENU

A research will be carried out to evaluate how:

- To develop continuing education in relation to local enterprises' employment opportunities, as well as big operators', such as Sauve-Qui-Peut, Le Damier (...), thanks to:
 - Mapping of jobs and skills' needs
 - Definition of jobs generating employment
 - Identification of existing courses and training programmes and development of a policy to incentivize local anchorage of specific training
 - Encouraging stakeholders to train
- To consolidate higher education courses with the integration of differentiating units in relation to local strengths:
 - Digital law (intellectual property)
 - Labour law with a cultural specialisation
 - Assessment of local courses' adaption to local needs
- To set up « preparatory classes » for the industry's prestigious schools and to develop a higher education offer which is specific and singular.
- To develop research and connections between students and businesses.





Leader: Université Clermont Auvergne et Associés (UCAA)

Funder: Clermont Auvergne Métropole, Région Auvergne Rhône Alpes, UCAA

<u>Partners</u>: Pôle Emploi/OPCA (training orgnaisations) /Regional Council/Métropole/DRAC/Specialised law firms/ Sauve Qui Peut /Public and private training courses/ le Damier/Imaginove/ Digital League

Timeframe: 2018, 2nd semester

<u>Ressources</u> : expected research cost : €35,000 TTC

OUTPUTS	Number of Music and Picture continuing education courses
	Number of graduates
RESULT	Number of Music and Picture students Number of trained professionals Businesses turnover share dedicated to the "digital" education of their employees



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ACTION n°9

Axis 1: Support Increase enterprises performance, to accelerate job creation.

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Link with action 4

Foster musical and pictorial education at all primary and secondary education levels – Strengthen information on the Music/Picture industry about higher education opportunities

• CONTEXT

Digital creative jobs represent an employment pool with many interesting jobs for the youth. Clermont's area offers favourable economic opportunities related to the Music/Picture industry which should be promoted to trigger career interests.

OBJECTIVE

Make the youth aware of career opportunities and develop their interest in the music and picture businesses and jobs.

• CONTENT

Develop/Take participation in key moments:

- ONISEP (orientation forum)/events from the «Centre Info Jeunes » (Youth Information Point)
- Organise job datings
- Create a specific annual meeting for secondary education/highschool pupils to discover the industry and its businesses (ex: TeenTech)

• EXPECTED IMPLEMENTATION

Leader : foundation/association?

Partners: Region / Clermont Auvergne Métropole / Damier / Digital League / Rectorat / La Coopérative de Mai/ Sauve Qui Peut/ Clermont-Ferrand municipality / Businesses

Timeframe: 2020

Resources: to be specified

OUTPUTS	Number of presentations/stalls during education showrooms and forums Number of businesses attending job datings
RESULTS	Increased number of students in music and picture related courses and programmes



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ACTION n°10

Axis 1: Support Increase enterprises performance, to

accelerate job creation.

Axis 2: Visibility / Cooperation Become visible internationally and recognised as a "music and picture" territory.

Axis 3: Training/Education

Improve initial and continuing education systems in order to adapt skills to the industry's needs



Inspiring examples:

The Tabakalera education department:

https://www.tabakalera.eu/en/education

Aix en Provence, « Passerelles » programme https://festival-aix.com/en/le-festivaldaix/passerelles/passerelles

Link with action 4

Foster musical and pictorial education at all primary and secondary education levels – Develop digital music/picture pedagogical programmes.

• CONTEXT

Pedagogical programmes related to Festivals (Short Film Festival Education Pole, Vidéoformes...) or specialised associations (Onde porteuse for the radio, Filmer l'Air de Rien...). Those interventions remain punctual and limited to a specific audience. Musical and pictural education should be developed at an early age, particularly in a society where the digital facilitates knowledge dissemination and can help foster critical thinking.

• **OBJECTIVES**

- 13 Awaken young generations, from kindergarten to to highschool, to the techniques, jobs and digital skills related to music and picture.
- 14 Increase access to local cultural resources for all

• CONTENT

Develop an educational programme on digital and creation for pupils, including:

- Drafting an inventory of existing pedagogical initiatives to put links and synergies into evidence.
- Expanding the "Ephemeral School of Cinema" (during the Short Film Festival) beyond the Short Film Festival.
- Organising industry stakeholders' interventions for pupils (all educational levels).
- Organising workshops/playgrounds Music/Picture for schools-highschools within Clermont Métropole Higher School of Arts

• EXPECTED IMPLEMENTATION

Leader: Education authorities with festivals and associations

Partners: Region / Damier / Digital League / Clermont Métropole Higher School of Arts/La Coopérative de Mai/ Effervescences

Timeframe: 2019

Resources: to be specified

OUTPUTS	Number of interventions - Objective : 100 in 2019 ; 150 in 2020 ; 200 in 2021
RESULT	Number of sensitised children: 2 000 in 2019







Axis 2: Visibility / Cooperation Become visible internationally and recognised as a "music and picture" territory.

Axis 3: Training/Education Improve initial and continuing education systems in order to adapt skills to the industry's needs



Cross-sectional action : Action plan implementation

• CONTENT

Sustain the dynamic initiated with TechTown by disseminating learnings:

- Locally: meet with the ULG to follow and monitor the action plan's implementation; set up an annual steering committee; launch a communication plan
- Transnationally: contribute to TechPlace platform, talk about TechTown during meetings/seminars...

Ensure an effective monitoring and evaluation of the action plan

• EXPECTED IMPLEMENTATION

Leader: LAP's steering committee, gathering contracting parties and partners

Partners: ULSG members

Timeframe: PAL's implementation time

Resources: Urban planning agency mutualised programme + Clermont Auvergne Métropole communication budget