



Study for amusement tourism development in Koprivnica Family Entertainment Centre



The project is co-financed by the European Union
through the Hungary-Croatia IPA Cross-border Co-operation Programme



Hungary-Croatia
IPA Cross-border Co-operation Programme



Study for amusement tourism development in Koprivnica - Family Entertainment Centre

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Disclaimer:

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Development and research
on the potential of Amusement and Technology Park
and study of joint potentials for cross-border amusement
industry development



Hungary-Croatia
IPA Cross-border Co-operation Programme

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TECNICAL DOCUMENT

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Introduction

This document summarises process led by experts of BM&Partners and Razbor I.t.d on determining an amusement and touristic strategy for the city of Koprivnica.

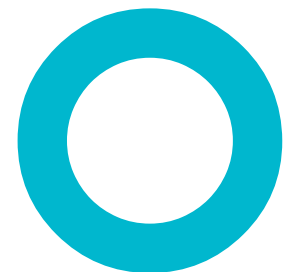
The document is the output of the project „Amusement Tourism Development Strategy“, which is co-financed by the European Union through Hungary-Croatia IPA Cross-border Co-operation Programme.

This study has started in mid-2014 and several important phases have been finalized as a step towards the establishment of the amusement tourism site in the city of Koprivnica. Proposal on type of facility, Family Entertainment Centre (FEC), was made to representatives of City of Koprivnica, representatives of companies in Koprivnica and director of Museum Koprivnica based on analysis of surroundings. During the discussion general project acceptance was established and later confirmed by the cities highest representatives through formal acceptance of proposal. Process has continue after this decision towards finalizing FEC idea, content and sustainability parameters.

In sum, this document can serve to city representatives as decision-making basis for tourism and economic development in the area of Koprivnica. All issues that have been, or could be, open during the process of decision to invest in FEC, have been covered by this study.

With the main conclusions of the market analysis, document also provides information about the programme of the FEC, it also contains financial models which presents economic feasibility of the project. The information presented in the document is compact and based on analysis deriving from methodology given previously by the contract conditions.

As conclusion of the introduction part, document will present positive economic outcomes of the investment, but it has to emphasise that the FEC will also contribute to the improvement of the image of Koprivnica. Alongside improved image (touristic, business, academic) this investment, if managed properly, will be beneficial for the several parties, especially local stakeholders.



Methodology

The study aims at defining tourism development strategy for amusement segment of the city Koprivnica and it includes three different phases:

1. The first phase of work was an **analysis of the potential of Koprivnica for setting up a Technological – Fun park in Koprivnica** (as firstly stated by the city authority). It consisted in analysing the potential of the city in order to implement such a touristic project. We first analysed the local market. This market analysis helped determine whether or not the area is or may become a touristic place. We then focused on both the national market and the European markets. Our goal was to observe other similar sites (themed Parks) to assess what would be the most appropriate structure for a city the size of Koprivnica. At the end of this analysis, we finally reached the conclusion that it was too ambitious to undertake the implementation of a technology park. The creation of a Family Entertainment Center seemed more appropriate for Koprivnica. This work was presented on 7 October 2014.

2. The second phase of the study consisted in **highlighting the main strategic development points** and establishing a complete preliminary programme covering both technical and operational matters.

3. The third phase of the study aimed at assessing the **economic feasibility of the project**. This phase contained an investment programme based on the scenography tour previously established. It also comprised a marketing strategy and financial models to estimate the profitability of the FEC.

4. The fourth phase. To validate our entire program we realized **benchmarking at European level**. This allowed us to ensure the consistency of our proposal to the sites in Europe. It is significant that the themes of the “natural”: the food, the drink is the best valued globally. The second important point the life of a site with a natural theme is three times more important than the life of a site with a theme «modern» as virtual games for example.

Market

CROATIA

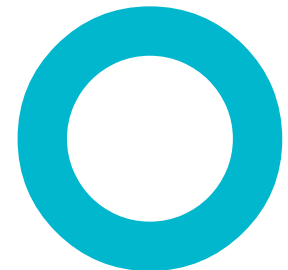
Croatia is a promising destination with over 12, 4 million tourists and over 64, 8 million overnights in 2013, continually increasing from 2010. Croatia had 11% increase of tourist income in 2013 and forecast for 2014 is about 2-3% increase of this income. Still it has to be emphasized that more than 10 million tourists visit seaside region, which leaves northern parts of Croatia non-touristic areas.

Croatian economy is highly dependent on tourism, more than 20% of GDP.

Croatia is a one of tourist country between last's in Europe compared to the average expense. Almost € 2000 for a stay (10 days) of a foreign tourist in France v.s. 500 € for the stay of a foreign tourist in Croatia (7 days).

Seasonality of tourism in Croatia is also an important point. The touristic season in Croatia is especially short. Less than 4 months for 70% of annual visitors.

Croatia doesn't have many inhabitants and the disparity between regions in this case does not favour the creation of the «big” theme parks in Croatia.



Location and catchment area

Koprivnica city and region

City of Koprivnica and its' closest region is not known for its touristic values and attractions. Koprivnica (30000 inhabitants) is placed in northern Croatia, in Koprivničko-križevačka County around 120 km far from capital Zagreb.

Despite our requests for information and statistic on tourism in the city of Koprivnica, we have received very small feedback, due to general lack of statistical data on local level. Nevertheless we had realized this part with the information taken from the Internet, and exchanges with Razbor experts and those sent by City of Koprivnica. Still, figures collected seem difficult to verify, so analysis is mostly based on estimation than really figures.

Therefore it is estimated that between 100.000 and 150.000 people annually come to Koprivnica. Also it is estimated that just around 20% are visitors that come for pleasure and 80% for business. Accommodation capacity is less than 200 beds and low quality. For 2013, the Koprivnica had number of 6300 visitors taking at least one night. Of these 6300, 3800 are Croatian and 2500 foreign visitors.

Koprivnica did not have tourism in its main focus during the economic development so it is not surprise to determine that Koprivnica is not a touristic destination by its natural appeal. There are no natural parks (eg Nacional-

ni Park Krka), nor religious tourism (Koprivnica is not a place of pilgrimage as Medjugorje can be), or significant monuments of the type Eiffel Tower in Paris, which would create a major tourist attraction for the city.

However, it should be noted that a dozen of major events such as historical gathering, religious events, and folkore events are organized every year in the area. In particular, Koprivnica has two annual cultural events that attract local/regional visitors, one Renaissance festival a 3-day event and Podravski motivi a 2-day event. Renaissance festival has around 50.000 (estimation) visitors but no additional information is available (turnover, overnight stay). Podravski motivi has around 20.000 visitors also with not additional data available.

Except these events, the cultural offer is limited. Koprivnica has 2 museums, Museum of Koprivnica (13000 visits per year) and Museum of Nutrition (Podravka – 7500 visits per year) with organized group visits. It has also small indoor waterpark Cerine that has over 270000 p.a. sold tickets (not clear how many regular visitors). Koprivnica and its surrounding has developed long cycling track along rivers Drava that is connected to Austrian and Slovenian route going all the way to Sava river. Koprivnica has a brand “City of bikes” and lately slight increase of cyclo-tourists has been registered. Still not significant enough infrastructure has been developed to build whole touristic offer around cycling tourism.

Location and catchment area

Moreover, there are very few offers for accommodation: three hotels, three places like guest house and camping and some private for a total of 176 beds rentals.

In terms of food and outputs we did not received too much information, even if it has 7 restaurants, thirty bars, 4 nightclubs and a Casino.

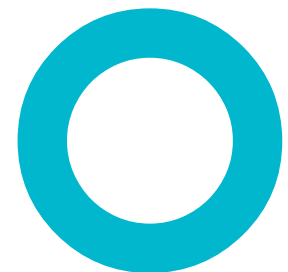
Even though the city of Koprivnica is not a touristic destination, it has several advantages including the strong presence of industry companies such as Podravka, Carlsberg or Belupo. This position, well know by the general public, could be used in order to raise the profile of the future project. The city also benefits from its geographical position, as it is very close to the Hungarian border, and not far from Slovenia and Austria.

It is very important to accept Koprivnica as «non-touristic» region with touristic ambitions and additionally idea that that FEC is not only for local consumption. FEC is a «local product » of food industry for Croatia. Only with such position and a strong marketing and commercial forces the FEC can brought visitors to Koprivnica (visitors not tourists).

So, position of experts is that an « hour drive » from Koprivnica does not represent issue in terms of accessibility of the site. The ambition to bring people to Koprivnica

should be much more aggressive and target much wider catchment area. For example Heineken site in Amsterdam is accessible through plane, bus and train tickets in all Netherlands. Why not on the Zagreb international airport for Koprivnica FEC?

As conclusion it has to be stated that very nice sites with a good offer, which have poor communication and bad commercial approach very quickly, fall into oblivion.



Development – General and particularly approach

Analysis is key for establishing basic frames of possible touristic site taking into account data that will provide sustainability of the investment and its development. Creation of a good tourist site includes several steps, besides investment and location and these are:

- The concept
- Theming
- Potential visitors
- Sizing
- The future development of the site

For establishing the **concept**, there are two possibilities; invent something new (or at least that does not exist in the region and those nearby) or create something on existing touristic offer. Theming, once the concept is established the most appropriate theme have to be found with concordance to the actors involved. **Potential visitors'** analysis is analysis of future new coming visitors since already existing visitors are not to be seen significant number. Furthermore the success of a Park requires also an ideal sizing. The future development due to the size of facility/site can be jeopardized if **sizing** is too large or too small. Basically put, too large site will generate large maintenance costs, too small will generate issue with capacities making visitors' experience poor. , If si-

zing is properly though through, financial and operating possibilities will be balanced and every year a new added value could be produced. According to expert experience, every year amusement Parks should invest 20% to 25% of their turnover in novelty.

Before this analysis was done, as mentioned before, a general position of City of Koprivnica was that technology-fun park is the type of facility that is best fitted for them. This was based on the fact that Koprivnica has strong presence of technology companies and future R & D sector. However, as stated before, this was not enough for establishing facility based on technology and science since it is estimated that it will not attract significant number of visitor through the year to maintain sustainability of such site.

Still there was a question to be answered: What type of attraction can be recognizable for Koprivnica and can attract annually significant number of visitors coming from, as far as Zagreb/Balaton?

Proposal was made to City of Koprivnica concerning the **CONCEPT**: to create project of touristic site based on 3 fields: **TECHNOLOGY, EDUCATION AND ENTERTAINING**.

Development – General and particularly approach

In this context (TECHNOLOGY, EDUCATION AND ENTERTAINING) three other potential tourism activities were identified in Koprivnica, having their tradition and potential to be linked and connected with new amusement tourism offer:

- **Renaissance Festival: 50 000 visitors - culture and entertainment**
- **Aquacenter Cerine: possibility of outdoor extension - sport and fun**
- **“Naiva” Presence of school and painting exhibitions: the brand and special style of painting already recognized outside of Croatia – culture and education**

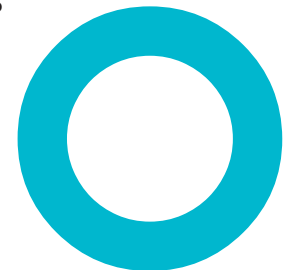
After the decision to retain the basic triptych (technology, education and entertaining), we suggested to city representatives to reconsidering initial position to invest in Technology-fun Park. Proposed different type of touristic attraction with more suitable structure for the city of Koprivnica was presented: Family Entertaining Center (FEC).

A question why not park was crucial for understanding the sizing process of the future investment? By definition; the visit of a Park takes an entire day, most of Parks are built near big cities or tourist destinations. Paris' area has 12 million inhabitants for 22 million tourists and Disney reaches 14 million entries. There are only two-three exceptions, Futuroscope Park, Europa Park and Gardaland.

Futuroscop's area 120K inhabitants for 2 million entries and Europa Park's area has 550k inhabitants for 4 million entries. Gardaland as an exception makes 3 million entries with an area counting 10 million visitors per year.

Taking into account catchment area of Koprivnica, data are discouraging and above all, no tourist place is situated nearby so park cannot be considered as favourable choice due questionable sustainability. After all, Park like any other business is seeking profitability, so overestimation of its potential should not be made, especially not at the beginning of the project.

Family Entertaining Center (FEC) would be a facility dedicated to entertainment, relaxation and fun, probably themed. This type of site is modular, scalable and thematizable, which in case of non-touristic destination such as Koprivnica opens the range of possibilities. Also the FEC allows organizing receptions for ephemeral events type: exhibitions, shows and other events close to the theme of the FEC.



Development – General and particularly approach

THEME: Proposed theme for the FEC is: Koprivnica The European Center of Food experiences..... Discovery and Fun.

Under certain conditions already expressed, Koprivnica has real legitimacy in this project and theme. This requires respecting a general theme: food, paying careful attention to the sizing of the site and incorporating the project's strategic triptych that allows having a progressive structure.

This type of center is not developed in Croatia, however, there is a project idea, ZEZ project on the outskirts of Zagreb. Although it is not in direct competition with the project of the city of Koprivnica by its nature (it does not include the concepts of technology and education) stakeholders of project from Koprivnica must remain vigilant because it is located near the largest Croatian city and less than two hours by car from Koprivnica.

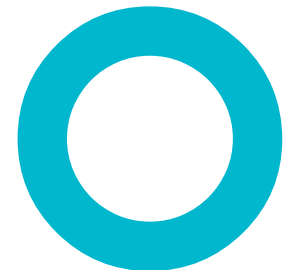
Project acceptance survey

The analysis of the existing and development potential of the Koprivnica and the region has put idea of Technology Park realization in suspension over idea to make an Interpretation Center, such as FEC..

There were two separate processes concerning the process of project acceptance. Two steps was preceding our formulation of the idea and the choice of elaboration of the project.

The first step was the analysis presentation of local tourism and the second step was a presentation of chosen theme and the principle of building a Koprivnica FEC. Establishing and proposing just one option for Koprivnica , decision was made that no particular survey was necessary since no evident choice was offered.

The food industries in Koprivnica and the City have the same history. Proposal was made to representatives of City of Koprivnica, representatives of companies in Koprivnica and director of Museum Koprivnica based on analysis of surroundings. During the discussion, and exchange on meeting the general project acceptance was established and later confirmed by the highest representatives of city through formal acceptance of BM&Partners proposal.



Goal of leisure development in Koprivnica and identification of facilities

To meet the economic and tourist development objectives identified by the City of Koprivnica and to raise the value of the heritage the City of Koprivnica decided to keep a fundamental development basis that chiefly relies on three areas that will be covered at the same time: Leisure - Economy - Education. The FEC will thus become a showcase for the know-how and expertise of the City of Koprivnica and the Podravina region.

That triptych can be adapted to many cases, and it rises above passing trends.

The food industry has the major advantage of being legitimate in the region, and its other advantage is that it offers a theme that is universal in itself: FOOD

Whatever our origins, ways of consuming or economic and social status, we are all identical with regard to our need for food. Nothing in the approach is incongruous or surprising.

The project – facilities

The food entertainment center offers several products.

● The tour of the FEC

The first product is obviously the tour in itself. The tour inside the FEC must be a new experience for visitors, full of surprises and sensations. The main purpose of the FEC is to engage visitors in a dynamic learning experience. Visitors learn interactively by taking part in a variety of novel food related activities. The tour is an immersive experience for the visitor who discovers food in all its forms. In summation, the FEC is based on the primary principle that learning can be fun.

The scenography tour comprises two main spaces:

> The first area is related to history and culture of food: in this space, the visitor discovers both the history of food worldwide and the local history (especially the emergence of the agro-food industry). This area contains a several rooms. The first room is an introduction to the tour about the history of Koprivnica. Then, three rooms provide visitors with information about food worldwide (food consumption and eating habits through history and space). The two last rooms are dedicated to the local history of agro-food production.

Goal of leisure development in Koprivnica and identification of facilities

The two last rooms are dedicated to the local history of agro-food production. In particular, visitors are informed about the activities of the Podravka food company.

> The second area is about sciences and technologies of food. This space is more interactive and playful. It is designed to provide visitors with information about digestion, nutrition, dietary needs, future food etc... It also explores the different senses that we use when we eat.

This area comprises 4 rooms. The first one is dedicated to nutrition. Then, visitors arrive in the amphitheatre. A 3D movie about the process of digestion is shown. After the movie, another room aims to present different innovations, which constitute what we call "future food". Finally, the sensory analysis room is the place where the visit reaches its climax. This space is not open to all visitors.

● Services: Restaurant, Bar and Gift-shop

The area of services is actually the third area of the FEC. Between the tour and the services, visitors go through a room dedicated to the partners of the FEC is provided.

The third area is an area of relaxation, which puts an end to the visit of the FEC. Yet, it does not mean that the visit is over, but it continues in a different way. There are still

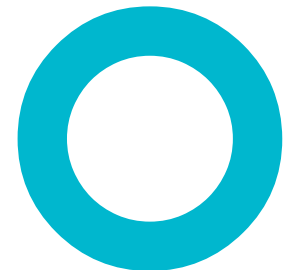
many activities to discover for the whole family!

It comprises three main spaces: the restaurant, the bar and the shop.

The restaurant and the digital bar are two close spaces, which allow visitors to eat and/or drink depending on the time of the visit. The two spaces are also directly accessible from outside, without having done the tour inside the FEC. The restaurant relies upon self-service. This bar is called « digital » because of its futuristic design and modern technology (especially when visitors order their drinks).

In the gift-shop, people can then purchase a souvenir to remember the good time they had at the FEC. A variety of different products can be found in the gift shop. The gift-shop mainly sells local products, food, and gifts related to the theme of food.

This area of services is also accessible to external visitors who want to benefit from these services without visiting the two first areas.



Goal of leisure development in Koprivnica and identification of facilities

● Botanic garden: Podravski Vrt

Podravski Vrt is a botanical garden, which also relates to the theme of food. It is mostly located outside and is accessible to anyone who would like to enjoy a walk in it. Therefore, visitors may walk through the garden even if they did not visit the FEC before. A small part of the garden will be located inside the main building or in a greenhouse. The garden also includes a kitchen-plant section (fruits etc), most of which needs to be indoors. Additionally, this botanical garden should include a specific space dedicated to medicinal and aromatic.

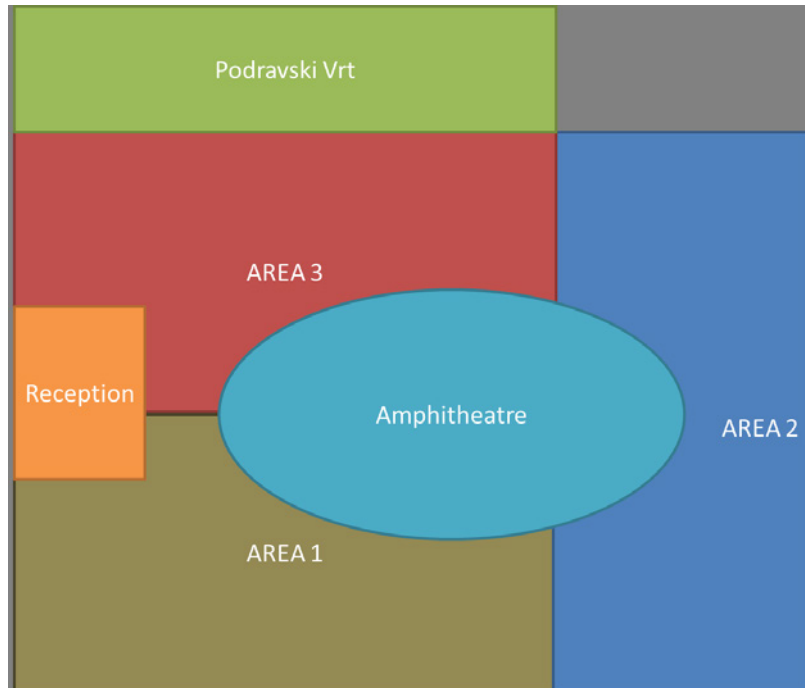
● Rental products

The FEC also rents both the amphitheatre and the sensory analysis room to professionals and individuals who want to use these rooms on private purpose.

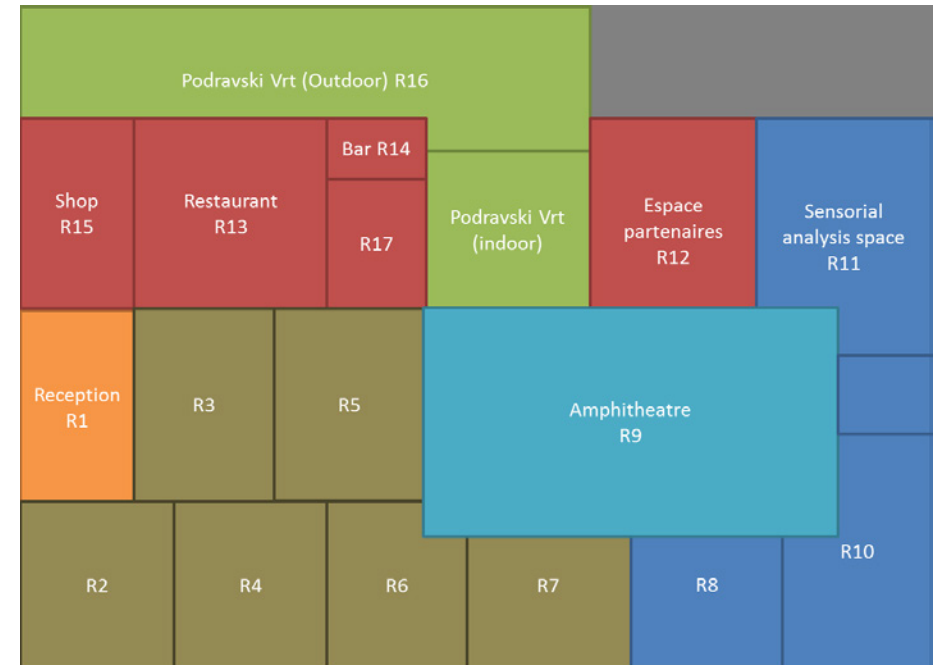
● Events

No such site can exist without an event offer. The creation of new events or the reuse of those that exist already in the area will allow the site to raise its profile and increase the number of visitors. The food industry will be at home here with such events. Its wide range and applications such as industry, agriculture, distribution, design, advertising and gastronomy will certainly be strong areas for future development.

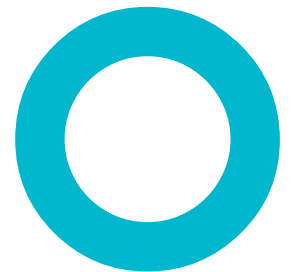
Goal of leisure development in Koprivnica and identification of facilities



Areas



Rooms



Conclusions and recommendations

The creation of the FEC obviously has positive effects for the city of Koprivnica, which becomes far more attractive, but also for the entire local economy.. The stimulation of economic activity is explained both by the activity of the FEC (which purchases goods and services in the area) and by the consumption capacity of tourists who visit the FEC. For instance, implementing this project will improve the economic activity of hostels in the area, as tourists need to sleep somewhere. Other tourist sites in the area may also benefit from this dynamic business development.

In addition to these positive economic outcomes, the FEC contributes to the improvement of the image of Koprivnica. These outcomes in terms of image are essential because they indirectly generate more revenues for the FEC and for local actors. The area becomes more attractive for tourists, investors (companies), or simply for people who want to live there. In summation, creating this FEC is a very structuring project for all actors in the area. In particular, it leads to a process of identification of inhabitants who are generally proud of having a park in the area. And it is even more striking when the FEC is based on a theme, which is closely linked to the history of the city: Food.

The theme of the FEC, its uniqueness with the possibility of development throughout the region and especially the economic model are the best guarantees for the future.



TECHNICAL DOCUMENT



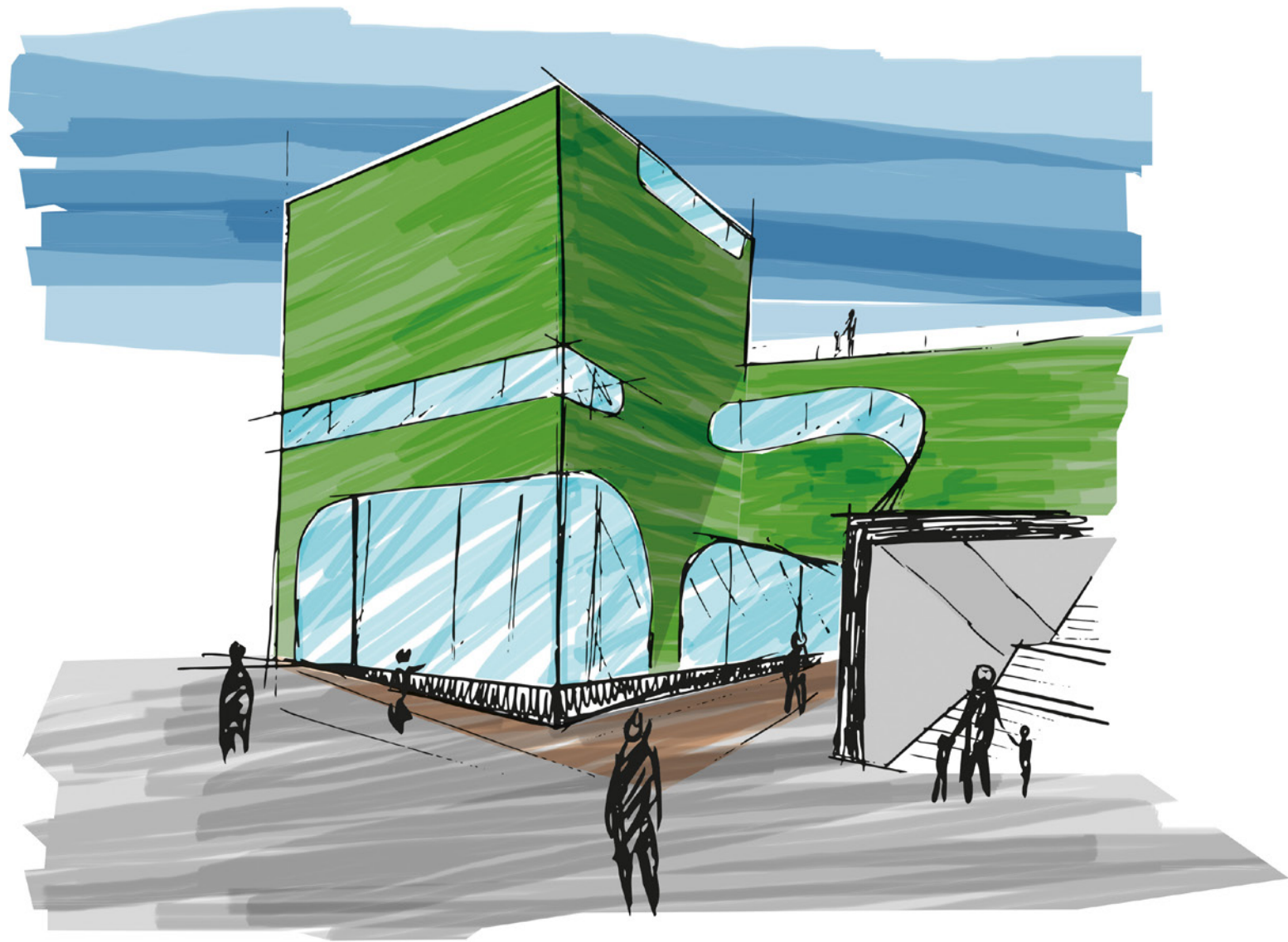
Discovery
and Fun

**Koprivnica: The European
center of Food experiences**

January 2015 - Copyright BM&P



BM&Partners
Assistance - Accompagnement - Développement



THEME, OFFER, CONTENT AND RECOMMENDATIONS

To meet the economic and tourist development objectives identified by the City of Koprivnica and also raise the value of the heritage and communicate with the outside world, the City of Koprivnica decided to keep a fundamental development basis that chiefly relies on three areas that will be covered at the same time: Leisure - Economy - Education. The F.E.C will thus become a showcase for the know-how and expertise of the City of Koprivnica and the Podravina region.

That triptych can be adapted to many cases, and it rises above passing trends.

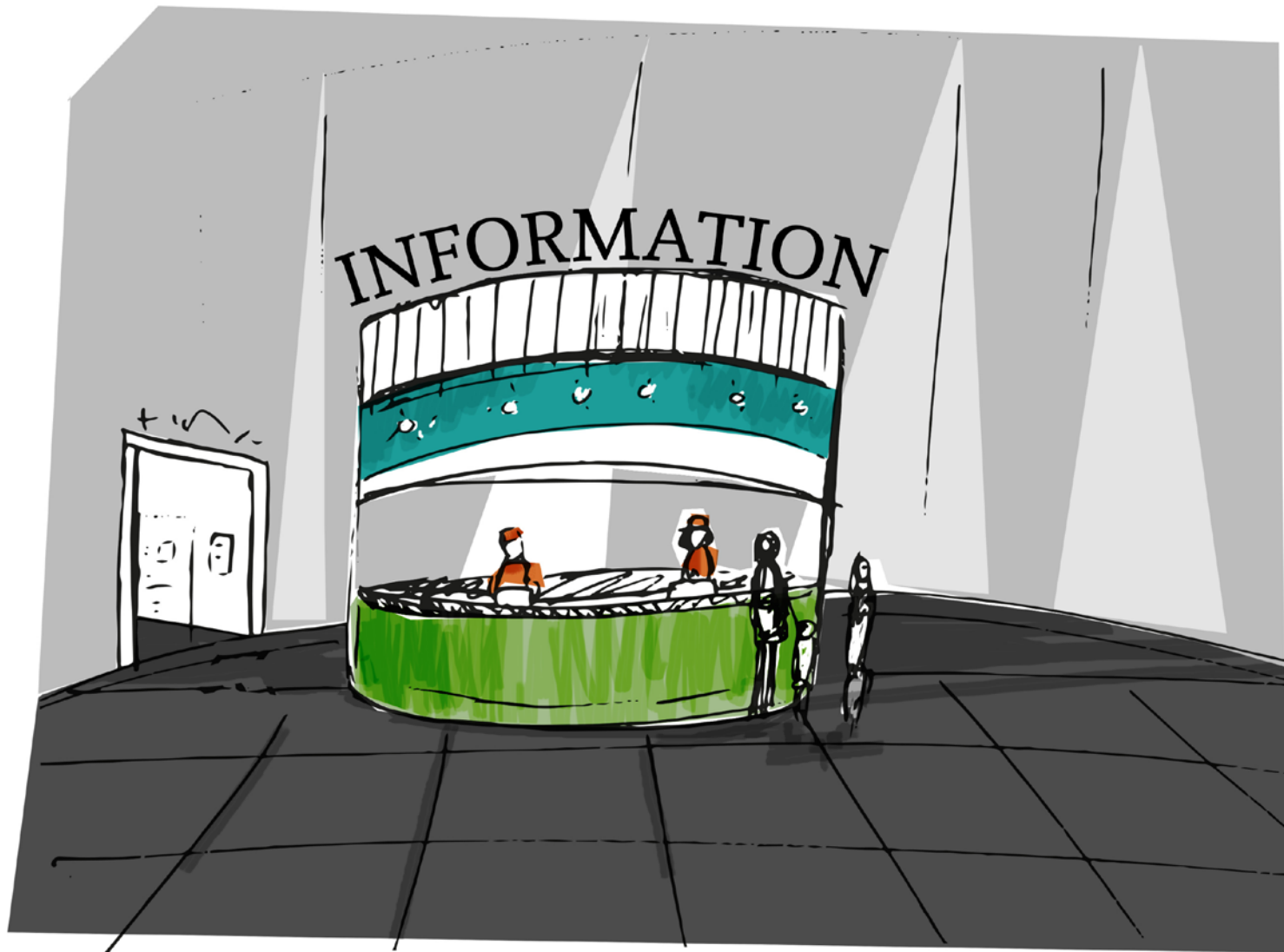
The food industry has the major advantage of being legitimate in the region, and its other advantage is that it offers a theme that is universal in itself.

Whatever our origins, ways of consuming or economic and social status, we are all identical with regard to our need for food. Nothing in the approach is incongruous or surprising.

An experience to remember. It is very important to understand the keys for success from the outset.

The site must be approached as one and the same entity, admittedly compartmentalised by subject, divided into physical spaces, but still one single whole from all points of view.

The visitor must get taken in, escape from reality and get the feeling of total immersion. The experience must be complete.



Naturally, the reception is the entrance of the family entertainment center. It is the place where tickets are sold and booked. It is also the place where visitors may request additional information.

AREA 1 : History and Culture of food

Room 1 : Reception



70 m²

Square meter
minimum



5 m'

Duration
of activity



40

People capacity



4 m

Ceiling height
minimum



105 000€

Price civil engineering
by room



22 000€

Price equipment
by room

Equipment

DIGITAL SIGNAGE ON SMALL SCREEN IN DIFFERENT AREA

Built In MagicInfo Player S2 for configuring and playing movies and pictures

Picture 1920x1080

220 cd/m²

Special effects

Magic Clone (to USB), Auto Source Switching & Recovery

RS232C / RJ45 MDC, Plug and Play (DDC2B), PIP / PBP, Smart Scheduling, Smart F / W

Adhesive rear-projection foils 90 " high contrast



The exhibition begins with the history of the city of Kopřivnice. It is here, where the visitor discovers the foundation of the city and its historical figures. History of the city is explained with timelines, pictures, maps and texts.

AREA 1 : History and Culture of food

Room 2 : Introducing the tour



80 m²

Square meter
minimum



15 m'

Duration
of activity



40

People capacity



3 m

Ceiling height
minimum



120 000€

Price civil engineering
by room



35 000€

Price equipment
by room

Equipment

FRISE DISPLAY BY 3 MONITEURS LCD 46" AND 3 PLAYER HD1020 SYNCHRO

Monitor Samsung ultra slim border UD46C-B

Picture size 46"

Résolution 1920x1080

Dynamique contrast 3500:1

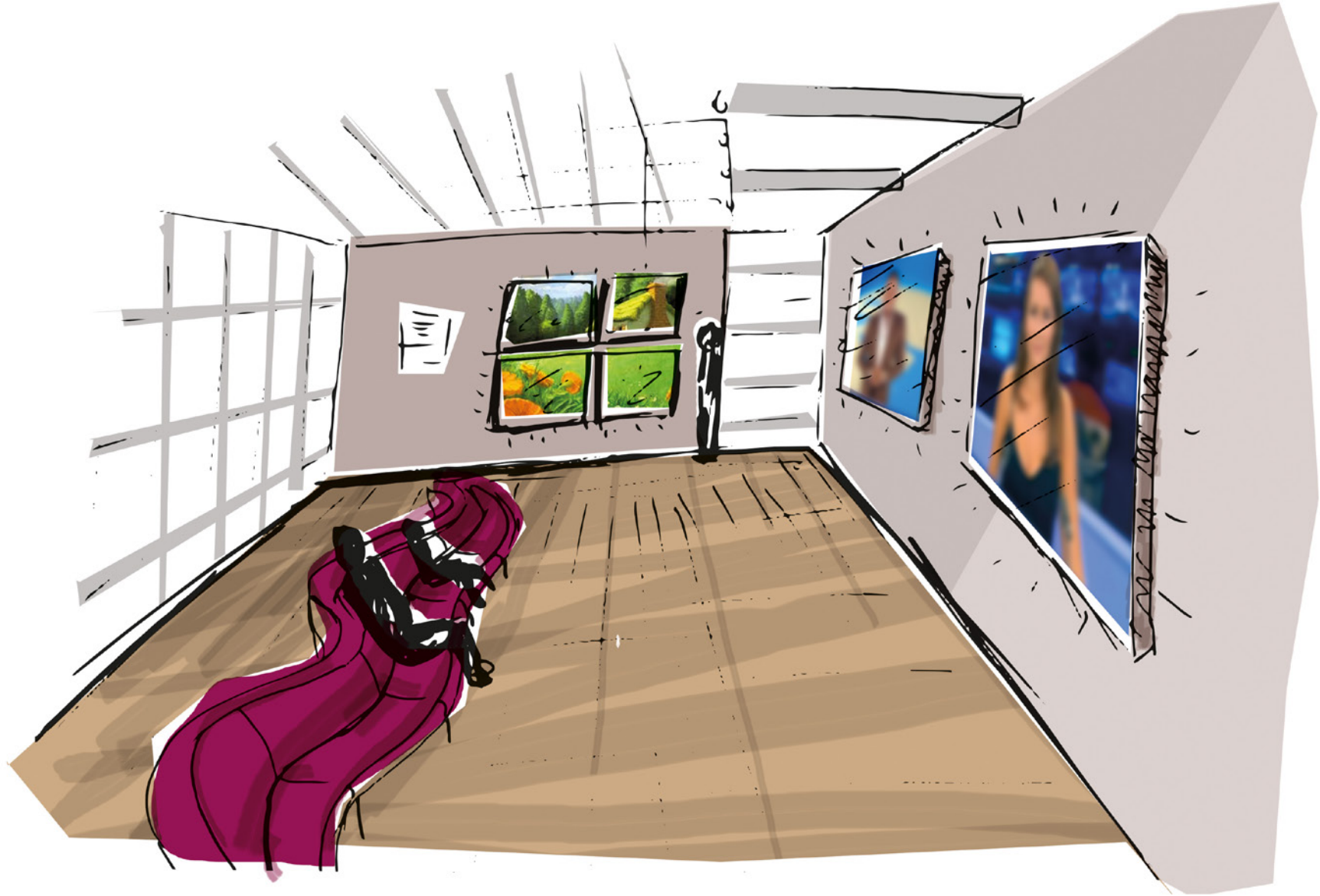
Vesa 600x400

RS232C / RJ45 MDC, Plug and Play (DDC2B), PIP / PBP, Smart Scheduling, Smart F / W

Brightness: 450 nits (cd/m²) maximum, 500 nits (cd/m²) typical

Backlight: Direct LED

Display technology: Commercial-grade LCD



In order for the Family Entertainment Center to provide a comprehensive learning experience for the visitor, they are taken through the historical background of food, which describes the evolution of mankind's eating habits since prehistoric times. The aim of this room is to provide visitors with information about discoveries and advancements, which have modified and shaped the food-products we eat (today).

AREA 1 : History and Culture of food

Room 3 : History of food since prehistory



70 m²

Square meter
minimum



15 m'

Duration
of activity



40

People capacity



3 m

Ceiling height
minimum



105 000€

Price civil engineering
by room



24 000€

Price equipment
by room

Equipment

Screen size 48" LED

Résolution Full HD 1920 x 1080 (16:9)

loudspeakers intergrated 2 x 10 W

Wifi

brightness (cd/m2) : 450

input type : VGA, DVI-D,HDMI, Display Port 1.2, Composante, RJ45

player integrated magicinfo 4GB

file type : movie, picture , flash

Adhesive rear-projection foils 90 " high contrast



After the evolution of food throughout history, the visitor discovers an overview of food all around the world. This room is mainly composed of explanatory panels and maps showing contrasts of production and consumption around the world. Additional information will be given to visitors regarding geographic, climatic, historical, sociological or cultural factors in order to explain their influence.

AREA 1 : History and Culture of food

Room 4 : Food Worldwide today



70 m²

Square meter
minimum



15 m'

Duration
of activity



40

People capacity



3 m

Ceiling height
minimum



105 000€

Price civil engineering
by room



28 000€

Price equipment
by room

Equipment

PROJECTION WALL PAINTED WHITE

projector vidéo 4000 Lumens

technology DLP

résolution native 1920x1080

focale of projection 1.15-1.50:1

input type HDMI, VGA

port Lan RJ45 for control

Lampe power : 300 w (2000/3000h)

tactil open frame monitor for interactivity

Player vidéo-clip Brightsign HD1020



In this room, visitors continue travelling around the world to discover food in all its forms. However, this room is about eating habits rather than about food in itself. Rather than what we eat, it is the way we eat which is questioned here. The aim of this room is to discover these habits through both time and space.

AREA 1 : History and Culture of food

Room 5 : Eating habits worldwide



60 m²

Square meter
minimum



15 m'

Duration
of activity



40

People capacity



3 m

Ceiling height
minimum



90 000€

Price civil engineering
by room



85 000€

Price equipment
by room

Equipment

DYNAMIC AND RESPONSIVE MULTI-TOUCH SURFACE

Rely on accurate and consistent multi-touch performance in high-ambient light

Use complex, finger-based gestures such as flicking, pinching, rotating and scrolling
ten simultaneous touches

55" LCD flat panels in a 4-panel-wide x

1-panel-high array, complete with optically

bonded Corning Gorilla Glas

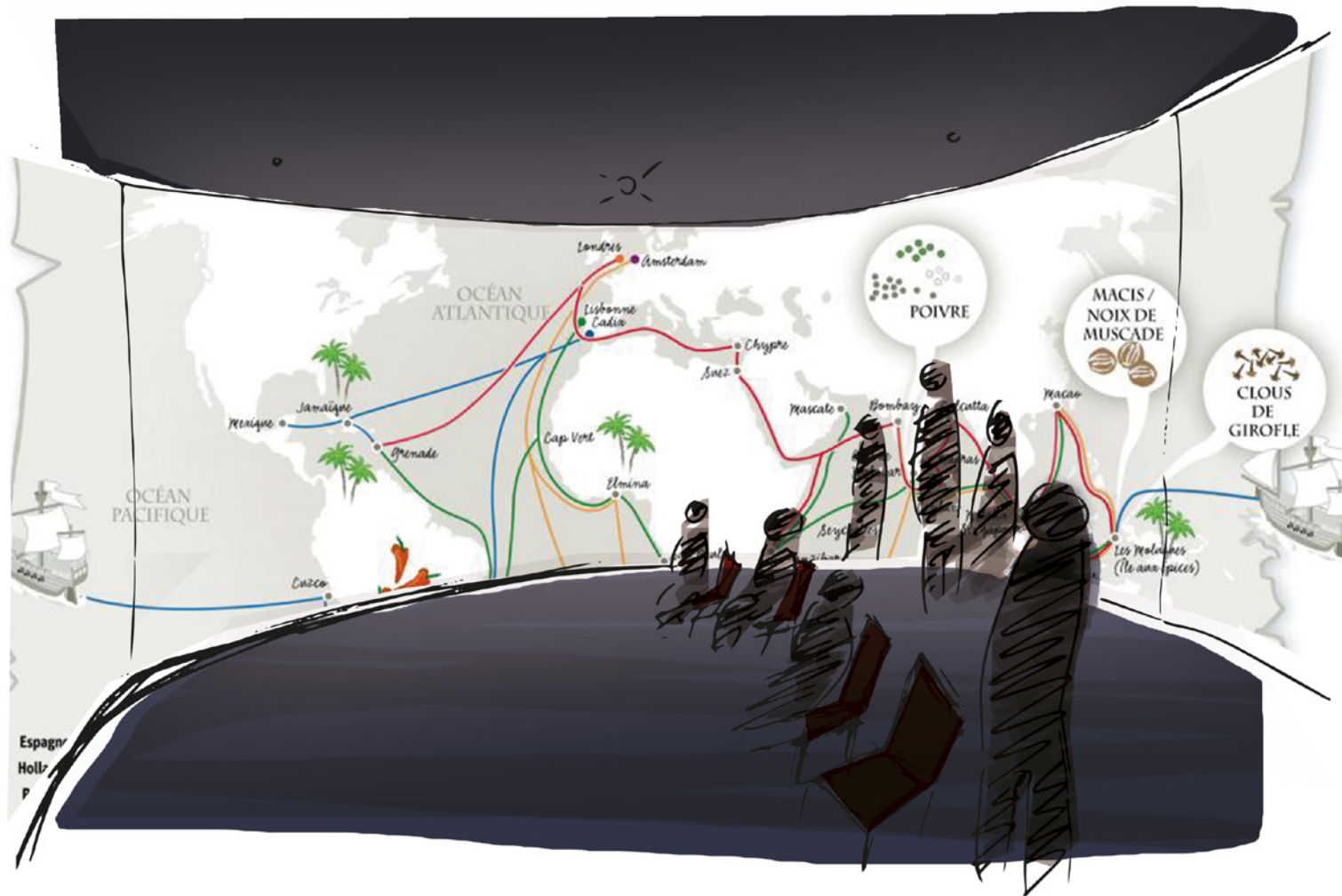
tactil open frame monitor for interactivity

resolution full HD 1920x1080

wide screen 27" TFT LCD / high brightness and contrast : 700cdmÇ/ 1000:1

audio system 2 speakers

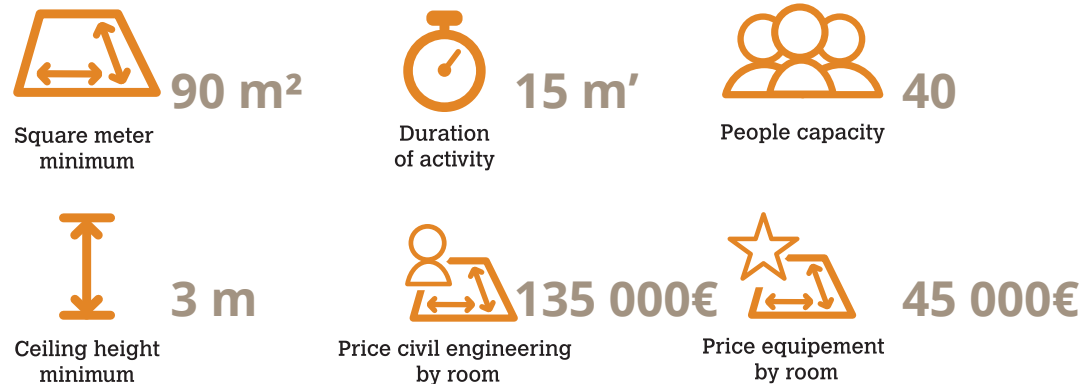
Player vidéo-clip Brightsign HD1020



This room must help visitors understand how Koprivnica became a central place in terms of food production during the course of the 20th century. In this area, we return to the origins of the company founded in 1934 by the Wolf brothers. The foundation of the company rooted in the larger context of the rise of the agro-food industry in Eastern Europe at this time.

AREA 1 : History and Culture of food

Room 6 : The history of food industry in Koprivnica



Equipment

PROJECTION WALL PAINTED WHITE

projector 4000 Lumens

technology DLP

resolution full HD 1920x1080

focale of projection 1.15-1.50:1

input type HDMI, VGA

port Lan RJ45 for control

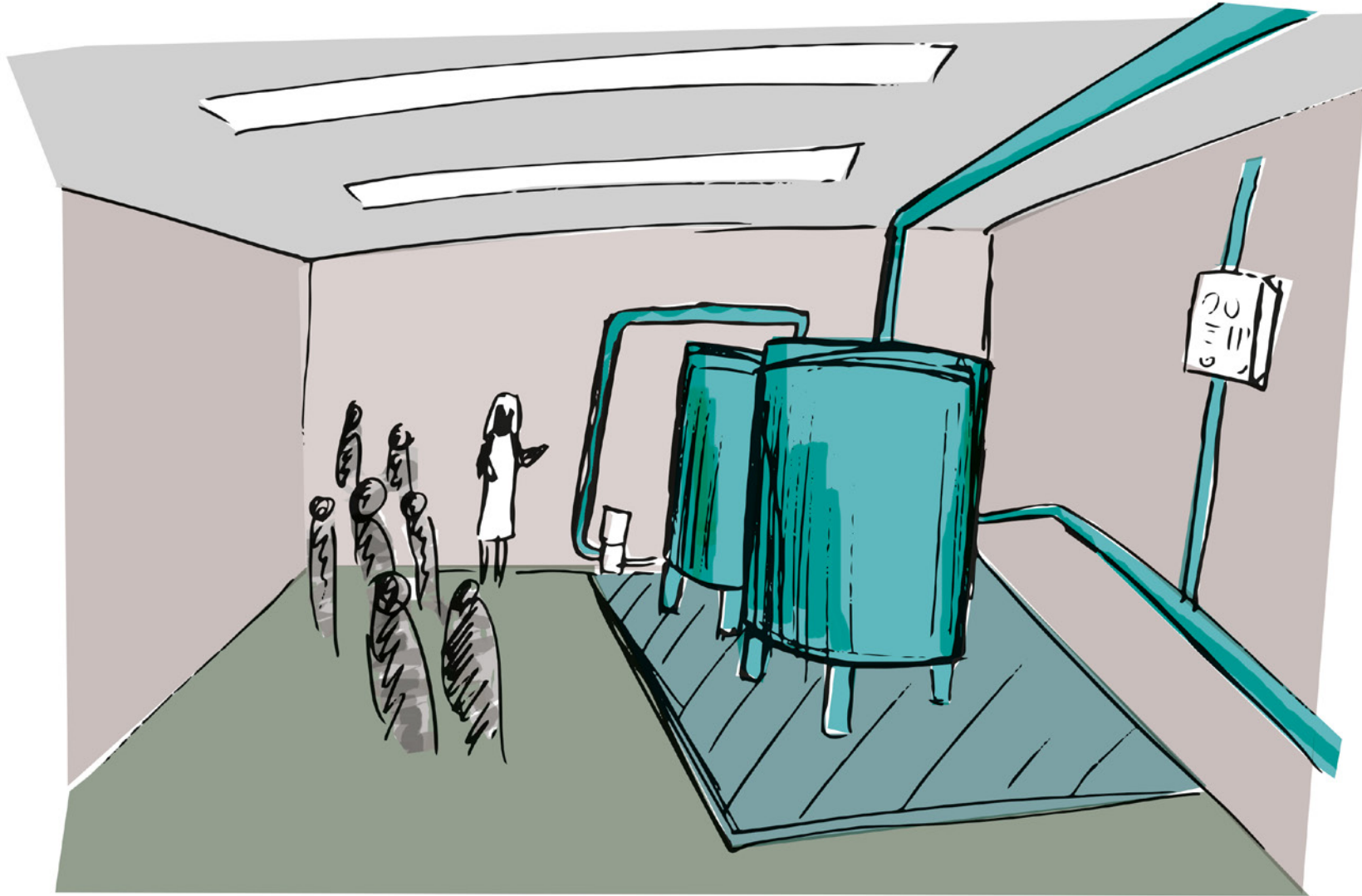
tactil open frame monitor for interactivity

wide screen 27" TFT LCD

hight brigthness and contrast : 700cdmÇ/ 1000:1

audio system 2 speakers

Player vidéo-clip Brightsign HD1020

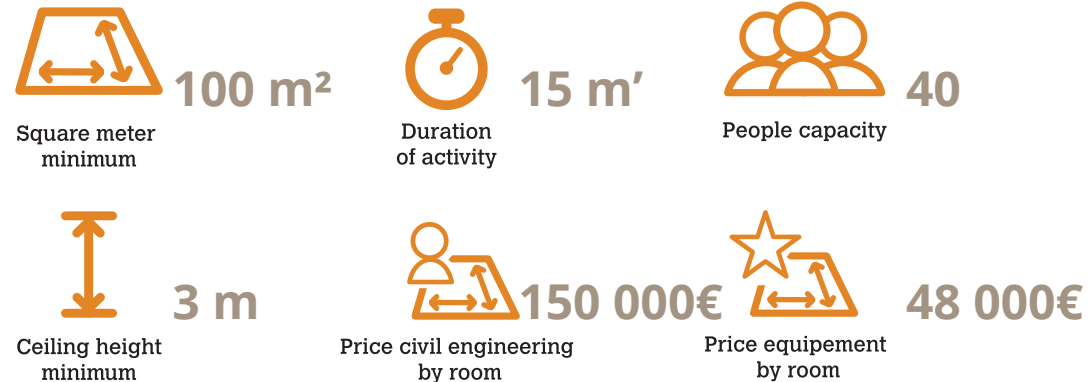


Whereas the previous room was quiet, here the visitor arrives into a noisy room dedicated to the production cycle of food.

The visitor can hear the machines as soon as they enter this area. The industrial machines displayed here are not working anymore and are essentially used for decorative purposes.

AREA 1 : History and Culture of food

Room 7 : Food production cycle



Equipment

DIGITAL SIGNAGE ON SMALL SCREEN IN DIFFERENT AREA

put into operation by the public

22" monitor with integrated player

Built In MagicInfo Player S2 for configuring and playing movies and pictures

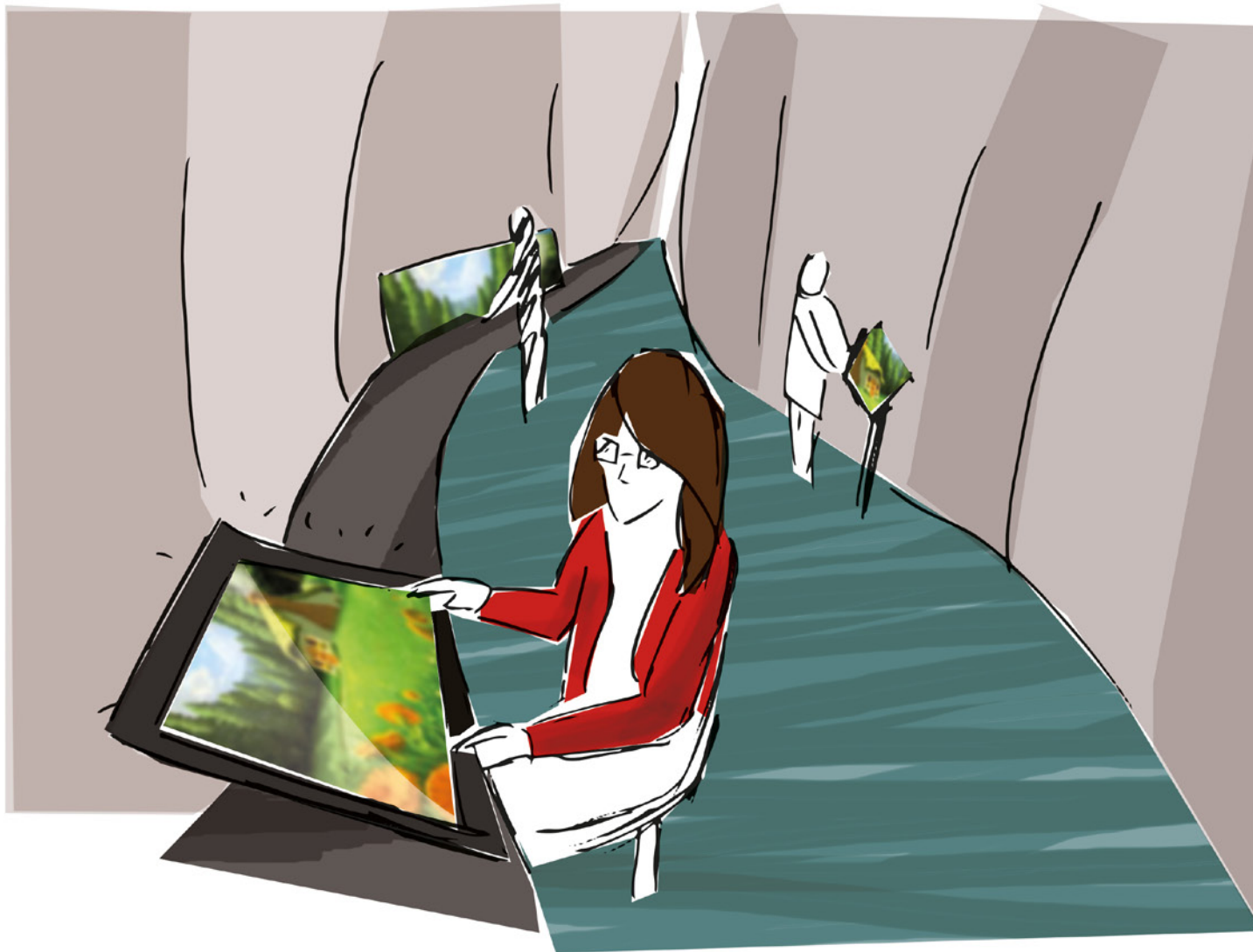
1920x1080

220 cd/m²

Magic Clone (to USB), Auto Source Switching & Recoveryport Lan RJ45 for control

RS232C / RJ45 MDC, Plug and Play (DDC2B), PIP / PBP, Smart Scheduling, Smart F / W

Exhibition of old industrial equipment



As we all know, nutrition is an important feature of the food we eat today. We will introduce this topic with a presentation about nutrients contained in food (carbohydrates, fats, proteins, vitamins and other elements):
« Where are they found? »,
« How does the body use them? ».

AREA 1 : History and Culture of food

Room 8 : Nutrition



Square meter
minimum

70 m²



Duration
of activity

15 m'



People capacity

40



Ceiling height
minimum

3 m



Price civil engineering
by room

105 000€



Price equipment
by room

85 000€

Equipment

DYNAMIC AND RESPONSIVE MULTI-TOUCH SURFACE

multi-touch performance in high-ambient light environments

Use complex, finger-based gestures such as flicking, pinching, rotating and scrolling

multi-touch experience

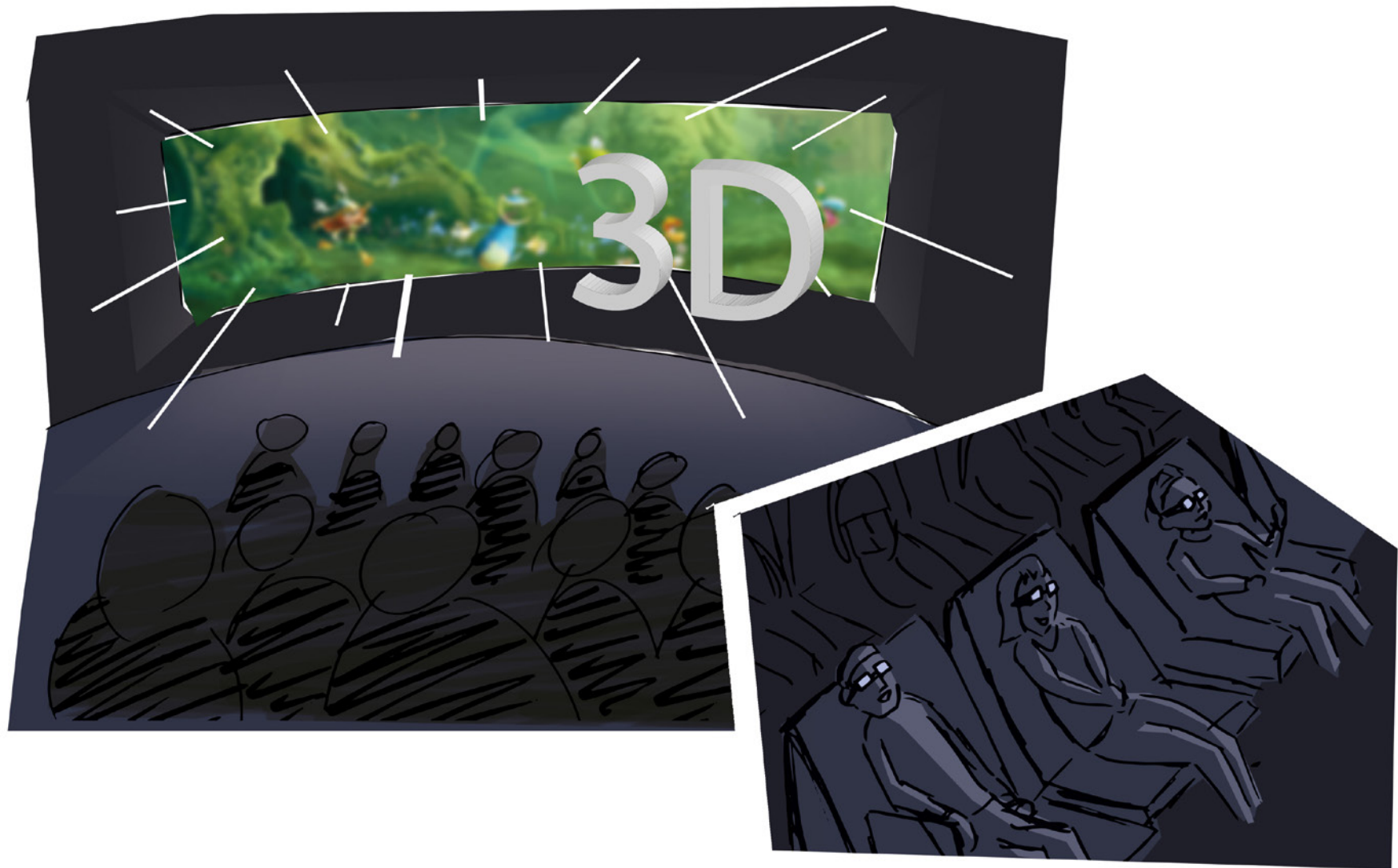
Four portrait-mounted Christie FHD551-XG

220 cd/m²

55» LCD flat panels in a 4-panel-wide x

1-panel-high array, complete with optically

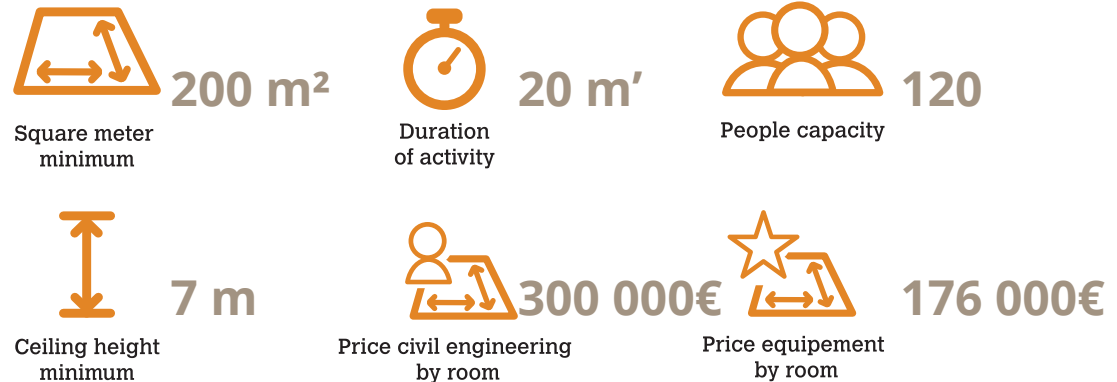
bonded Corning Gorilla Glas



The 3D movie is shown in the amphitheatre of the FEC, it will inform people about nutrition but more specifically about digestion and the way nutrients are absorbed and used by the body. For instance, we could show a person eating and then the journey of the food inside the body through different organs.

AREA 2 : Sciences and Technologies

Room 9 : Amphitheatre - 3D Movie



Equipment

DIGITAL PROJECTOR 3D

Brightness: 18,000 ANSI lumens, 20,000 center lumens.

Uniformity: 80% brightness uniformity

Type: 3-chip 0.96" DMD .Native resolution: WUXGA (1920 x 1200)

Frame delay: As low as one frame

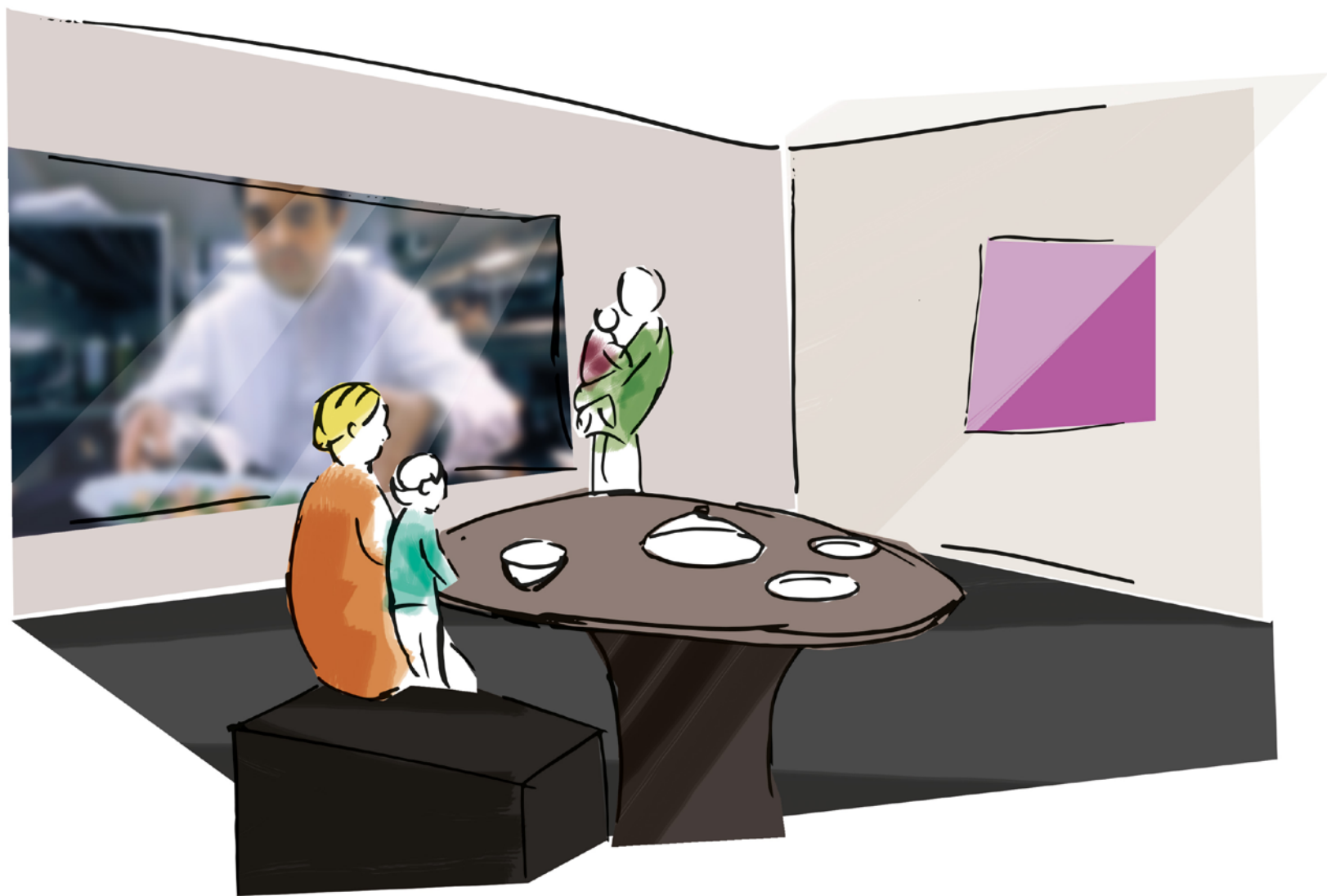
Type: 3kW Xenon pre-aligned bubble lamp module.Life: 750 hours typical lamp life

Signals : HDTV formats VGA through to QXGA (2048 x 1536)

Multi-standard video decoder

Resolution up to 4K. Multiplexed audio with video

Multichannel audio files4



10

This space aims to present different technical innovations, which could improve our way of feeding ourselves in a few years or even in the distant future (what will food be like in 2050? in 2100? etc.).

AREA 2 : Sciences and Technologies

Room 10 : Future food



70 m²

Square meter
minimum



15 m'

Duration
of activity



40

People capacity



3 m

Ceiling height
minimum



105 000€

Price civil engineering
by room



35 000€

Price equipment
by room

Equipment

PROJECTION WALL PAINTED WHITE

projector 4000 Lumens

technology DLP

1920x1080

focale of projection 1.15-1.50:1

input type HDMI, VGA

port Lan RJ45 for control

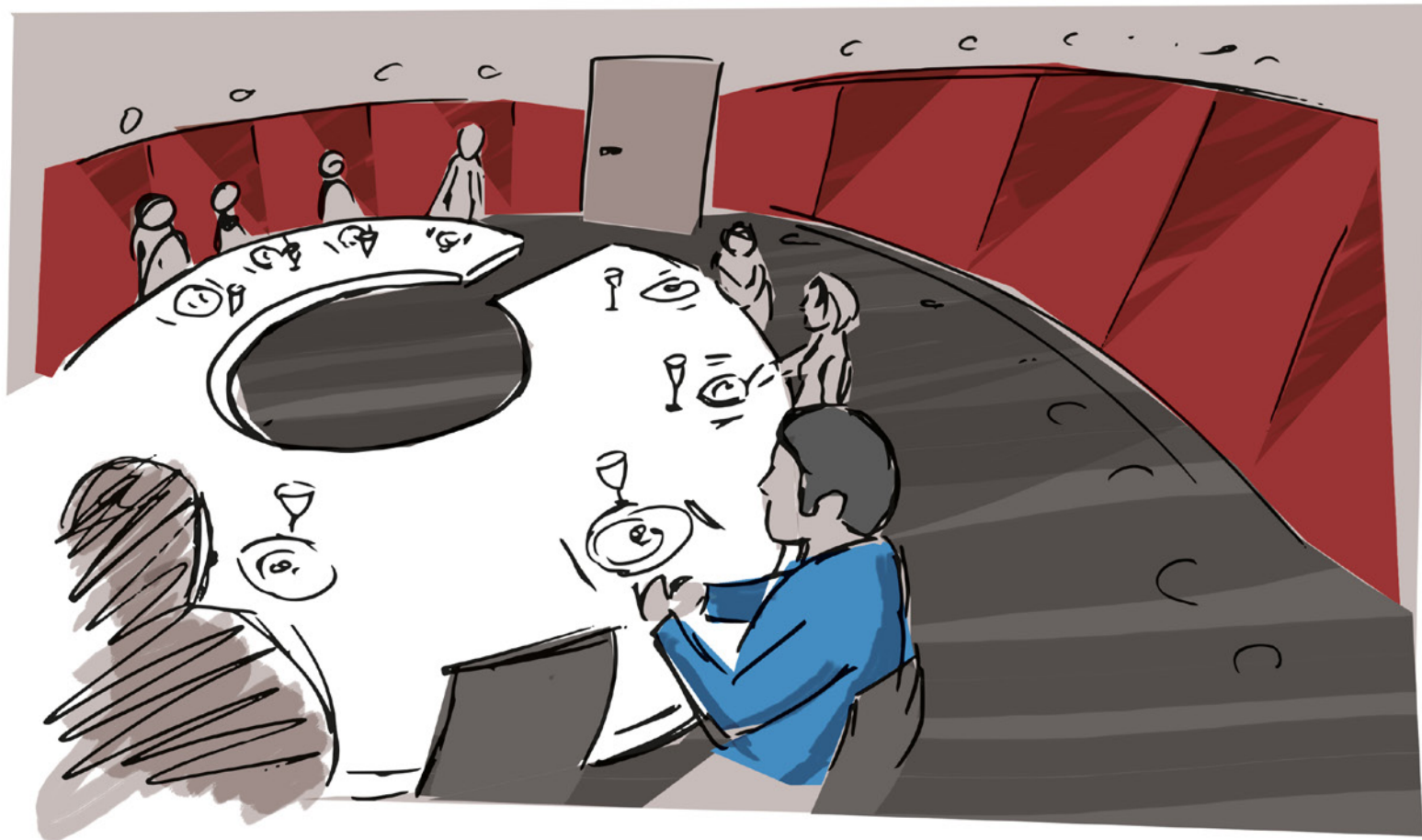
tactil open frame monitor for interactivity

wide screen 27" TFT LCD

audio system 2 speakers

focale of projection 1.15-1.50:1

Player vidéo-clip Brightsign HD1020

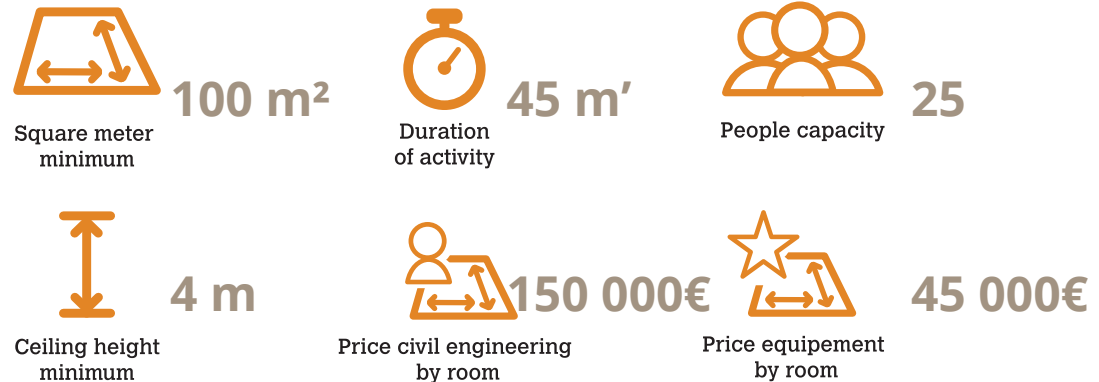


11

This space is the only one which requires an employee to function. The sequences of sensory analysis do not occur independently and the presence of experts is absolutely necessary so that the visitor can make the most of this experience, enabling them to discover food through their various senses.

AREA 2 : Sciences and Technologies

Room 11 : Sensory analysis space



Equipment

PROJECTION

2 projectors 3000 lumens in a full HD resolution

technology DLP

1920x1080

focale of projection 1.15-1.50:1

input type HDMI, VGA life

port Lan RJ45 for control

programing by RJ45 or bright author

GPIO for select and play media file

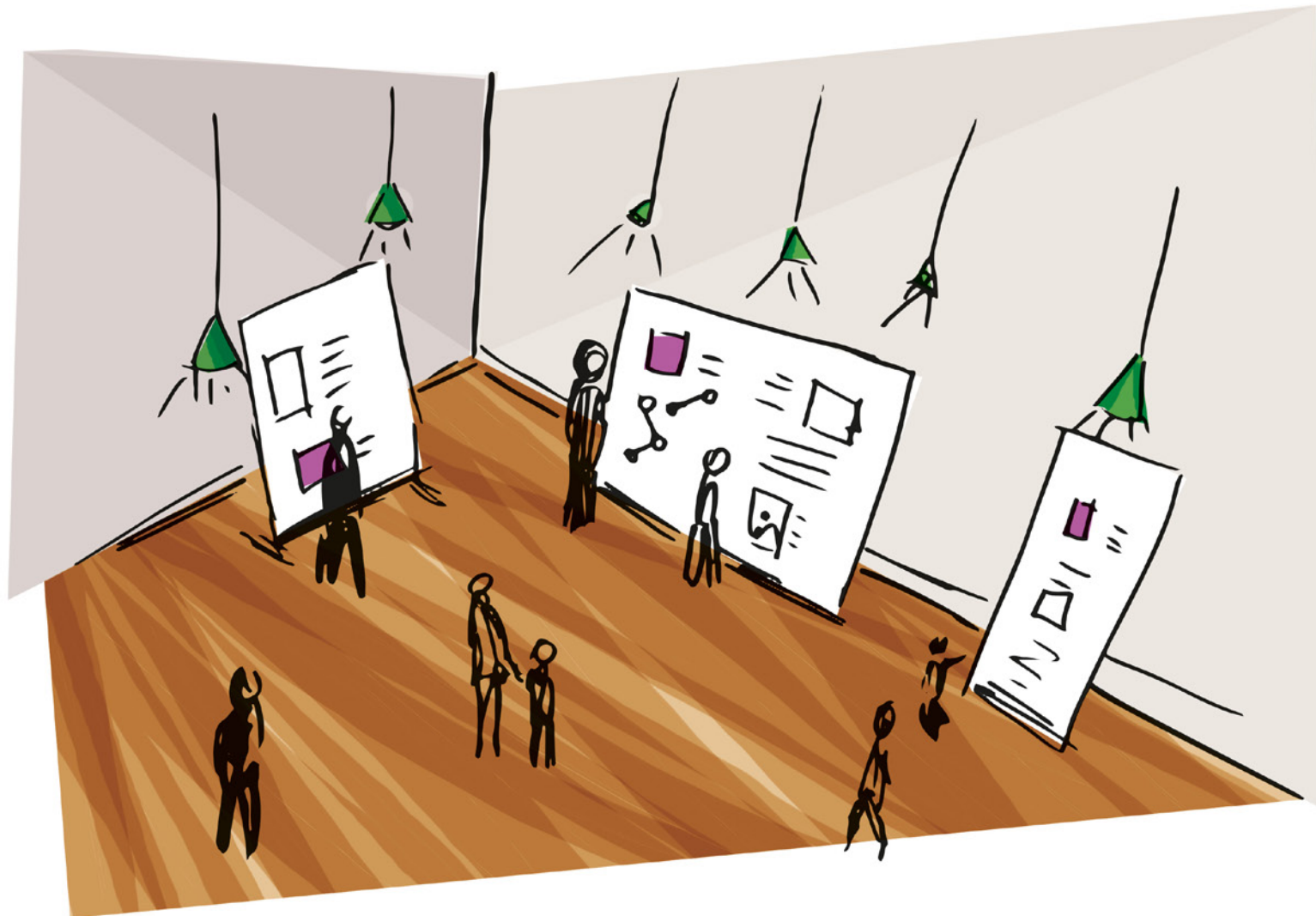
UDP control supported via the Ethernet port for video wall synchronization

interactivity and messaging between BrightSign and third-party devices

26 tablets or PC

Communication I 802.11 a/b/g/n 2,4 + 5 GHz Channel Bonding, Wi-Fi Direct, 4

Sound Bose system free space surround pro



12

First, the visitor passes through the partners space, in which information about the goods and services provided by the partners who support and take part in the funding of the FEC are displayed. The partners are private businesses as well as public partners.

AREA 2 : Sciences and Technologies

Room 12 : Partners



Square meter minimum

60 m²



Duration of activity

10 m'



People capacity

40



Ceiling height minimum

3 m



Price civil engineering by room

90 000€



Price equipment by room

32 000€

Equipment

Totem Full HD 55 pouces Soltec SMUP550C-10

450 CDMÇ

1x entrée DisplayPort, 1x entrée DVI, 1x entrée RS232, 1x entrée VGA

1920x1080

programming by RJ45 or bright author

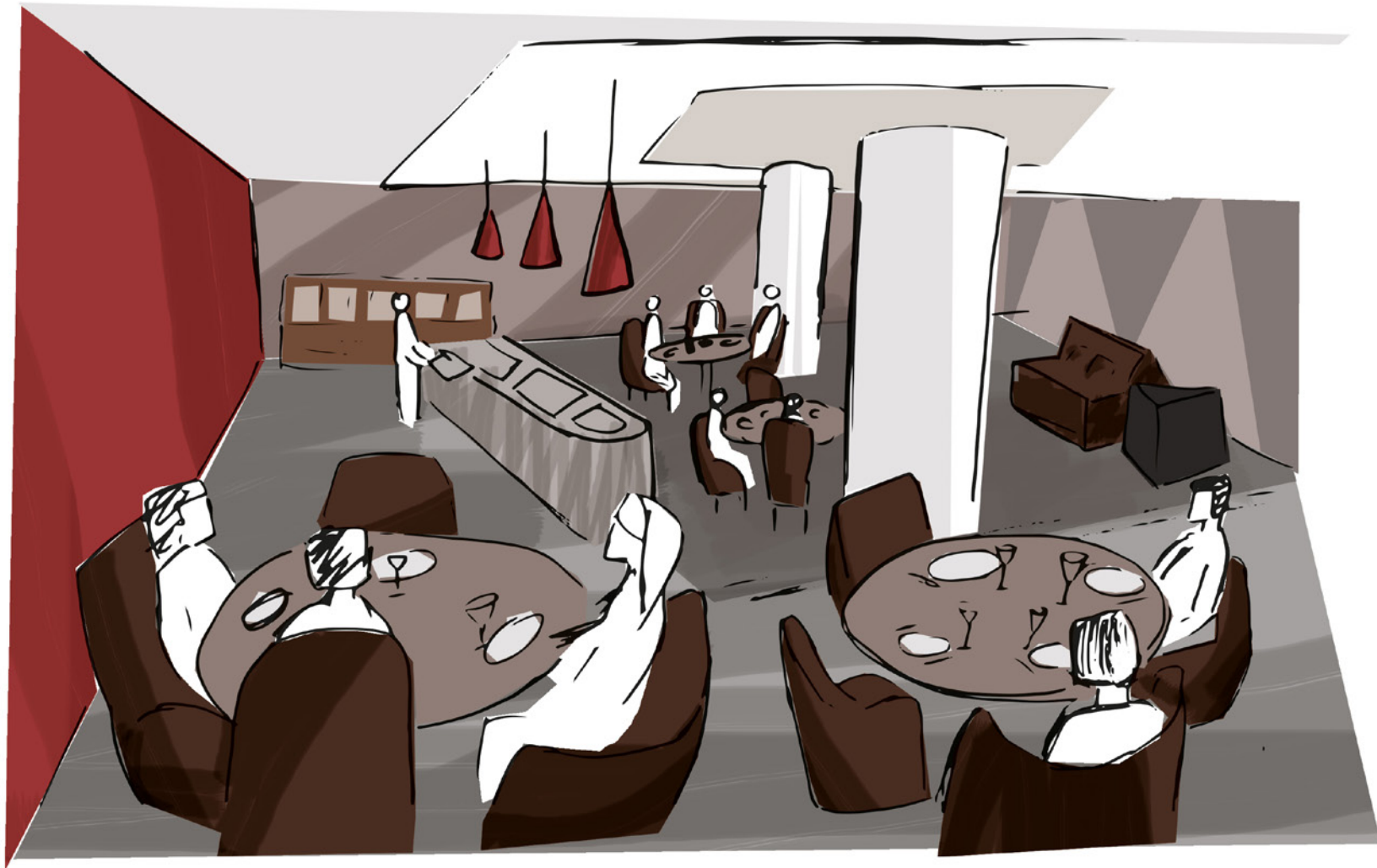
GPIO for select and play media file

UDP control supported via the Ethernet port for video wall synchronization

Offers multi-zone and full screen layouts supporting video, images, text tickers and RSS media feeds

MPEG-2 transport and program streams, AVCHD/BDAV, ASF, MP4, MOV

external power supply



13

The restaurant relies upon self-service. Several buffets are arranged around the tables. The buffets will be positioned in order of meals (starters, main course, deserts, etc.) or themes (depending on regions of the world, or specialized buffets for seafood, or else).

AREA 3 : Relaxation and services Room 13 : Themed restaurant



250 m²

Square meter
minimum



45 m'

Duration
of activity



120

People capacity



3 m

Ceiling height
minimum



375 000€

Price civil engineering
by room



42 000€

Price equipment
by room

Equipment

SUSPENDED SCREENS 48" LED

Résolution Full HD 1920 x 1080 (16:9)

loudspeakers intergrated 2 x 10 W

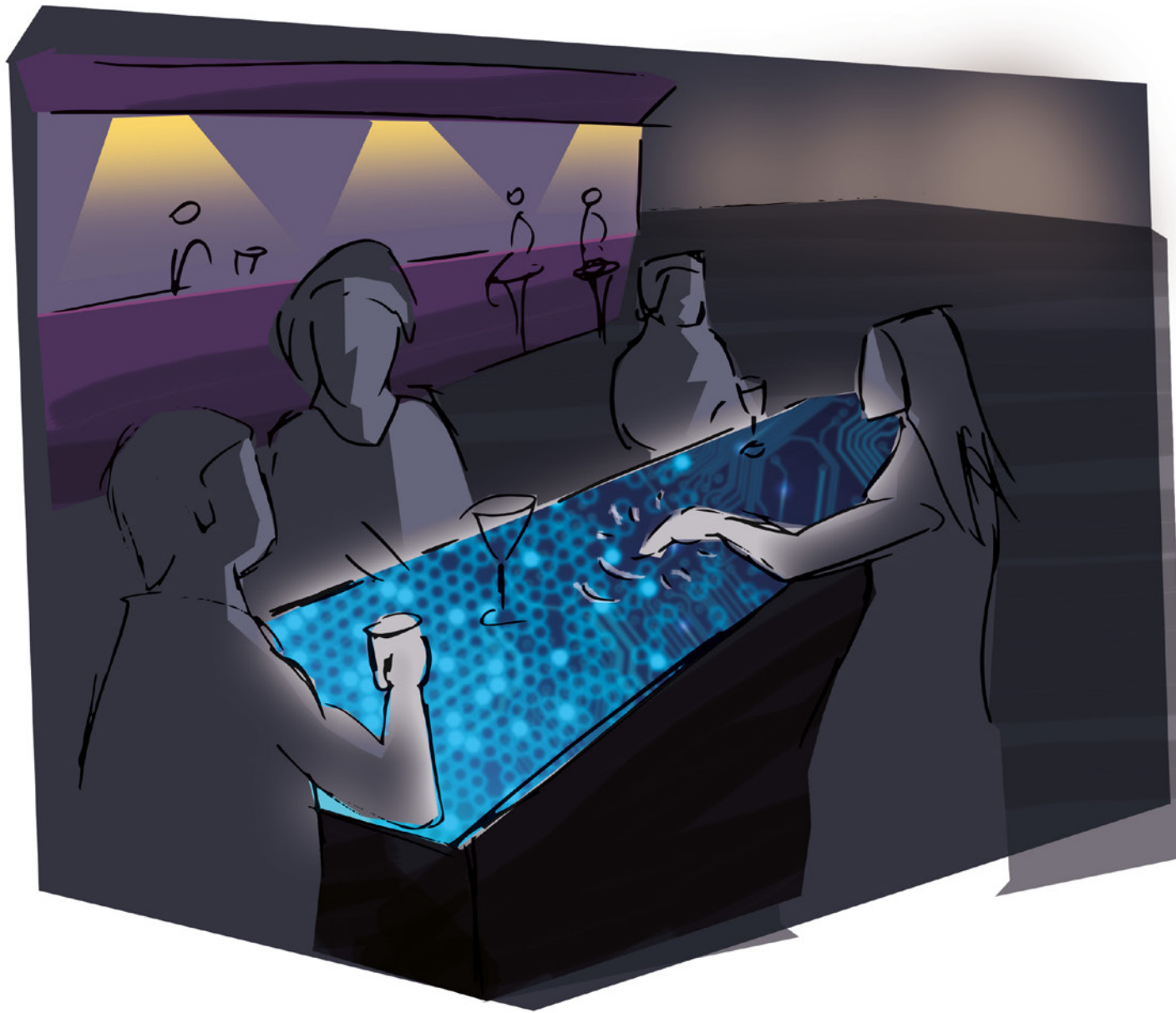
Wifi

brightness (cd/m2) : 450

input type : VGA, DVI-D, HDMI, Display Port 1.2, Composante, RJ45

player integrated magicinfo 4GB

file type : movie, picture , flash



This bar is called « digital » because of its futuristic design and modern technology. For instance, we could imagine a system based on touchscreens (or touchpads) integrated on each table; the waiter could talk to the customer through this device and register his or her order.

14

AREA 3 : Relaxation and services

Room 14 : Digital bar



Square meter minimum **100 m²**



Duration of activity **20 m'**



People capacity **60**



Ceiling height minimum **3 m**



Price civil engineering by room **150 000€**



Price equipment by room **78 000€**

Equipment

INTERACTIVE TABLE

Totally waterproof

suitable for outdoor light on an area of ten key points Perfectly plane

Professional Screen 42 « 16/9 th - Touch -Full HD 1920x1080

Number of tactile keys : 10 Touchdowns

Brightness 450 cd / m²

Tempered glass top 6 mm

Coffee Table Steel structure

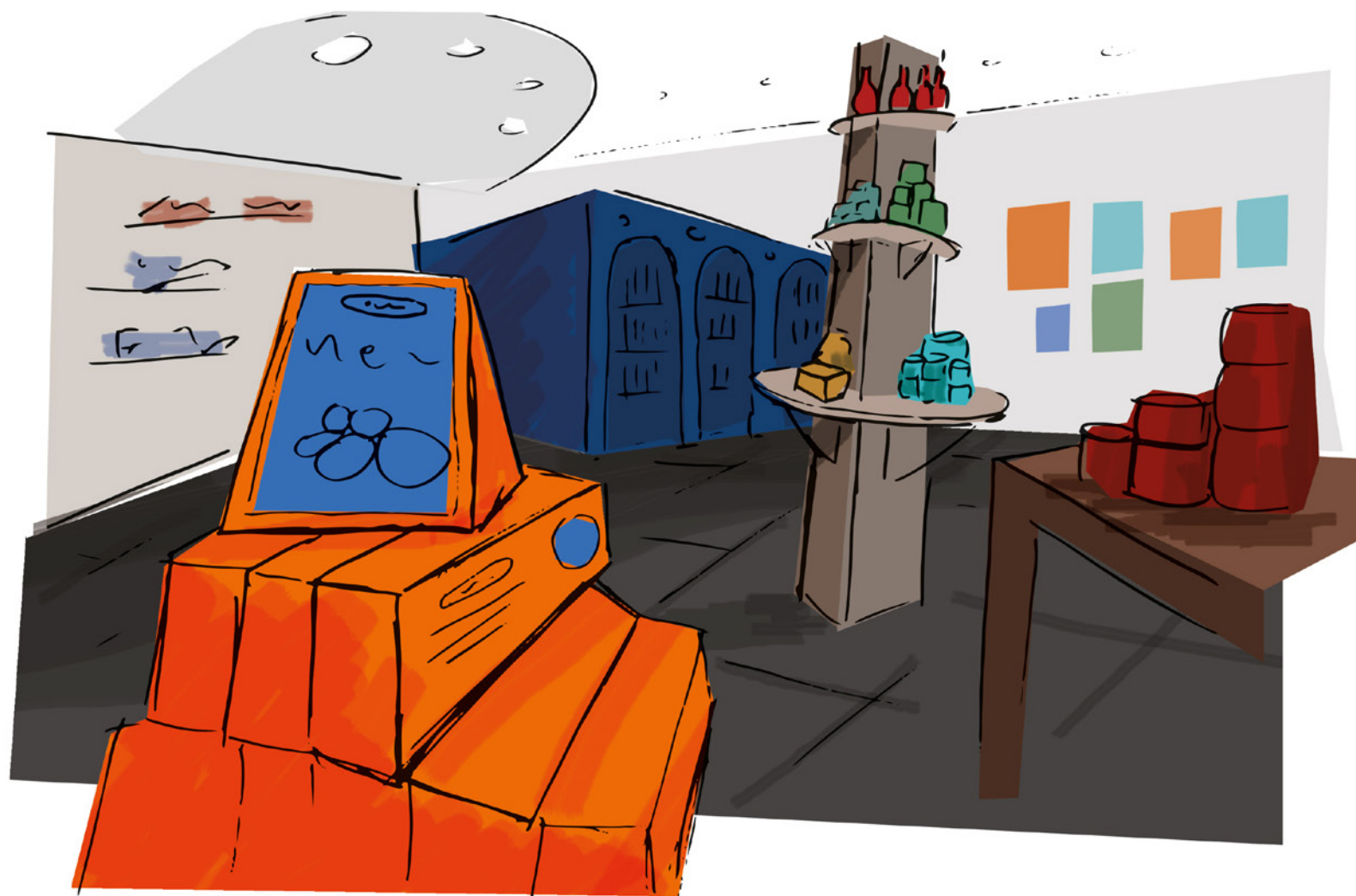
Processeur : Intel Core i5 3317U -2 hearts 1.7GHz 2.6GHz max

Memory Cache: 3 mb

Memory 4 GB - HD Storage: 500GB

Total weight 69 Kg

Dimensions: 1236 x 1165 x 571 mm



Before leaving, the visitor has to pass through the shop. People can then purchase a souvenir to remember the good time they had at the FEC. A variety of different products can be found in the gift shop.

15

AREA 3 : Relaxation and services

Room 15 : Shop



100 m²

Square meter
minimum



20 m'

Duration
of activity



60

People capacity



3 m

Ceiling height
minimum



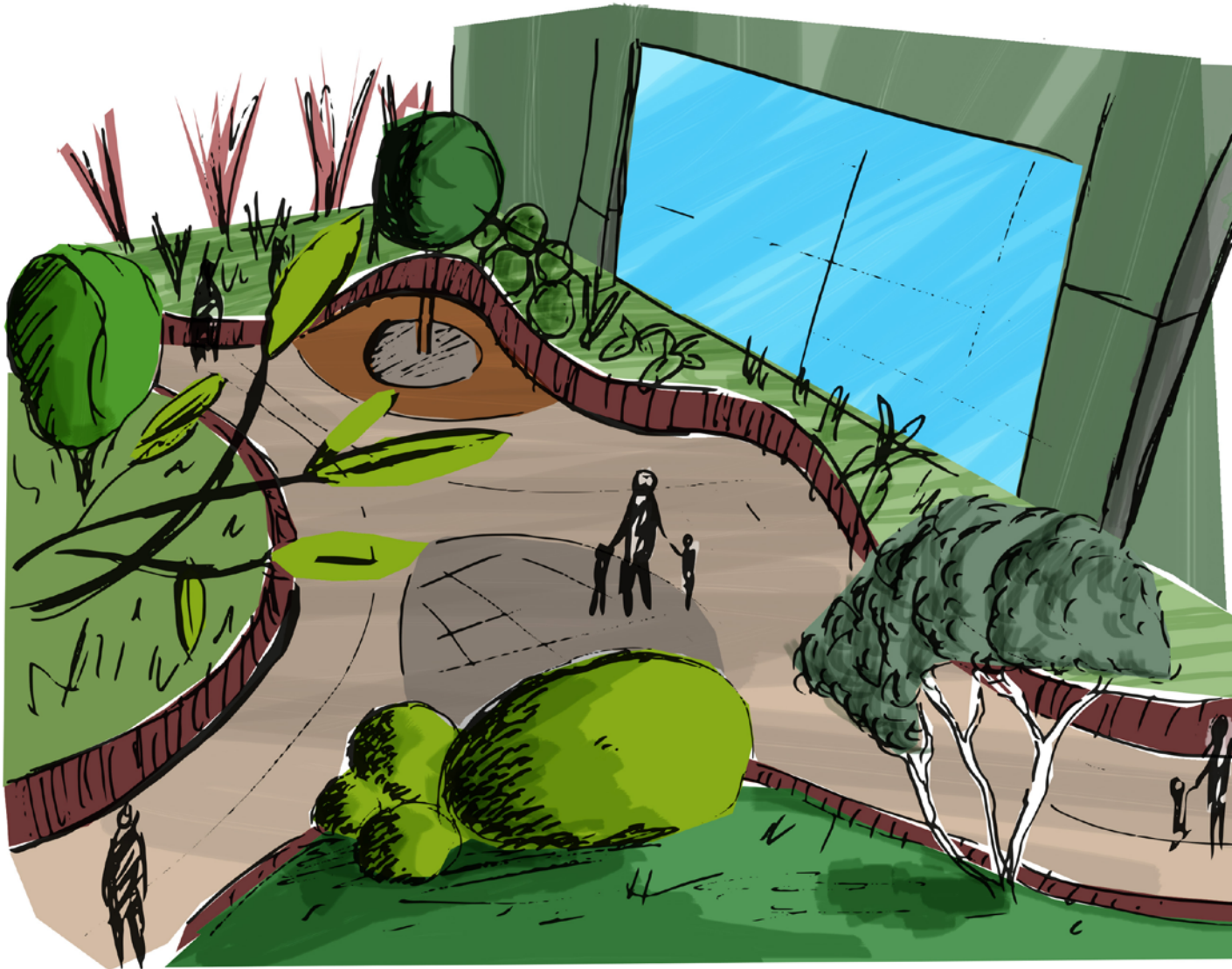
150 000€

Price civil engineering
by room



14 000€

Price equipment
by room



Podravski Vrt is a botanical garden, which also re-lates to the theme of food. It is mostly located outside and is accessible to anyone who would like to enjoy a walk in it.

16

AREA 3 : Relaxation and services

Area 16 : Podravski Vrt



Square meter
minimum

300 m²



Duration
of activity

15 m'



People capacity

70



Ceiling height
minimum

5 m



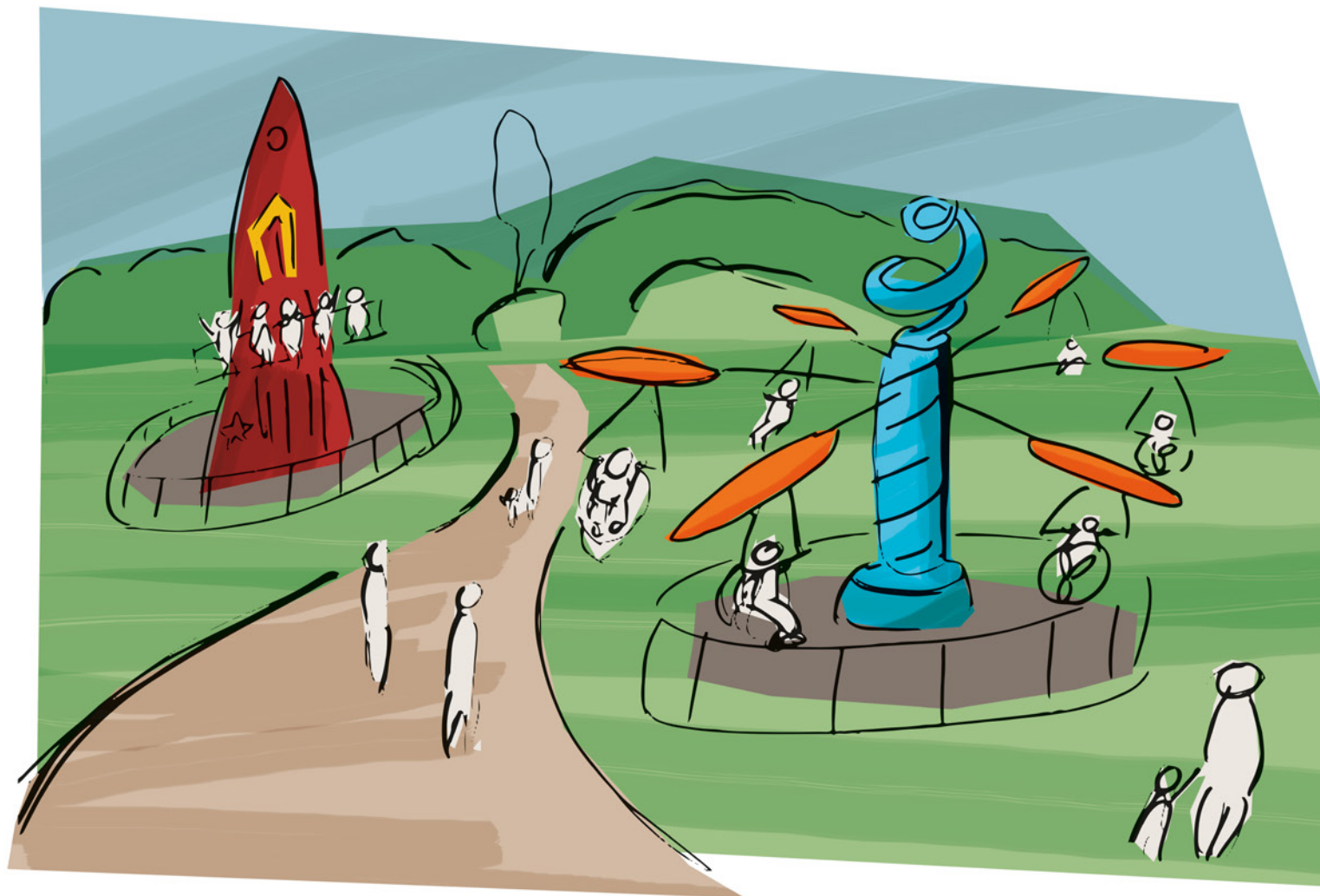
Price civil engineering
by room

360 000€



Price equipment
by room

52 000€



The games are forms of entertainment derived from a set of artificial rules, typically with a known goal to be reached. Games can be in the form of mental or physical activities, or a mixture of the two. Also, games (including sports) can be classified as cooperative, or competitive.

17

AREA 3 : Relaxation and services

Area 17 : Outdoor activity



500 m²

Square meter
minimum



- m'

Duration
of activity



40

People capacity



- m

Ceiling height
minimum



150 000€

Price civil engineering
by room



400 000€

Price equipment
by room

TOTAL COST

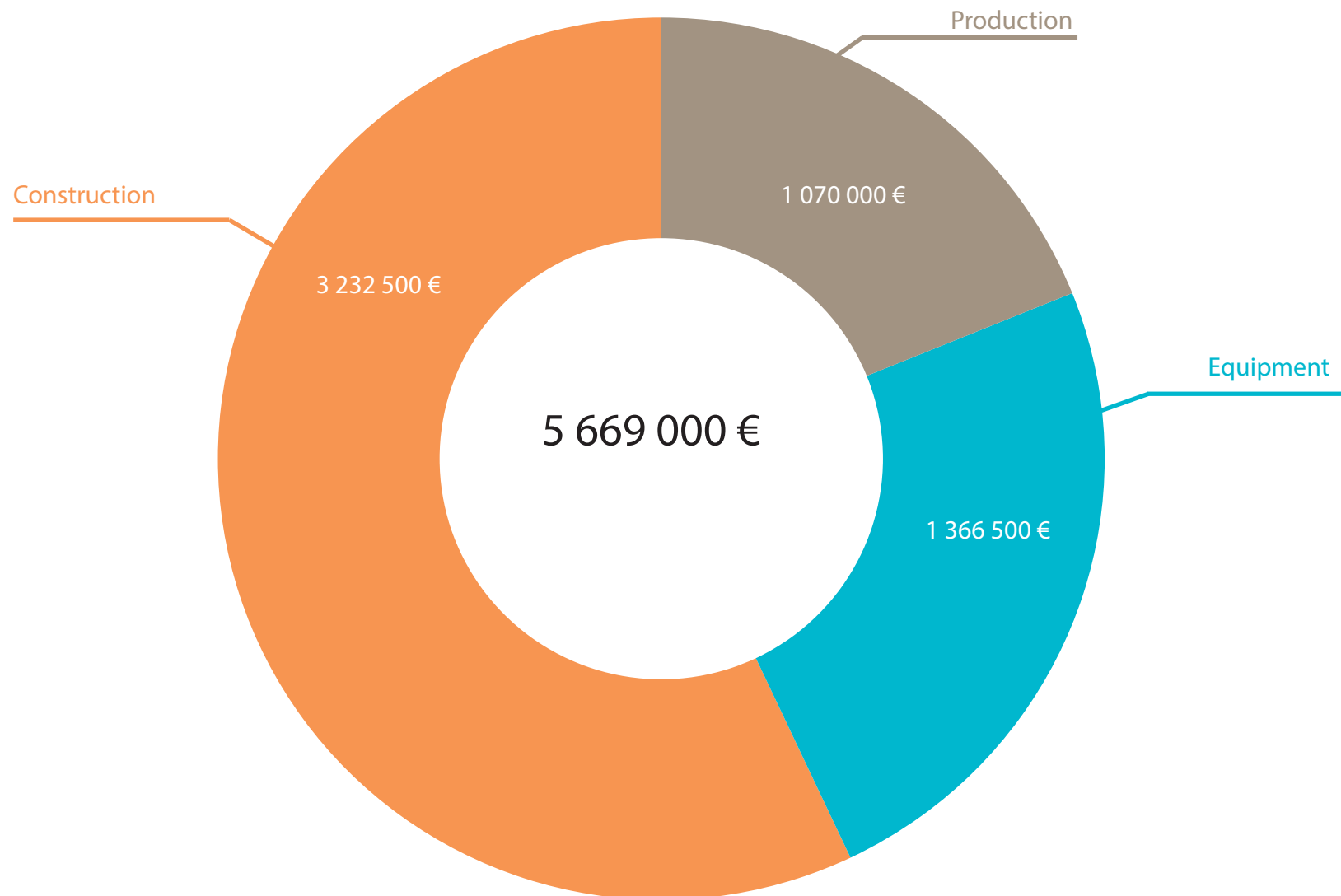
Construction and Equipment

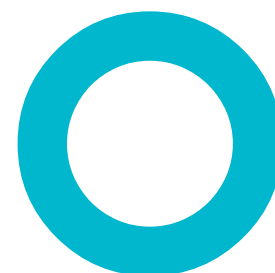
SPACE	PRICE: CIVIL ENGINEERING/ROOM	PRICE: EQUIPEMENT / ROOM
Room N°1 Reception	105 000,00 €	22 000,00 €
Room N°2 History of Koprivnica	120 000,00 €	35 000,00 €
Room N°3 History of food	105 000,00 €	24 000,00 €
Room N°4 Food worldwide	105 000,00 €	28 000,00 €
Room N°5 Eating habits worldwide	90 000,00 €	85 000,00 €
Room N°6 History of food industry Koprivnica	135 000,00 €	45 000,00 €
Room N°7 Food production cycle	150 000,00 €	48 000,00 €
Room N°8 Nutrition	105 000,00 €	85 000,00 €
Room N°9 Amphitheatre + Regie	322 500,00 €	193 000,00 €
Room N°10 Future food	105 000,00 €	35 000,00 €
Room N°11 Sensory analysis space + backstage	180 000,00 €	55 000,00 €
Room N°12 Partners	90 000,00 €	32 000,00 €
Room N°13 Restaurant + backstage	450 000,00 €	67 000,00 €
Room N°14 Digital Bar	150 000,00 €	78 000,00 €
Room N°15 Shop + backstage	225 000,00 €	21 000,00 €
Room N°16 Botanic garden + backstage	435 000,00 €	59 000,00 €
Outdoor Activity	150 000,00 €	400 000,00 €
Toilets M&W&C	135 000,00 €	25 000,00 €
Employes Office	37 500,00 €	12 500,00 €
Show control Room	37 500,00 €	17 000,00 €
TOTAL	3 232 500,00 €	1 366 500,00 €

Production

Educational programs	120 000,00 €
Explanatory programs	150 000,00 €
Movies and animations	800 000,00 €
TOTAL	1 070 000,00 €

TOTAL COST







MARKETING

The project outline

The tour of the FEC

The first product is obviously the tour in itself, which aims at engaging visitors in a dynamic learning experience.

It comprises two main areas :

The first one is about History and Culture of Food. In this space, the visitor discovers both the history of food worldwide and the local history (especially the emergence of the agro-food industry).

The second area is about Sciences and Technology of food. It is more playful and interactive.

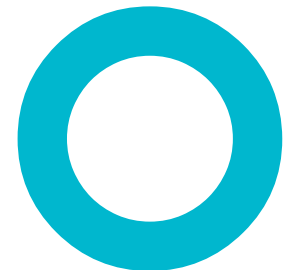
This tour is an immersive experience for the visitor who discovers food in all its forms. The Center is based on the primary principle that learning can be fun.

Services: Restaurant, Bar and Shop

The area of services is actually the third area of the FEC. It is an area of relaxation which puts an end to the visit of the FEC. It comprises three main spaces : the restaurant, the bar and the shop.

The gift-shop mainly sells local products, food, and gifts related to the theme of food.

This area is also open to external visitors who want to benefit from these services without visiting the two first areas.



The project outline

Other products

In addition to the previous products, the FEC proposes a number of other products. Firstly, visitors may walk through the botanic garden, even though they did not visit the FEC before.

Indeed, the botanic garden is a product in itself: it generates an autonomous income.

The FEC also rents both the amphitheatre and the sensory analysis room to professionals and individuals who want to use these room on private purpose.

For the moment, the creation of new events (related to the theme of food) and the reuse of those which already exist in the area have not been taken into consideration.

Marketing – the visitors

The FEC must be adapted to the greatest numbers of visitors. In particular, as it was said, the FEC relies on the combination of three main areas : leisure, education and economy.

Families

Naturally, the first customer base of a Family Entertainment Center is families. Behind this term of 'families', there is a great diversity of situations. The programme of the FEC must take account of these differences. In particular, it must attract both local visitors and tourists. In spite of these differences, we must bear in mind that all families who visit a FEC want to have fun and to spend good time together.

Groups

Group customers are also an important target. It may be possible to organise tours and to create a package for these groups. Large groups may also rent the sensory analysis room for private purpose (25 seats in the room), as long as no public session is planned at this time.

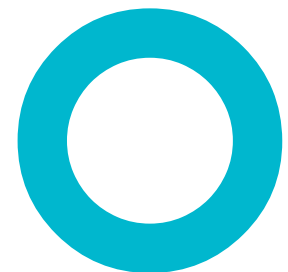
Schools customers

Schools customers are another important target. Indeed, it is clear that the Family Entertainment Center has an educational purpose. Schools customers are not only primary schools pupils.

It also includes high school and college students. The FEC has several spaces which can be easily dedicated to education: the sensory analysis room (especially for very young pupils), the amphitheatre, the botanic garden, etc...

Professionals

Finally, companies also benefit from the products offered by the FEC. In particular, both the sensory analysis room and the amphitheatre may be rent for professional purpose (seminars for instance)



Marketing – the visitors

This table shows how the different visitors' preferences match the different products proposed by the Family Entertainment Center. It shows the great diversity of visitors that a Family Entertainment Center may welcome.

	Local families	Tourists	Groups	Professionals	School groups
Tour FEC	++	++	++	+	++
Restaurant	++	++	++	+	+
Bar	++	++	++	+	+
Shop	++	++	++	+	+
Podravski Vrt	++	++	++	+	++
Rental Amphitheatre				++	
Rental Sensory Analysis Room	+		++	++	++

Operating conditions

Mode of operation

In the assumptions made for this business plan, the whole structure is managed by the same entity. It may be either a public entity (e.g. the municipality of Koprivnica) or a private company (public service delegation contract for instance).

Thus, the management of the Food Entertainment Center also comprises the management of the bar, the restaurant and the shop. It means that the option of subcontracting is not considered in the following assumptions (especially for economic forecasts). The income statement is global

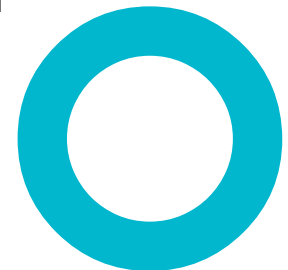
and includes the three different kinds of products (tour of the FEC, services and private rental):

it takes into account all expenses and all revenues. With such a broad approach, every product counterbalances each other. However, the hypothesis of several entities running the FEC may be taken into consideration later.

Regarding the mode of operation, several hypothesis may be considered :

First, the investor and the operator are the same entity. In this case, the investor may be the city, a firm or any other entity.

Another option is to separate both entities. Investment is paid by an investor which grants the management of the FEC to one or several operator(s). It means that initial investments are financed by the investor (e.g. the municipality) and on the other hand, reparation and replacement investments are paid by the operator. The investor is therefore the owner of the FEC. The operator earns money but it has to pay a rent/a fee to the investor. In this case, the hypothesis of subcontracting (with several entities operating) is possible.



Operating conditions

Schedule:

The FEC would be open to the public around 300 days a year, as most attractions take place inside the FEC (the weather does not have much impact). The last months may be used for maintenance and for organising private events which generate additional revenues.

Moreover, visitors may enjoy services such as the restaurant and the bar all year round. They can also book the amphitheatre or the sensory analysis room year round (specific conditions).

Even though there is no seasonality of sales, we can say that around half of all visitors will come during Summer.

Opening hours :

The FEC would be open 6 days a week from 10:00am to 6:00pm. In July and August, it would be open daily from 9:30am to 7:30am. The shop closes an hour after the FEC. The restaurant and the digital bar may have specific opening hours. These standardised opening hours can be adjusted if necessary. For instance, night-time events could be organised.

Prices

This fee schedule shows prices that could be applied initially. It is probably simplified and we may imagine other options (distinction between children, adults and seniors, free entrance for very young children...). However, it gives us a good idea of what the prices shall be, in order to estimate the future revenue.

These prices are likely to increase a little bit after a couple of years.

Standard ticket	9,50 €
Standard ticket + Sensory analysis	14,00 €
Group ticket (>15 persons)	7,50 €
School ticket (>10 personnes)	5,00 €

Investment

Mode of operation

The initial investment should cost between 5,5 and 6 million euros. With a 20-year loan and an investment of 6 million (assumption), it will cost 300,000 per year. This yearly cost is called amortisation. Thus, as it is shown in the income statement, the amortisation may be financed by the revenues. Despite this cost, there will still be an operating profit (except the first year).

Every year, 10% of the total revenue is used for replacement investments.

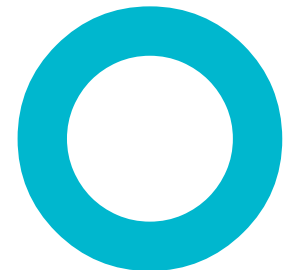
This amount of investment (6 million) comprises both the price of the building (around 3,2 million euros) and the purchase of equipments (around 1,25million euros). It also includes other production investments: educational programs, explanatory programs and movies/animations (especially for the amphitheatre).

These production investments are worth around 1 million euros. Nevertheless, these production investments will mainly depend on the quality of products chosen for the FEC (e.g. movies).

With regard to prices in France, we estimated the overall cost with a price of 1500€ per square meter (building). The FEC is meant to cover an area of 2,500 square meters. This size contains rooms which are part of the tour as well as back stage facilities.

The price of equipments depends on what is required in each room. For instance, the amphitheatre requires many electric devices whereas the investment for the reception is quite low.

The following table (see next page) gives information about investments required in each room. It also provides us with information about capacities, sizes, and durations of activities.



Investment

SPACE	SQUARE METER MIN	CEILING HEIGHT MIN	DURATION OF ACTIVITY / MIN	PEOPLE CAPACITY MAX	PRICE CIVIL ENGINEERING/ROOM	PRICE EQUIPMENT/ROOM
Room N°1 Reception	70	4	5	40	105 000,00 €	22 000,00 €
Room N°2 History of Koprivnica	80	3	15	40	120 000,00 €	35 000,00 €
Room N°3 History of food	70	3	15	40	105 000,00 €	24 000,00 €
Room N°4 Food worldwide	70	3	15	40	105 000,00 €	28 000,00 €
Room N°5 Eating habits worldwide	60	3	15	40	90 000,00 €	85 000,00 €
Room N°6 History of food industry Koprivnica	90	3	15	40	135 000,00 €	45 000,00 €
Room N°7 Food production cycle	100	3	15	40	150 000,00 €	48 000,00 €
Room N°8 Nutrition	70	3	15	40	105 000,00 €	85 000,00 €
Room N°9 Amphitheatre	200	7	20	120	300 000,00 €	176 000,00 €
Regie Amphi	15	3	0	3	22 500,00 €	17 000,00 €
Room N°10 Future food	70	3	15	40	105 000,00 €	35 000,00 €
Room N°11 Sensory analysis space	100	4	45	25	150 000,00 €	45 000,00 €
Sensory space Back stage	20	5	0	2	30 000,00 €	10 000,00 €
Room N°12 Partners	60	3	10	40	90 000,00 €	32 000,00 €
Room N°13 Restaurant	250	3	45	120	375 000,00 €	42 000,00 €
Kitchen & Bar back stage and frozen space	50	5	0	5	75 000,00 €	25 000,00 €
Room N°14 Digital Bar	100	3	20	60	150 000,00 €	78 000,00 €
Room N°15 Shop	100	3	20	60	150 000,00 €	14 000,00 €
Shop back stage	50	4	0	2	75 000,00 €	7 000,00 €
Room N°16 Botanic garden	300	5	15	70	360 000,00 €	52 000,00 €
Garden back stage	50	5	0	2	75 000,00 €	7 000,00 €
Outdoor Activity	500		0	40	150 000,00 €	400 000,00 €
Toilets & WC	90	3	0	10	135 000,00 €	25 000,00 €
Employees Office	25	3	0	2	37 500,00 €	12 500,00 €
Show control Room	25	3	0	2	37 500,00 €	17 000,00 €
Total	2615		300	923	3 232 500,00 €	1 366 500,00 €
Production						
Educational programs	120 000,00 €					
Explanatory programs	150 000,00 €					
Movies and animations	800 000,00 €					
Total	1 070 000,00 €					
Total	5 669 000,00 €					

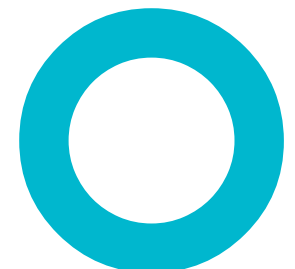
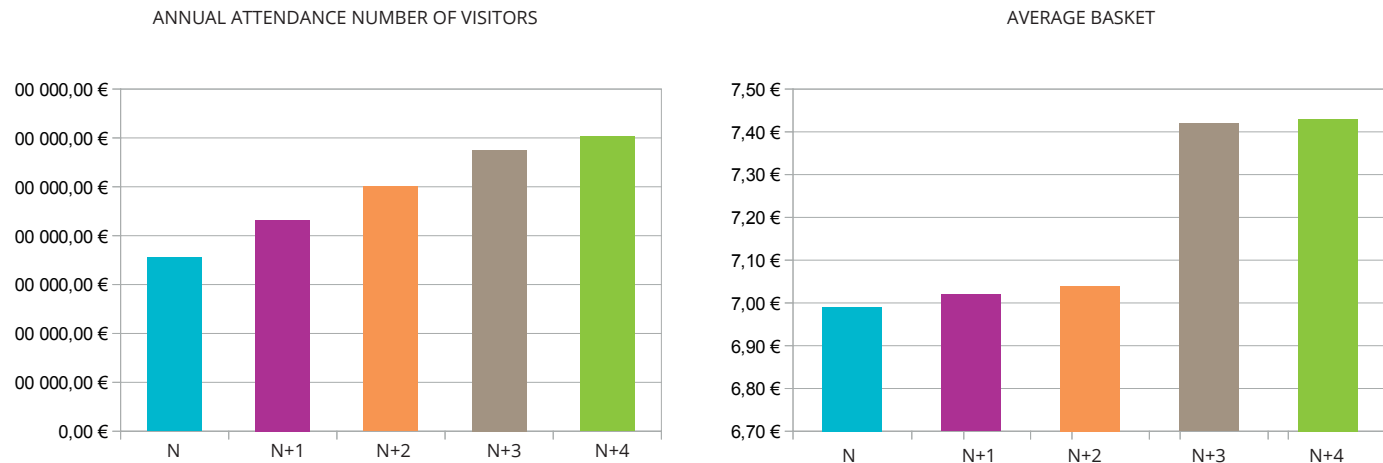
Revenues - Forecasts

Admissions and revenues

In terms of annual attendance, the Family Entertainment Center should be able to receive at least 60,000 visitors in total. Indeed, such a number of visitors seems conceivable regarding the attendance of similar tourist sites in France and in neighbouring countries (e.g. Alimentarium in Switzerland). This aim may be fulfilled after the second year of operation.

Among those visitors, around 2500 visitors may have the opportunity to take part in the sensory analysis experience (100 sessions a year with a capacity of 25 seats in the room).

Therefore, the total revenue is worth more than 350,000€ in the first year of operation. It raises every year for two reasons: an increase in the number of visitors (very rapid during the first years of operation) and a slight increase of prices after a couple of years. It also raises the average basket.



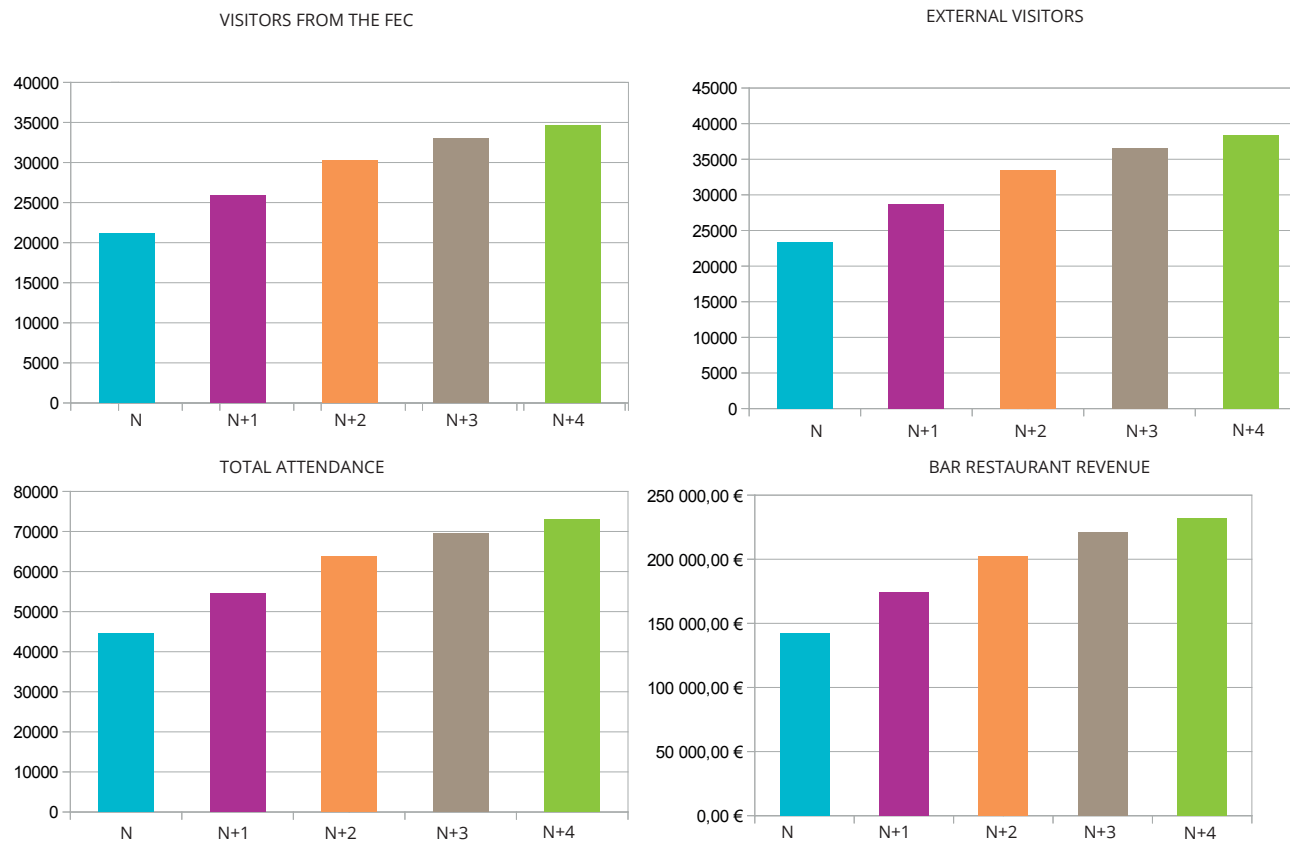
Revenues - Forecasts

Restaurant and bar :

The restaurant and the bar receive both visitors of the FEC (after the end of the tour) and « external » visitors. These external visitors are likely to be even more numerous than those who have visited the FEC. Among those who have just finished the visit, the proportion of individual customers (especially families) and groups is more important than the proportion of school groups (in particular for the bar).

The conversion rate here (visitors of the FEC who consume in the restaurant or the bar) is similar to rates observed in themed parks in Europe. We even took a conservative assumption here and this rate may be higher.

In these forecasts, we assume that the average expenditure is 6,50€ for the restaurant and 2,50€ for the bar.



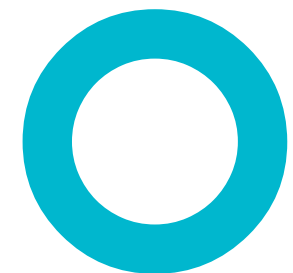
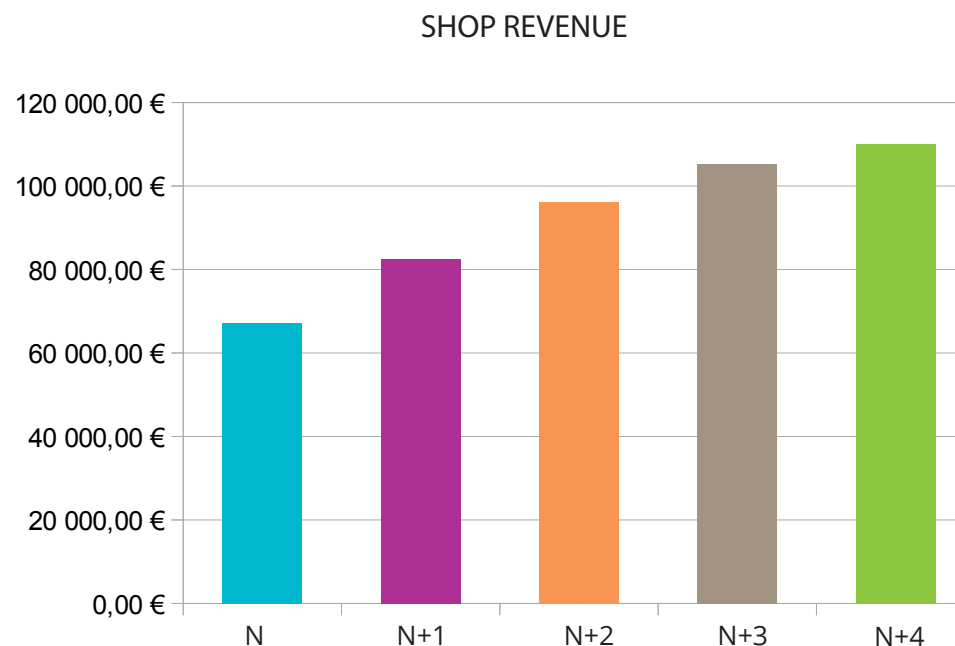
Revenues - Forecasts

Gift-shop

Like the bar and the restaurant, the shop receives both visitors who have just finished the tour and external visitors. However, the ratio of external visitors is quite low compared to the bar and the restaurant. In total, around 18,000 people may buy something in the shop the first year. This number of consumers increases quickly, as the number of admissions for the tour grows fast during the first years of operation. The store revenue also rises in the same proportions.

Like the bar and the restaurant, the conversion rate is close to rates observed across Europe.

The estimated average expenditure for the shop is 5 euros. This amount may increase if it is decided to take pictures before the tour and to sell them at the end, precisely in the gift-shop.



Revenues - Forecasts

Other revenues :

Commercial commissioning

As the reception area may integrate the local tourism office, the FEC receives a commission on sales and bookings. It is quite difficult to estimate the amount of this commission.

Rental income

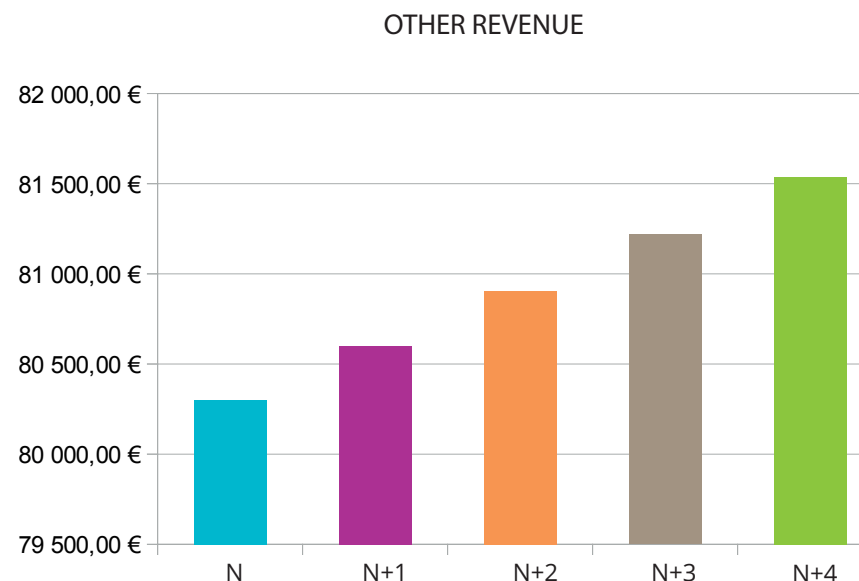
The FEC also earns money by renting two spaces to professionals or individuals (for private purpose): the amphitheatre and the sensory analysis room. The price of the amphitheatre for a day would be around 1500€ (including VAT). On the basis of 36 sessions hired a year (3 per month), it would generate 24,300€ euros each year (excluding taxes). Renting the sensory analysis room would cost 900€ (incl tax) and it would yield 27,000€ each year (excluding VAT).

Podravski Vrt

In addition to visitors who have finished the tour of the FEC, external visitors can also go through the botanic garden. The entrance fee would be around 2€ per person. Hence, with 10,000 external visitors (increase of 2% every year), the revenue of Podravski Vrt would be 15,000€ (excl tax) for the first year.

Sponsoring

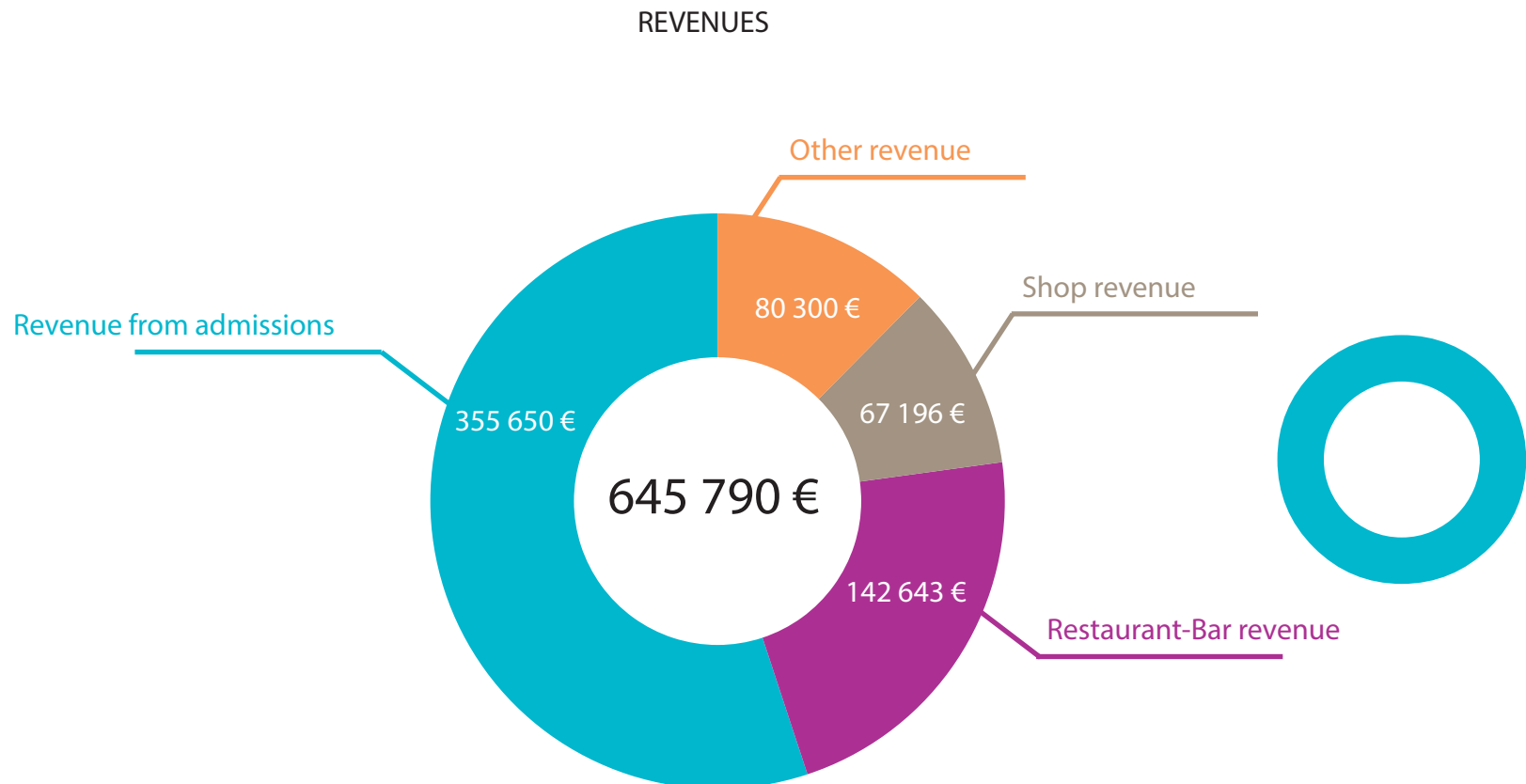
The estimated revenue of sponsoring is 10,000€ per year. Once again, the amount of this revenue is quite difficult to estimate as it will depend on future contracts which have not been negotiated yet.



Revenues - Forecasts

Naturally, the main source of revenue is the admissions of visitors for the tour of FEC. It represents 55% of the total revenue. The second main source of revenue is the sales of the bar and the restaurant (22%). Then, the store and the other revenues (especially rental incomes) account for the same proportion of the total revenue.

The estimated total revenue does not include money earned by hosting major events mentioned in the strategy of development.



Expenses

There are four main expenditure items:

Cost of sales

The cost of sales is the cost of purchasing raw material and manufacturing finished products.

The cost of goods sold is quite high for the shop (around 40% of the revenue) and for the bar-restaurant (30%). In this context, the goods sold are mainly food. Finally, there is also a small share of goods sold (around 15% of the revenue) for the rental of the sensory analysis room.

General and Administrative expenses

This item contains many different expenses :

- Energy: water, gas, electricity...;
- Supplies;
- Administration expenses
- External services such as communication, repairs and maintenance
- Administration expenses

Salaries and wages

Salaries and wages account for around 25% of the overall revenue. The first year, salaries and wages would cost around 190,000€. This amount is worth around 10 full-time equivalent workers (level of employer contributions: 15,2%)

Taxes

Compared to other expenditures, the amount of taxes paid by the FEC is quite low

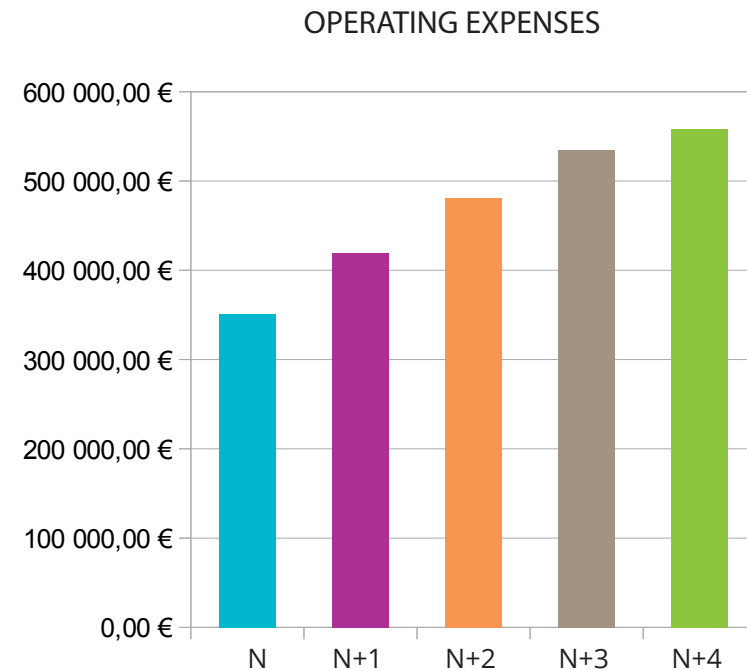
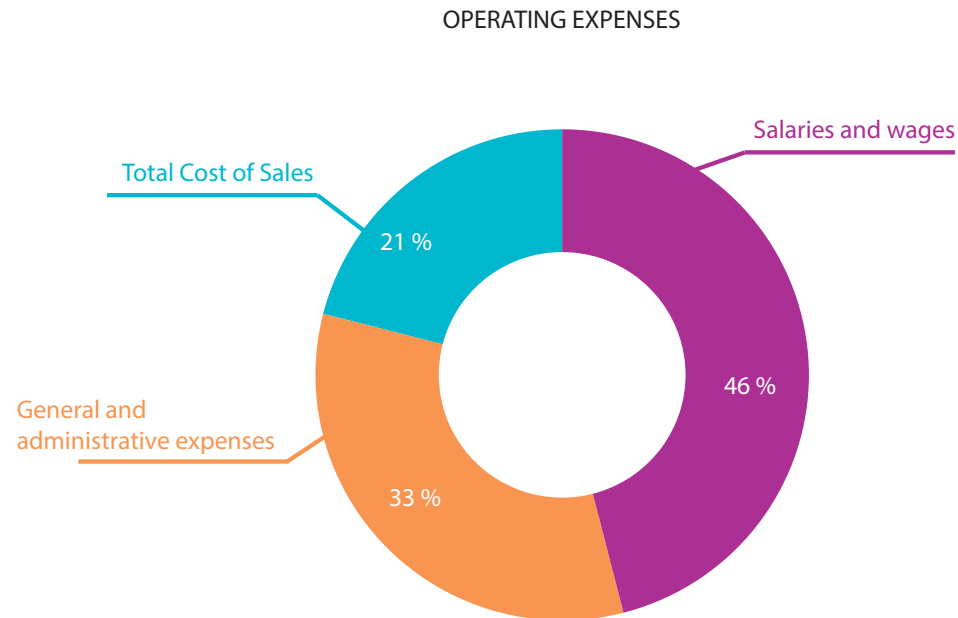
In particular, we have not calculated the Croatian income tax (12% - 40% ?).

Actually, the Value-Added Tax (VAT) is the only one considered in the income statement which follows.

Expenses

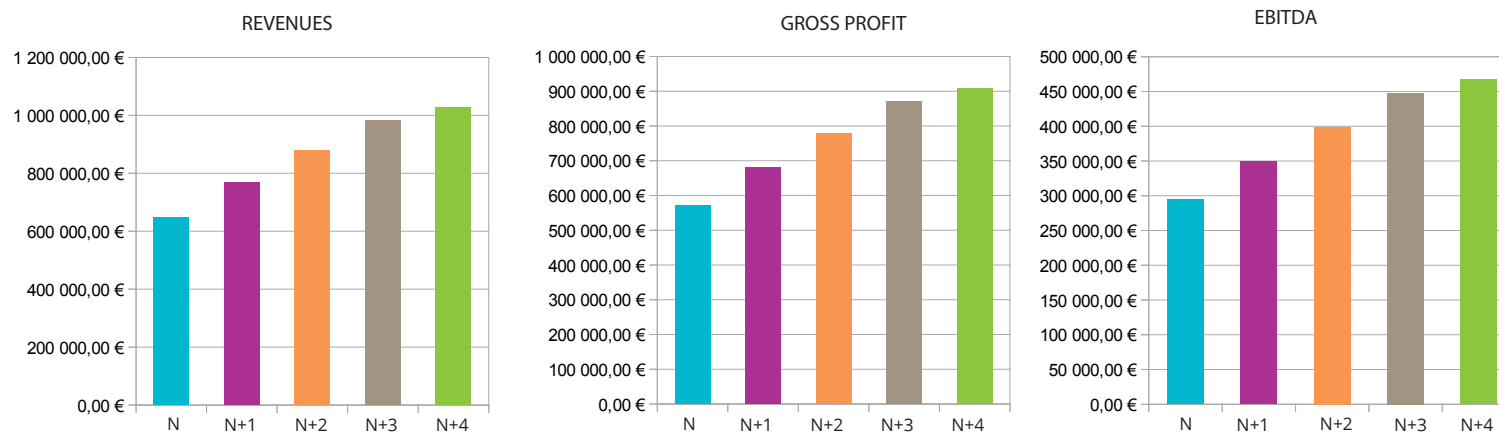
Quite naturally, staff costs represent almost half of the operating expenses. Around one third of the total expenditure is devoted to general and administrative expenses. Finally, 21% of expenses are used to get goods sold (average of the different products as previously explained).

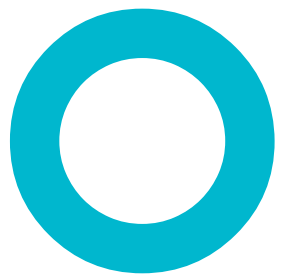
Here, expenses are taken in a general perspective, by adding-up all expenses of the different products. Taxes are not included here as they are not part of the operating expenses (see the income statement).



Income Statement

This Income Statement does not include financing conditions and fiscal constraints (which are quite limited). However, the EBIT includes the cost of initial investments (amortisation). It clearly shows that the FEC is profitable., except the first year. It is due to the the duration of the « take-off » of the FEC. After a couple of years, the FEC becomes very profitable and self-sustaining.



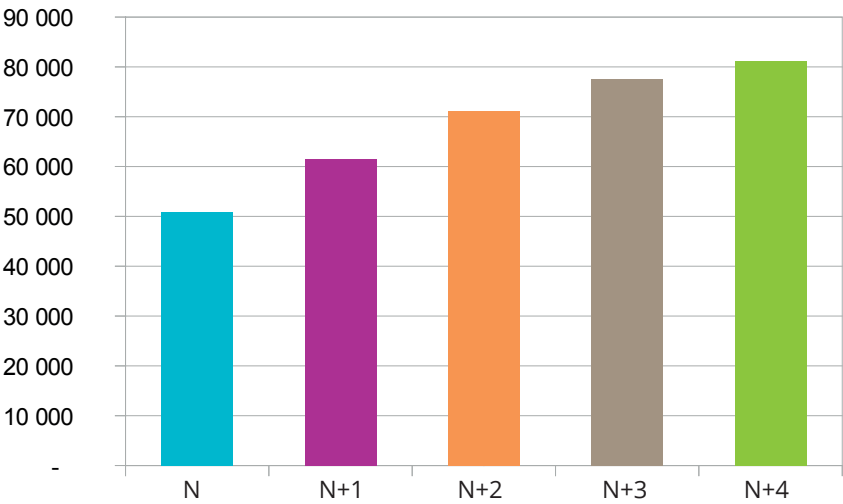




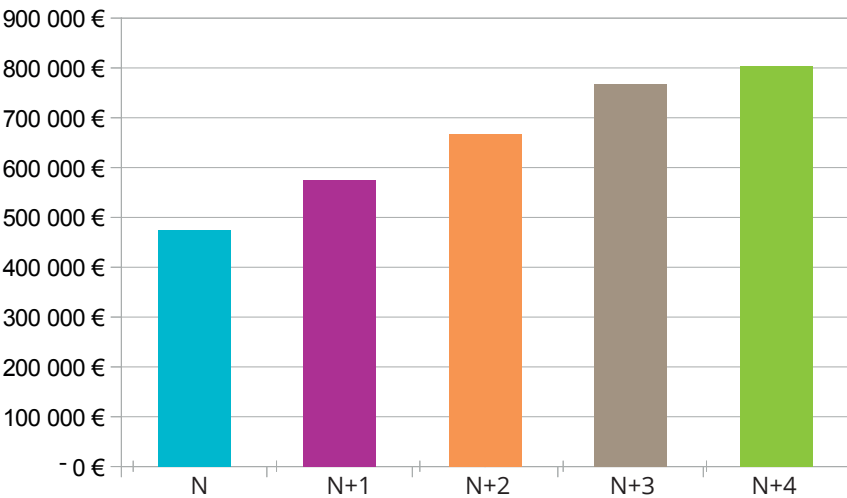
BUSINESS PLAN

Revenue admission FEC

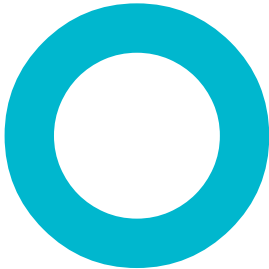
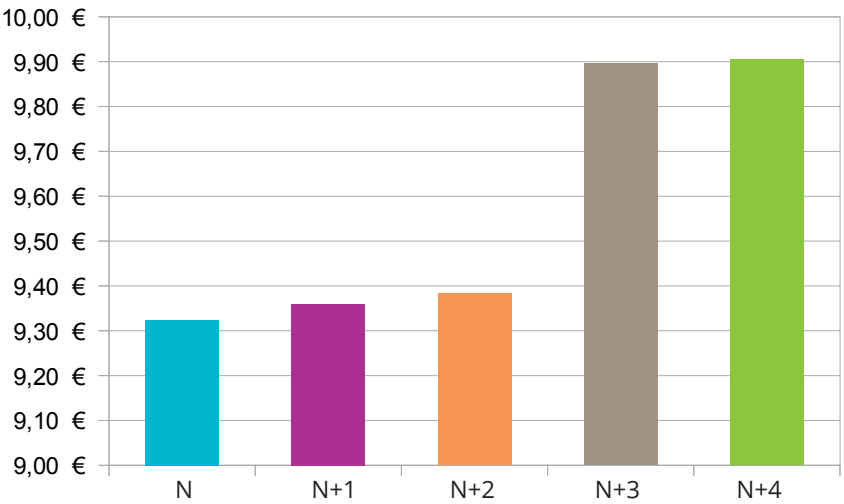
NUMBER OF VISITORS



TOUR FEC REVENUE - TOTAL REVENUE INCLUDING TAXES



TOUR FEC REVENUE - AVERAGE BASKET



Revenue admission FEC

		N	N + 1	N + 2	N + 3	N + 4
						v
PRICES		Price	Price	Price	Price	Price
	Standard ticket	9,50 €	9,50 €	9,50 €	10,00 €	10,00 €
	Standard ticket + Sensory analysis	14,00 €	14,00 €	14,00 €	14,50 €	14,50 €
	Group ticket (>15 persons)	7,50 €	7,50 €	7,50 €	8,00 €	8,00 €
	School ticket (>10 personnes)	5,00 €	5,00 €	5,00 €	5,50 €	5,50 €
NUMBER OF VISITORS		N	N + 1	N + 2	N + 3	N + 4
	Standard ticket	42 000	52 500	61 950	68 145	71 552
	Standard ticket + Sensory analysis	2 500	2 600	2 700	2 800	2 900
	Group ticket	3 360	3 427	3 496	3 566	3 637
	School ticket	3 000	3 000	3 000	3 000	3 000
	ANNUAL ATTENDANCE	50 860	61 527	71 146	77 511	81 089
TOUR FEC REVENUE		N	N + 1	N + 2	N + 3	N + 4
	Standard ticket	399 000 €	498 750 €	588 525 €	681 450 €	715 523 €
	Standard ticket + Sensory analysis	35 000 €	36 400 €	37 800 €	40 600 €	42 050 €
	Group ticket	25 200 €	25 704 €	26 218 €	28 525 €	29 096 €
	School ticket	15 000 €	15 000 €	15 000 €	16 500 €	16 500 €
	Total revenue including taxes	474 200 €	575 854 €	667 543 €	767 075 €	803 168 €
25,00%	Total revenue excluding taxes	355 650 €	431 891 €	500 657 €	575 306 €	602 376 €
	Average basket (including taxes)	9,32 €	9,36 €	9,38 €	9,90 €	9,90 €
	Average basket (excluding taxes)	6,99 €	7,02 €	7,04 €	7,42 €	7,43 €

Bar-Restaurant revenues (1)

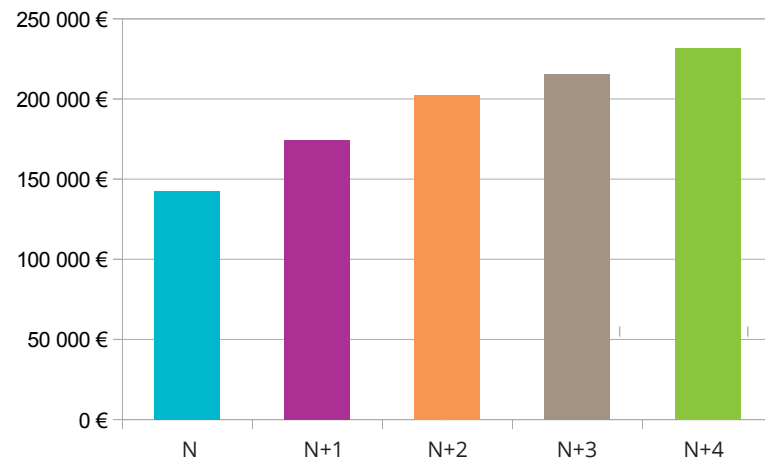
		N	N + 1	N + 2	N + 3	N + 4
	VISITORS OF THE FEC					
	Standard ticket	18 900	23 625	27 878	30 665	32 199
20%	Restaurant	8 400	10 500	12 390	13 629	14 310
25%	Bar	10 500	13 125	15 488	17 036	17 888
	Group ticket	1 512	1 542	1 573	1 605	1 637
25%	Restaurant	840	857	874	891	909
20%	Bar	672	685	699	713	727
	School ticket	750	750	750	750	750
20%	Restaurant	600	600	600	600	600
5%	Bar	150	150	150	150	150
	Attendance visitors of the FEC	21 162	25 917	30 201	33 020	34 585
	Restaurant	9 840	11 957	13 864	15 120	15 820
	Bar	11 322	13 960	16 337	17 899	18 765
	EXTERNAL VISITORS					
	Number of external visitors	23 426	28 709	33 468	36 600	38 338
	Restaurant	9 840	11 957	13 864	15 120	15 820
	Bar	13 586	16 753	19 604	21 479	22 519
	TOTAL ATTENDANCE (FEC + EXTERNAL VISITORS)					
	Total attendance	44 588	54 627	63 668	69 619	72 923
	Restaurant	19 680	23 914	27 728	30 241	31 639
	Bar	24 908	30 713	35 941	39 379	41 284
	AVERAGE EXPENDITURE					
	Restaurant	6,5 €	6,5 €	6,5 €	6,5 €	6,5 €
	Bar	2,5 €	2,5 €	2,5 €	2,5 €	2,5 €

Bar-Restaurant revenues (1)

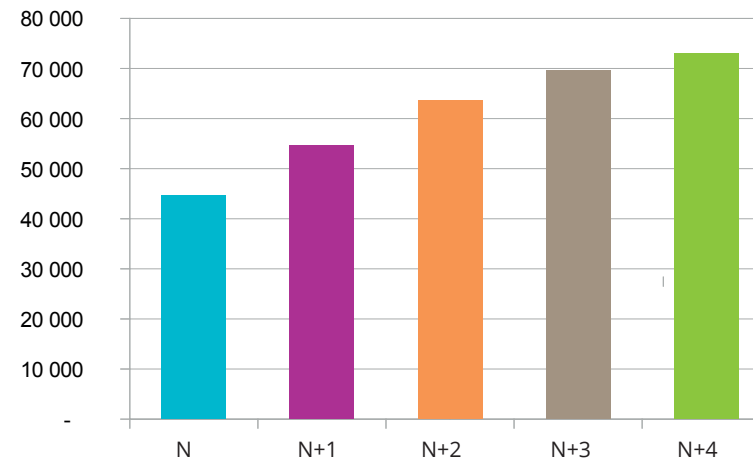
BAR-RESTAURANT REVENUE (excl tax)	N	N+1	N+2	N+3	N+4
Sales Standard ticket	60 638 €	75 797 €	89 440 €	98 384 €	103 304 €
Restaurant	40 950 €	51 188 €	60 401 €	66 441 €	69 763 €
Bar	19 688 €	24 609 €	29 039 €	31 943 €	33 540 €
Sales Group ticket	5 355 €	5 462 €	5 571 €	5 683 €	5 796 €
Restaurant	4 095 €	4 177 €	4 260 €	4 346 €	4 433 €
Bar	1 260 €	1 285 €	1 311 €	1 337 €	1 364 €
Sales School ticket	3 206 €	3 206 €	3 206 €	3 206 €	3 206 €
Restaurant	2 925 €	2 925 €	2 925 €	2 925 €	2 925 €
Bar	281 €	281 €	281 €	281 €	281 €
Sales External visitors	73 445 €	89 700 €	104 344 €	113 986 €	119 343 €
Restaurant	47 970 €	58 289 €	67 587 €	73 712 €	77 121 €
Bar	25 475 €	31 411 €	36 757 €	40 274 €	42 222 €
Bar-Restaurant revenue (excl tax)	142 643 €	174 166 €	202 562 €	221 259 €	231 650 €
Restaurant total revenue	95 940 €	116 579 €	135 173 €	147 424 €	154 242 €
Bar total revenue	46 703 €	57 587 €	67 389 €	73 835 €	77 408 €

Bar-Restaurant revenues (2)

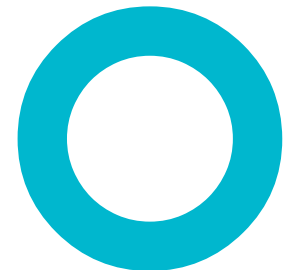
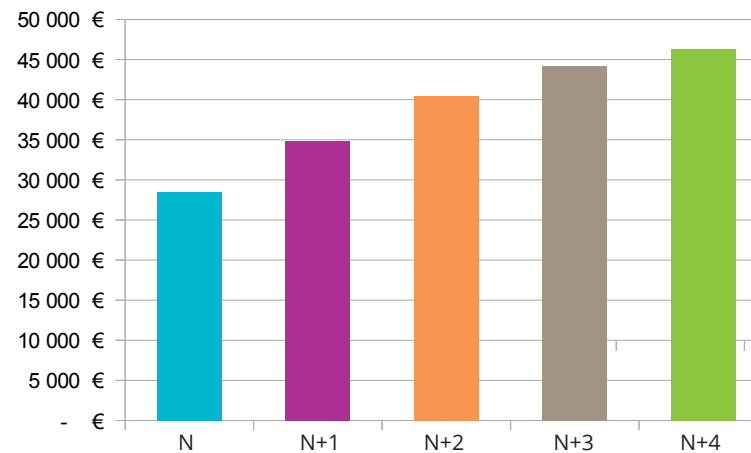
BAR-RESTAURANT REVENUE (EXCL TAXES)



TOTAL ATTENDANCES (FEC+EXTERNAL VISITORS)



BAR-RESTAURANT EBITDA

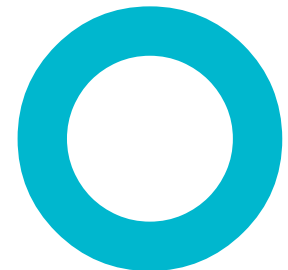
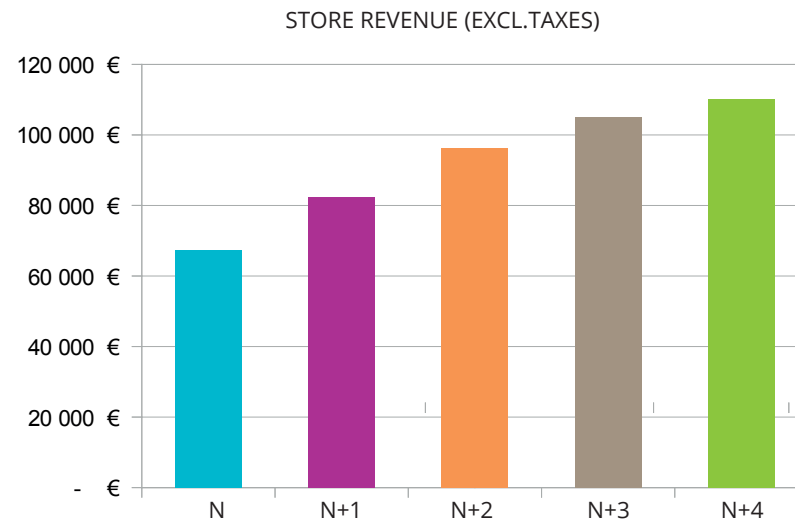


Bar-Restaurant revenues (2)

		N	N + 1	N + 2	N + 3	N + 4
	BAR-RESTAURANT					
	Bar-Restaurant Revenue (excl tax)	142 643 €	174 166 €	202 562 €	221 259 €	231 650 €
30%	Costs of sales	42 793 €	52 250 €	60 769 €	66 378 €	69 495 €
	Gross Profit	99 850 €	121 916 €	141 793 €	154 881 €	162 155 €
20%	General expenses	28 529 €	34 833 €	40 512 €	44 252 €	46 330 €
30%	Salaries and wages	42 793 €	52 250 €	60 769 €	66 378 €	69 495 €
	EBITDA	28 529 €	34 833 €	40 512 €	44 252 €	46 330 €
Year		N	N + 1	N + 2	N + 3	N + 4
Visitors from the FEC		21 162	25 917	30 201	33 020	34 585
Restaurant		9 840	11 957	13 864	15 120	15 820
Bar		11 322	13 960	16 337	17 899	18 765
External visitors		23 426	28 709	33 468	36 600	38 338
Restaurant		9 840	11 957	13 864	15 120	15 820
Bar		13 586	16 753	19 604	21 479	22 519
Total attendance		44 588	54 627	63 668	69 619	72 923
Restaurant		19 680	23 914	27 728	30 241	31 639
Bar		24 908	30 713	35 941	39 379	41 284
Bar-restaurant revenue (excl tax)		142 643	174 166	202 562	147 424	231 650
Restaurant revenue (excl tax)		95 940	116 579	135 173	147 424	154 242
Bar revenue (excl tax)		46 703	57 587	67 389	73 835	77 408

Store revenue (1)

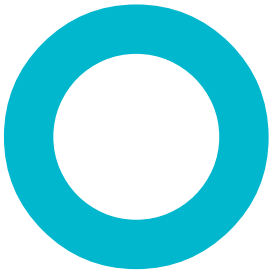
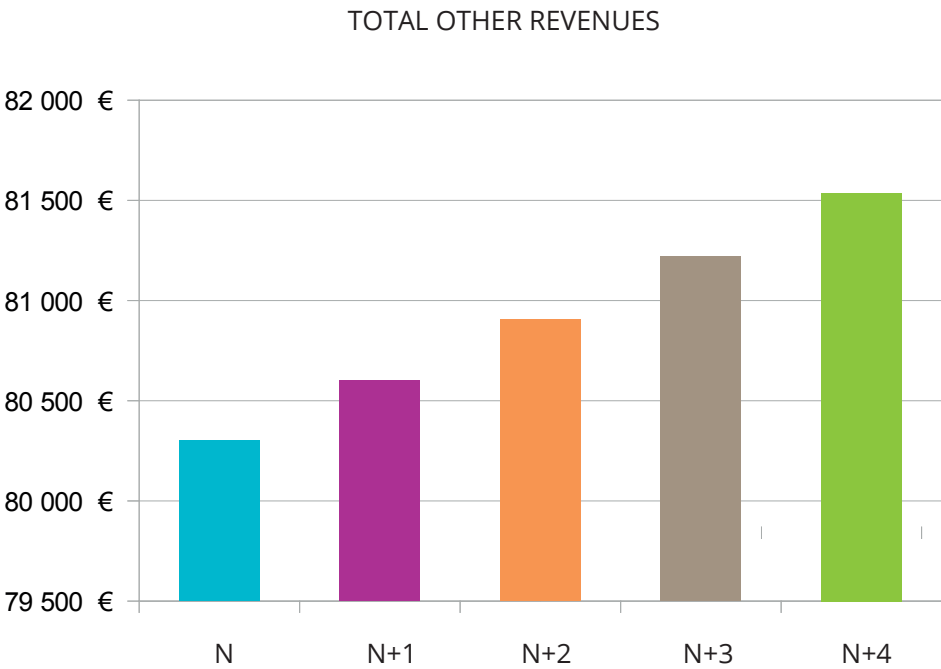
		N	N + 1	N + 2	N + 3	N + 4
	Visitors of the FEC					
35%	Standard ticket	14 700	18 375	21 683	23 851	25 043
25%	Group ticket	840	857	874	891	909
25%	School ticket	750	750	750	750	750
	Total	16 290	19 982	23 306	25 492	26 703
	External visitors	1 629	1 998	2 331	2 549	2 670
	Total attendance	17 919	21 980	25 637	28 041	29 373
	Average expenditure	5,00 €	5,00 €	5,00 €	5,00 €	5,00 €
	Store revenue (incl tax)	89 595 €	109 900 €	128 185 €	140 207 €	146 864 €



Store revenue (1)

		N	N + 1	N + 2	N + 3	N + 4
	Store revenue (excl tax)	67 196 €	82 425 €	96 139 €	105 155 €	110 148 €
40%	Cost of sales	26 879 €	32 970 €	38 456 €	42 062 €	44 059 €
	Gross Profit	40 318 €	49 455 €	57 683 €	63 093 €	66 089 €
20%	General expenses	13 439 €	16 485 €	19 228 €	21 031 €	22 030 €
30%	Salaries and wages	20 159 €	24 727 €	28 842 €	31 547 €	33 044 €
	EBITDA	6 720 €	8 242 €	9 614 €	10 516 €	11 015 €
		N	N + 1	N + 2	N + 3	N + 4
	Visitors of the FEC	16 290	19 982	23 306	25 492	26 703
	External visitors	1 629	1 998	2 331	2 549	2 670
	Total attendance	17 919	21 980	25 637	28 041	29 373
	Average expenditure	5,00 €	5,00 €	5,00 €	5,00 €	5,00 €
	Shop revenue (excl tax)	67 196 €	82 425 €	96 139 €	105 155 €	110 148 €

Other revenues



Other revenues

OTHER REVENUES (excl tax)	N	N + 1	N + 2	N + 3	N + 4
Rental sensory analysis room	24 300 €	24 300 €	24 300 €	24 300 €	24 300 €
Rental Amphitheatre	27 000 €	27 000 €	27 000 €	27 000 €	27 000 €
Podravski Vrt revenue	15 000 €	15 300 €	15 606 €	15 918 €	16 236 €
Sponsoring revenue	10 000 €	10 000 €	10 000 €	10 000 €	10 000 €
Commission	4 000 €	4 000 €	4 000 €	4 000 €	4 000 €
Total Other revenues	80 300 €	80 600 €	80 906 €	81 218 €	81 536 €

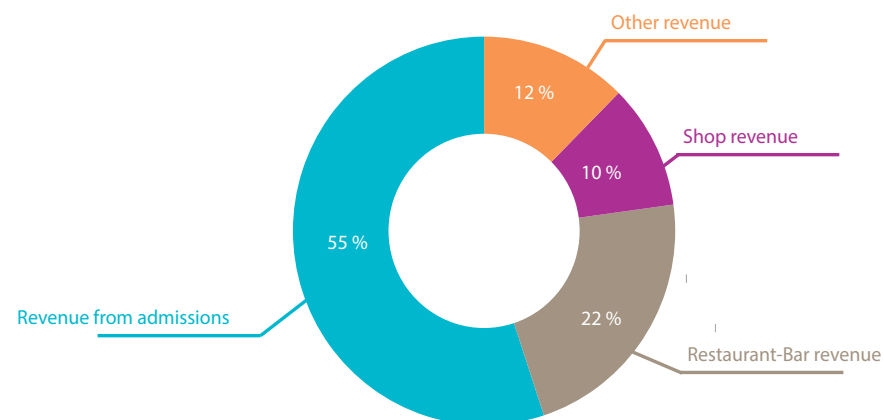
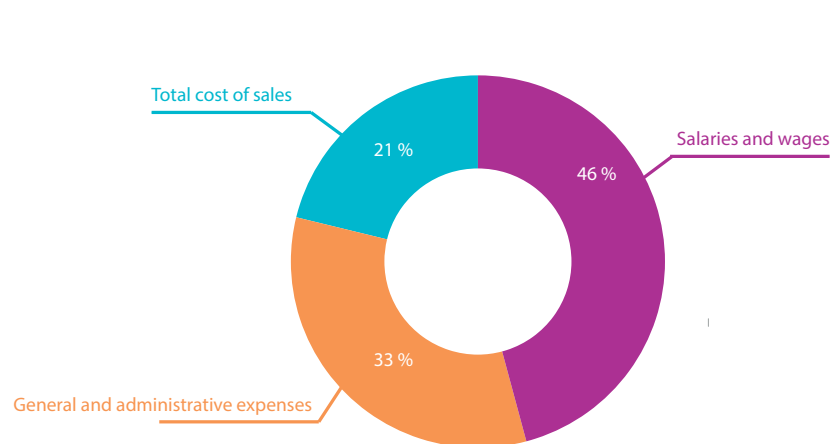
		N	N + 1	N + 2	N + 3	N + 4
	Price incl tax	900 €	900 €	900 €	900 €	900 €
	Number of sessions per year	36	36	36	36	36
	Rental income (incl tax)	32 400,00 €	32 400,00 €	32 400,00 €	32 400,00 €	32 400,00 €
25,00%	Rental income (excl tax)	24 300,00 €	24 300,00 €	24 300,00 €	24 300,00 €	24 300,00 €
	Price incl tax	1 500 €	1 500 €	1 500 €	1 500 €	1 500 €
	Number of sessions per year					
	Rental income (incl tax)	36 000,00 €	36 000,00 €	36 000,00 €	36 000,00 €	36 000,00 €
25,00%	Rental income (excl tax)	27 000,00 €	27 000,00 €	27 000,00 €	27 000,00 €	27 000,00 €
	Price ticket	2,00 €	2,00 €	2,00 €	2,00 €	2,00 €
	Number of visitors	24	24	24	24	24
	Sales Podravski Vrt (incl tax)	20 000,00 €	20 400,00 €	20 808,00 €	21 224,16 €	21 648,64 €
25,00%	Sales Podravski Vrt (excl tax)	15 000,00 €	15 300,00 €	15 606,00 €	15 918,12 €	16 236,48 €
	Sponsoring revenue	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €	10 000,00 €
	Commission	4 000,00 €	4 000,00 €	4 000,00 €	4 000,00 €	4 000,00 €
	Total other revenues (excl tax)	80 300 €	80 600 €	80 906 €	81 218 €	81 536 €

Expenses

OPERATING EXPENSES (excl tax)	N		N + 1		N + 2		N + 3		N + 4	
Total Cost of Sales	73 316 €	21%	88 865 €	21%	102 869 €	21%	112 085 €	21%	117 199 €	21%
General and Administrative expenses	116 242 €	33%	138 435 €	33%	158 448 €	33%	176 929 €	33%	184 628 €	33%
Salaries and wages	161 447 €	46%	192 270 €	46%	220 066 €	46%	245 735 €	46%	256 428 €	46%
TOTAL EXPENSES	351 006 €	100%	419 570 €	100%	481 383 €	100%	534 748 €	100%	558 254 €	100%

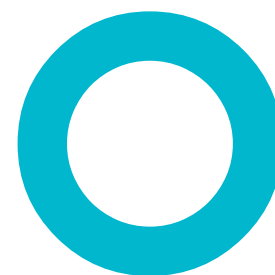
	N		N+1		N+2		N+3		N+4	
Taxes	9 687 €	2%	11 536 €	2%	13 204 €	2%	13 637 €	2%	15 386 €	2%

SHARES OF OPERATING EXPENSES



Expenses

			N		N + 1		N + 2		N + 3		N + 4	
			€ excl tax	%	€ excl tax	%	€ excl tax	%	€ excl tax	%	€ excl tax	%
Revenues		Revenue from admissions	355 650 €	55%	431 891 €	67%	500 657 €	78%	575 306 €	89%	602 376 €	93%
		Restaurant-Bar revenue	142 643 €	22%	174 166 €	27%	202 562 €	31%	221 259 €	34%	231 650 €	36%
		Shop revenue	67 196 €	10%	82 425 €	13%	96 139 €	15%	105 155 €	16%	110 148 €	17%
		Other revenues	80 300 €	12%	80 600 €	12%	80 906 €	13%	81 218 €	13%	81 536 €	13%
	REVENUES (excluding VAT)		645 790 €	100%	769 081 €	100%	880 264 €	100%	982 939 €	100%	1 025 710 €	100%
Cost of sales		Cost of sales Sensory analysis	3 645 €	1%	3 645 €	0%	3 645 €	0%	3 645 €	0%	3 645 €	0%
		Cost of sales Bar-Restaurant	42 793 €	7%	52 250 €	7%	60 769 €	7%	66 378 €	7%	69 495 €	7%
		Cost of sales store	26 879 €	4%	32 970 €	4%	38 456 €	4%	42 062 €	4%	44 059 €	4%
	GROSS PROFIT		572 473 €	89%	680 216 €	88%	777 395 €	88%	870 854 €	89%	908 511 €	89%
Operating expenses		General and Administrative expenses	116 242 €	18%	138 435 €	18%	158 448 €	18%	176 929 €	18%	184 628 €	18%
		Salaries and wages	161 447 €	25%	192 270 €	25%	220 066 €	25%	245 735 €	25%	256 428 €	25%
	EBITDA		294 784 €	46%	349 512 €	45%	398 881 €	45%	448 190 €	46%	467 456 €	46%
Amortisation			300 000 €	46%	307 691 €	40%	316 493 €	36%	326 323 €	33%	336 580 €	33%
	EBIT (Operating Income)		(5 216) €	-1%	41 821 €	5%	82 388 €	9%	121 867 €	12%	130 876 €	13%





TECHNICAL DIGEST

Technical digest

Hence, regarding the conditions which must be fulfilled for the creation of a Park, it seems more appropriate to undertake the creation of a Family Entertainment Centre. Indeed, such a site has a marketing position which embraces the concepts of outing, family and education, like most parks. Yet, the use of the word “Park” connotes the idea of «greatness» which is not really suitable to speak about this project. The city of Koprivnica does not have the potential for developing such a big park. In reality, a FEC is more a well-sized site that is economically profitable and mainly a source for employment. Indeed, implementing such a tourist site leads to both direct and indirect job creation. First, jobs are created for running the FEC (around 10 full-time equivalent workers). Then, as a park spends a minimum of 60-75% of its revenues locally (purchase of goods and services), it enhances local economic activity and leads to the creation of jobs (indirectly). More broadly, creating a FEC seems more suitable to a city the size of Koprivnica, especially if we focus on its touristic potential and therefore the profitability of such a project.

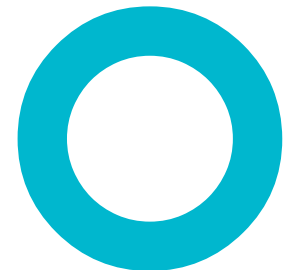
This FEC may rely on the combination of three areas: technology, education and entertaining. This approach helps include this touristic project in a larger context especially with the development of other projects such as Campus and Inotec. Such a FEC would be an “interpretation centre” fully legitimate on the local, regional and national levels.

Under certain conditions already expressed we consider that Koprivnica has a real legitimacy in this F.E.C. project. This requires to respect a general theme: food, paying careful attention to the sizing of the site and incorporating the project’s strategic triptych that allows have a progressive structure.

The Family Entertainment Centre

As Family Entertainment Centres are often themed, it seems logical to create a park on the theme of food, in the light of the food-industry history of the city. Indeed, the food-industry has the advantage of being legitimate and well-know in the region. Consequently, the project becomes: “Koprivnica: the European Centre of food experiences... Discovery and Fun”.

This FEC is meant to be economically reliable and self-sustaining. It should not require excessive subsidies. The size of the FEC should reach 2000m² in total (around 100m² for each room). Thus, the capacity of the FEC would be quite large (several hundreds people at the same time).



For the creation of this site, stress is laid on the triptych Leisure-Economy-Education. Therefore, if we focus on the types of customers, it is clear that the first target of a FEC is families. These families want to spend time together and enjoy the visit of a place “you cannot miss”. The aim of the FEC is to attract both local and tourist families. Groups are also an important target: they often require the organisation of the tour and the creation of packages which generate additional revenues. For all these customers, the FEC is a place of leisure and entertainment. But it must also be a place of education for all visitors. In particular, the FEC proposes offer for school groups and has several rooms which may be dedicated to education experiences: amphitheatre, sensory analysis room, botanic garden etc... Finally, the FEC is also a place where professionals can fulfil a variety of needs: meetings, conferences, etc...

The FEC is beneficial for the city of Koprivnica as it brings together several parties, especially local actors. The synergy of local economic actors is reinforced by the creation of such a site. Economic activity is fuelled by the creation of such a site, and local economic actors benefit from higher demand (for goods and services) and investments in the area. In order to balance the interest of all economic actors, the city of Koprivnica has an important role to play, as the leader of the project. The local identity of the city can therefore be strengthened by this pro-

ject. And more broadly, the creation of the FEC generates positive effects for the whole region, and even for the country.

Regarding the tour itself, the main purpose of the FEC is to engage visitors in a dynamic learning experience. Visitors discover food in all its forms. The Center is based on the primary principle that learning can be fun.

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The FEC comprises three main areas:

* The first one is dedicated to **history and culture of food**. It provides visitors with information about both food worldwide (history, eating habits, etc...) and the role played by food on a local level (especially the history of the agro-food industry and of Podravka).

* The second area, which focuses on **sciences and technologies** related to food, is more interactive and playful. It provides the visitor with information about nutrition, digestion, dietary needs... It contains the amphitheatre (which can also be used for private purpose) where a movie is shown. Finally, the sensory analysis room (which can be rent as well) is the place where the visit reaches its climax.

* The third area is not part of the tour in itself, even though the visit continues in a different way. This area of **relaxation** contains a bar, a restaurant, a gift-shop, and a botanic garden. External visitors may enter directly this area, without visiting the FEC before.

Additionally, the FEC can organise events which are essential in such sites. It may consist either in the creation of new events or in the reuse of events that already exist. Once again, reusing events may enhance the visibility of both the FEC and these events and therefore improve the

image of the region of Koprivnica. Fostering the creation is one of the primary principles of the FEC.

Economic feasibility of this project (F.E.C.)

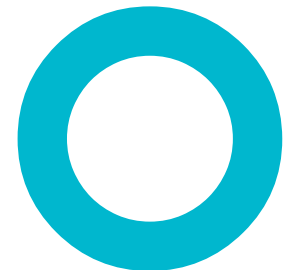
We conducted a survey as part of the study. Unfortunately we quickly realized that there is no document or data to help us to fix a specific catchment area(s).

So we decided to simplify this approach for various reasons.

The Koprivnica F.E.C. is backed has a single theme «food.» The term that allows to use several typology of the public (that is not the case of a Theme Park).

Already for this reason we used several methods for determining the catchment area(s)

Geographically the area is regional including neighboring countries (Slovenia, Hungary ...) firstly including customers named »local families « or « individual and group tourists'.



FEC is positioned as a European center for food
For professionals customer the catchment area may be broadened and include the organization of specific annual events.

Regarding the 'school customers » we consider that the FEC should have a commercial positioning at national space (Croatia)

The basis for a total of frequenting the FEC we considered two zones.

The first area at 90 ' (drive by car) with about 1M people and the second area at 180' (drive by car) with approximately 3M people.

Analysing the economic feasibility of this project is necessary before undertaking any investment. First, in terms of annual attendance, it seems that such a Family Entertainment Centre can quickly attract more than 60,000 visitors (second year of operation). This target is really conceivable regarding similar tourist sites in Europe. For instance, the Alimentarium (Switzerland), which was the world's first food museum, has exceeded this threshold after a few years of operation. Good communication and commercialisation are essential to meet this goal. Thus, all these admissions may generate more than 350,000€ in the very first year of operation. In addition to these sales, the FEC makes money with the restaurant and the bar (around 140,000€ excluding taxes for the first year), the gift-shop (more than 67,000€) and the botanic

garden (15,000€). Other revenues such as rental income, commission, and sponsoring increase the overall revenue. In total, this revenue should reach around 645,000€ the first year of operation. It then increases very quickly, as the number of visitors grows fast. After 5 years, it may exceed one million euros.

On the other hand, the amount of expenses is valued around 350,000€ in the first year. It comprises the cost of sales (especially for the restaurant, the bar and the gift-shop) and operating expenses such as general expenses (energy, supplies, communication...) and staff costs (mainly salaries and wages). Taxes are very low compared to other expenses.

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Hence, overall income far exceeds expenditure. It is then possible to finance investments without subsidies (except maybe for the first year of operation). As we said before, a FEC is a self-sustaining project. Initial investments should cost between 5.5 and 6 million euros. On the basis of 300,000€ amortised every year (20 year-loan), the FEC is profitable from the second year of operation. Every year, new investments (10% of the revenue) must be paid but the FEC is profitable enough to finance them. The creation of the FEC does not have negative impacts on the city's finances. On the contrary, it has positive effects for the city of Koprivnica which becomes far more attractive, but also for the entire local economy. The stimulation of economic activity is explained both by the activity of the FEC (which purchases goods and services in the area) and by the consumption capacity of tourists who visit the FEC. For instance, implementing this project will improve the economic activity of hostels in the area, as tourists need to sleep somewhere. Other tourist sites in the area may also benefit from this dynamic business development.

In addition to these positive economic outcomes, the FEC contributes to the improvement of the image of Koprivnica. These outcomes in terms of image are essential because they indirectly generate more revenues for the FEC and for local actors. The area becomes more attractive for tourists, investors (companies), or simply for people

who want to live there. In summation, creating this FEC is a very structuring project for all actors in the area. In particular, it leads to a process of identification of inhabitants who are generally proud of having a park in the area. And it is even more striking when the FEC is based on a theme which is closely linked to the history of the city: food.





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