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**Preparing the Business Plan for The  
“NEBVLA” Movie Theater  
Biskra**

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## *🌀 Dedications 🌀*

To the one I cherish more than myself, my beloved mother Samia. Your sacrifices for our family have been immeasurable. You have consistently put your own needs aside to ensure we have a better life. Your unwavering love and support have been my guiding light and source of strength. Your selflessness inspires me every day.

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*Ayoub*

## *Dedications*

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## List of Abbreviations

### List of Abbreviations

**PESTLE:** Political, Economic, Social, Technological, Legal, and Environmental analysis.

**SWOT:** Strengths, Weaknesses, Opportunities, and Threats.

**4Ps:** Refers to the four primary elements of the marketing mix: Product, Price, Place, and Promotion.

**7Ps:** An extended version of the marketing mix that includes People, Process, and Physical Evidence in addition to the original 4Ps.

**CRM:** Customer Relationship Management.

**USPs:** Unique Selling Propositions.

**EURL :** Single Limited Liability Company (Entreprise Unipersonnelle à Responsabilité Limitée).

**SARL :** Limited Liability Company (Société à Responsabilité Limitée).

**SNC :** General Partnership (Société en Nom Collectif).

**SPA :** Joint Stock Company (Société par Actions).

**SCS :** Simple Limited Partnership (Société en Commandite Simple).

**SCPA :** Partnership Limited by Shares (Société en Commandite par Actions).

**QASP:** Quality Assurance Strategy and Procedures.

**PDCA:** Plan-Do-Check-Act cycle.

**CV:** Curricula Vitae.

**NPV:** Net Present Value.

**DZD:** Algerian Dinar (Algerian currency).

**USD:** United States Dollar.

**CAGR:** Compound Annual Growth Rate.

## **List of Abbreviations**

**VR:** Virtual Reality.

**AR:** Augmented Reality.

**HBO:** Home Box Office, an American premium cable and streaming television network.

**GDP:** Gross Domestic Product.

**UN:** United Nations.

**App:** Application.

**TVA:** Value-added tax.

**HT:** Hors Taxe, meaning "excluding tax."

**TTC:** Toutes Taxes Comprises, meaning "including all taxes."

**COD:** Cash On Delivery.

**ONDA:** National Office of Copyright and Related Rights (French: "Office National des Droits d'Auteur et des Droits Voisins").

**SR:** Sales revenue.

**JIT:** Just-In-Time, is a production strategy focused on reducing waste and boosting efficiency by receiving goods only when needed in the production process, cutting down on inventory costs and storage space.

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# *General Introduction*

# General Introduction

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## General Introduction

In an era marked by rapid globalization and technological advancement, the landscape of entrepreneurship has undergone significant transformation. The essence of entrepreneurship lies not only in the creation of innovative ventures but also in the ability to navigate complex business environments and seize opportunities effectively. Against this backdrop, this thesis endeavors to explore the intricacies of entrepreneurship within the context of establishing a cinema theater in Biskra, Algeria.

The cinematic landscape serves as a vibrant nexus of culture, entertainment, and community engagement, offering a platform for storytelling and artistic expression. In Biskra, a city renowned for its rich cultural heritage and diverse population, the establishment of a cinema theater represents not only a commercial endeavor but also a cultural milestone. This thesis aims to delve into the theoretical underpinnings and practical implications of such an entrepreneurial venture, offering insights into the dynamics of market analysis, strategic planning, organizational structure, and financial management.

In exploring the entrepreneurial venture of establishing a cinema theater in Biskra, Algeria, it is crucial to understand the historical context of cinema culture in the region. Biskra, like many cities globally, once boasted a thriving cinema scene that played a pivotal role in its cultural fabric. Back in the day, cinemas were bustling hubs of social activity, attracting crowds eager to experience the magic of the silver screen. These cinemas were not only venues for entertainment but also platforms for cultural exchange and artistic expression. They showcased a diverse range of films, from Hollywood blockbusters to local productions, catering to the varied tastes of their audiences. Moreover, they provided employment opportunities for local residents, from ticket sellers to projectionists, contributing to the socioeconomic vitality of the community.

However, despite their popularity and significance, Biskra's cinemas faced challenges in the latter part of the 20th century. Political shifts, changing consumer preferences, and the start of Algerian Civil War. As a result, one by one, these once-thriving cinemas closed their doors, leaving behind a void in the city's cultural landscape.

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Now, against the backdrop of this cinematic legacy and the nostalgia it evokes, there is a renewed sense of hope and determination to revive this cultural activity. The "NEBVLA" movie theater project represents a bold endeavor to breathe new life into Biskra's cinema scene, rekindling the magic of moviegoing for residents and visitors alike.

In essence, the endeavor to establish a cinema theater in Biskra is not merely a business venture but a cultural revival—a testament to the enduring appeal of cinema and the collective desire to preserve and celebrate it for generations to come. Through meticulous planning, strategic foresight, and a deep commitment to the community, the "NEBVLA" project aims to write a new chapter in Biskra's cinematic history, one filled with excitement, creativity, and cinematic wonder.

## 1. Research Questions:

Given the context laid out above, a pertinent query arises:

"In what manner can we craft a comprehensive business plan for launching the 'NEBVLA' cinema in Biskra?"

This inquiry prompts the exploration of specific sub-questions in our quest to address this overarching challenge

- **Unveiling the Blueprint:** What exactly constitutes a business plan, and how do we meticulously craft this blueprint for success?
- **Navigating the Path:** What sequential steps must we traverse to breathe life into the vision of the "NEBVLA" movie theater?
- **Illuminating the Stages:** What distinct stages characterize the implementation journey of the business plan tailored specifically for the "NEBVLA" movie theater?
- **Assessing Viability:** Amidst the aspirations and dreams, does the "NEBVLA" movie theater project stand as a beacon of feasibility, or does it waver in the face of practical realities?

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- **Confronting Obstacles:** As we embark on this transformative endeavor, what formidable challenges loom on the horizon, obstructing the path to realizing the "NEBVLA" movie theater?

### 2. Reasons for Choosing the Topic:

- **Personal Motivations:**
  - Immersed in a deep-seated passion for the enchanting world of movies and the rich tapestry of cinematic culture, our hearts resonate with the idea of contributing to this realm.
  - Driven by an innate desire to make a meaningful mark on our beloved city, we seek avenues to leave behind a legacy of positive change and cultural enrichment.
  - Embarking on this entrepreneurial journey, we are fueled by the aspiration to step into the dynamic world of business and carve our path towards success.
  - Nostalgic reveries of the cinema theater experience, steeped in nostalgia and wonder, inspire us to embark on this transformative endeavor.
- **Objective Rationales:**
  - Recognizing the untapped potential nestled within Biskra's cultural landscape, we discern a golden opportunity to fill the void by introducing the "NEBVLA" movie theater.
  - Surveying the barren entertainment landscape of Biskra, with scant recreational venues to cater to the diverse needs of its residents, we recognize the pressing need for a cultural oasis.
  - Aligned with the government's strategic initiatives to bolster cultural activities and foster domestic tourism, particularly in the realm of Algerian cinema, we discern a synergy between our vision and broader socio-economic objectives.
  - Viewing the completion of the business plan as a pivotal milestone in our academic journey, we are propelled by a sense of purpose to translate

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theoretical knowledge into tangible action, thereby bridging the gap between academia and real-world entrepreneurship.

### 3. Significance of the Study:

The importance of the topic lies in:

- **Stimulating Investment:** By venturing into this untapped domain, we unlock avenues for increased investment, characterized by a lack of direct competitors, the introduction of innovative services, and the promise of lucrative returns. This not only fosters economic growth but also propels the development of the local entertainment sector.
- **Enhancing Community Well-being:** The infusion of entertainment and recreational options into the community fabric serves as a catalyst for uplifting morale and spreading joy among residents. By providing accessible avenues for leisure and cultural engagement, the project cultivates a sense of belonging and fosters social cohesion, enriching the quality of life for all.
- **Spurring Additional Investment:** Beyond its direct impact, the project's success paves the way for ancillary investment opportunities, enticing other stakeholders to participate in the burgeoning cultural landscape. This ripple effect amplifies the project's socio-economic benefits, catalyzing broader development initiatives and stimulating further growth in the local economy.
- **Validating Business Planning:** Through meticulous business planning, this endeavor serves as a testament to the indispensable role of comprehensive feasibility studies in investment projects. By demonstrating the efficacy of strategic foresight and meticulous planning, the project underscores the importance of laying a robust foundation for sustainable growth and long-term success.

### 4. Study Objectives:

Through this study, our aims are twofold:

1. **Innovative Ideation:** We aspire to generate novel concepts that challenge the status quo and redefine the landscape of entrepreneurship ventures. By



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pushing the boundaries of conventional thinking, we endeavor to introduce fresh perspectives and pioneering approaches that inspire transformative change within the entrepreneurial sphere. Through creative ideation and strategic insight, we aim to catalyze a paradigm shift in the way proposed projects are conceptualized and executed, fostering a culture of innovation and exploration.

- 2. Comprehensive Guidance:** Our study is committed to providing a comprehensive roadmap for aspiring entrepreneurs, offering a detailed explanation of the intricacies involved in preparing business plans. Through meticulous analysis and practical insights, we aim to demystify the process of business planning, equipping individuals with the knowledge and tools necessary to navigate the complexities of entrepreneurship with confidence and clarity. By distilling complex concepts into actionable steps, we empower entrepreneurs to translate their visions into tangible realities, fostering a culture of informed decision-making and strategic foresight.

### **5. The Research Methodology and Data Collection Methods:**

In conducting this study, we have embraced a descriptive approach, which we believe to be the most fitting for our objectives. This methodological choice allows us to provide a detailed and comprehensive exploration of both theoretical concepts and their practical application.

By adopting a descriptive approach, we aim to offer readers a thorough understanding of the subject matter, illuminating key theories and principles while also delving into real-world examples and case studies. This approach enables us to paint a vivid picture of the entrepreneurial landscape in the context of establishing a cinema theater in Biskra, Algeria.

Through descriptive analysis, we can elucidate the nuances of entrepreneurship, business planning, and market dynamics, providing readers with valuable insights that can inform their own entrepreneurial endeavors. Additionally, this approach allows us to examine the specific challenges and opportunities inherent in the NEBVLA cinema theater project, offering practical guidance and recommendations for its successful implementation.

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Overall, the descriptive approach serves as a robust framework for our study, allowing us to combine theoretical rigor with practical relevance to deliver meaningful insights and actionable recommendations for entrepreneurs and stakeholders alike.

In conducting our study, we employed a diverse range of data collection tools to gather comprehensive and insightful information. These tools included:

- **Surveys:** Structured questionnaires designed to gather quantitative data from a sample of respondents, allowing us to assess attitudes, preferences, and behaviors related to our research topic.
- **Interviews:** In-depth conversations with key stakeholders, experts, and participants involved in the cinema theater project, enabling us to gain qualitative insights, perspectives, and firsthand experiences.
- **Observation:** Systematic observation of relevant environments, activities, and phenomena related to the establishment of the "NEBVLA" movie theater, providing valuable contextual information and real-time observations.
- **Research and inquiry:** Extensive literature review and inquiry into existing studies, reports, and articles pertaining to entrepreneurship, business planning, cinema industry trends, and cultural dynamics in Biskra, offering a theoretical foundation and background information for our study.
- **Direct dialogues:** Informal discussions and exchanges with individuals involved in the cinema theater project, allowing for spontaneous interactions, clarifications, and information sharing outside of formal interview settings.
- **Correspondence:** Written communication via email, letters, or other digital platforms with relevant stakeholders, authorities, and organizations involved in the cinema theater project, facilitating data collection, coordination, and collaboration.

By utilizing these diverse data collection tools, we were able to gather a rich array of information, insights, and perspectives necessary for a comprehensive analysis and understanding of our research topic.

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### 6. Delimitations of the Study:

Geographically, our study focuses specifically on the city of Biskra, situated within the context of Algeria. This geographical boundary ensures that our analysis remains relevant and applicable to the unique cultural, economic, and social dynamics of Biskra.

In terms of temporal boundaries, our study is confined to the academic year spanning from 2023 to 2024. This timeframe provides a clear scope for our research, allowing us to capture relevant data, trends, and developments within a defined period. By setting these temporal boundaries, we can ensure that our findings and recommendations are based on current and contextualized information, thereby enhancing the relevance and validity of our study.

### 7. Limitations of the Study:

Throughout the preparation of our study, we confronted numerous challenges that impeded our progress and caused delays. These obstacles included:

- **Difficulty in information acquisition:** We encountered obstacles, particularly in accessing information from public administrations, which often required the intervention of intermediaries to facilitate communication and data retrieval.
- **Challenges in obtaining formal invoices:** Procuring formal documentation, such as invoices, posed challenges, requiring extensive effort and coordination to obtain necessary financial records and documentation.
- **Complexity due to multiple stakeholders:** The involvement of numerous stakeholders in the study topic complicated the research process, as it necessitated navigating diverse perspectives, interests, and contributions, which sometimes resulted in logistical and organizational challenges.

Despite these challenges, we persevered in our efforts to overcome these obstacles and ensure the completion of our study, employing strategies such as enhanced communication, collaboration, and resourcefulness to address the complexities inherent in our research endeavor.

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## 8. Structure of the Dissertation:

Our study is structured into two comprehensive chapters, each meticulously designed to provide in-depth insights into the topic at hand:

Chapter 1: Theoretical Framework of the Business Plan This chapter is divided into six sections, each focusing on a critical aspect of business planning:

- Section 1: Embarking on Entrepreneurial Endeavors: Defining, Navigating, and Seizing Opportunities
- Section 2: Delving into the essence and significance of a business plan, elucidating its fundamental nature and purpose.
- Section 3: Exploring the intricacies of the marketing plan, outlining strategies for market analysis, segmentation, targeting, and positioning.
- Section 4: Reviewing the production plan, which entails the operational aspects of the business, including facilities, equipment, and logistics.
- Section 5: Addressing the organizational plan, discussing the structure, management, and human resources required for effective business operations.
- Section 6: Highlighting the financial plan, emphasizing the importance of financial projections, budgeting, and risk assessment in ensuring the project's viability and sustainability.

Chapter 2: Applied Aspect of the Topic This chapter is dedicated to the practical application of the business plan framework in establishing the “NEBVLA” movie theater in Biskra. It comprises five sections:

- Section 1: Introduction of the project, providing an overview of the “NEBVLA” movie theater venture, its objectives, and its significance in the cultural landscape of Biskra.
- Section 2: The marketing plan, outlining strategies for promoting the theater, attracting audiences, and generating revenue.

## **General Introduction**

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- Section 3: The organizational plan, addressing the management structure, staffing needs, and administrative processes essential for efficient theater operations.
- Section 4: The operational plan, detailing the logistical and operational requirements for running the theater, including equipment, staffing, and scheduling.
- Section 5: The financial plan, presenting financial projections, budgetary allocations, and risk management strategies to ensure the project's financial viability and long-term success.

***Chapter I:***  
***Theoretical Background***

**Chapter I : Theoretical Background****1. Introduction**

This chapter provides the foundational concepts and theories essential for understanding the development and execution of a business plan for a cinema theater in Biskra. It begins by exploring the multifaceted nature of entrepreneurship, detailing the characteristics and mindset required to navigate and seize business opportunities effectively. The chapter further delves into the comprehensive components of a business plan, elucidating its objectives, target audience, and critical sections, which serve as the blueprint for business success.

Additionally, the marketing plan is examined, highlighting its role in analyzing market opportunities and formulating strategies to meet customer needs. The chapter also covers the organizational and operational plans, detailing the structure, management, and strategic alignment necessary for organizational readiness and success. Finally, the financial plan is discussed, emphasizing its importance in project evaluation, financial structuring, and risk analysis. This theoretical background lays the groundwork for crafting a robust and viable business plan tailored to the specific context of a cinema theater in Biskra.

## **2. Embarking on Entrepreneurial Endeavors: Defining, Navigating, and Seizing Opportunities**

### **1. Entrepreneurship**

#### **1 Definition of Entrepreneurship**

Entrepreneurship plays an important role in the creation and growth of businesses, as well as in the growth and prosperity of regions and nations (Hisrich et al., 2017). For instance, Entrepreneurship represents a dynamic process wherein individuals identify, assess, and capitalize on emerging opportunities to introduce innovative goods, services, and organizational frameworks (Venkataraman, 1997; Shane & Venkataraman, 2000). This concept hinges significantly on innovation, which serves as a cornerstone attribute of entrepreneurial endeavors. Kirzner (1997) characterizes entrepreneurs as individuals with acute market awareness, adept at facilitating transactions between suppliers and consumers to generate profit (Deakins & Freel, 2006).

In contrast, Schumpeter's perspective (1934) emphasizes entrepreneurship's role in fostering transformative change through the introduction of novel combinations that can disrupt established products, services, or businesses Shane (2003). Within this framework, entrepreneurship flourishes amidst risk and uncertainty, propelled by aspirations of profitability and growth (Zimmerer & Scarborough, 2005).

Successful entrepreneurs exhibit distinct attributes such as a penchant for innovation, astute opportunity recognition, and the implementation of efficient processes to ensure sustainable business expansion (Carland et al., 1984; Watson, 2001). Innovation, in particular, remains pivotal, involving the continual exploration of new and improved methods with a keen eye on commercial viability. This stands in contrast to scientific invention, which may prioritize creation for purposes beyond commercial gain (Rwigema & Venter, 2005).

While some individuals are primarily motivated by the intellectual challenge inherent in invention, their focus may not necessarily align with commercialization. They may prioritize idea generation over practical implementation, leading to short-term gratification rather than sustained business commitment, thus impacting their



financial and investment behavior. According to Veber and Srpová (2010), there are three fundamental conceptions of entrepreneurship which are generally accepted:

**Entrepreneurship as a Process**

In this conception, a new commodity with added value is created which may be in a financial or non-financial form.

**Entrepreneurship as a Method**

The enterprising conception analyses the behavior of a person and it is characterized by these attributes:

- Interest and effort to create an added value,
- Independently searching for opportunities to achieve the goal,
- Deploying an effective usage of own resources or time,
- Taking responsibility for yourself and taking an adequate risk
- Yielding positive results as the last stakeholder.

**Entrepreneurship as a Value Orientation**

This conception represents a structure of values and attitudes. Firstly, the values and attitudes are perceived by society which means how the society appreciates entrepreneurship and entrepreneurs. Secondly, the values and attitudes are looked at individually, which indicates emphasizing an enterprising lifestyle. That means risk-bearing or endurance of uncertainties but on the other hand, the entrepreneur may generate a greater profit. (Veber & Srpová, 2012)

Entrepreneurship is about seeking entrepreneurial opportunities. Those are situations in which new goods, services, raw materials, and organizing methods can be introduced and sold at greater than their cost of production. (Hisrich et al., 2017)

Owning a business has many benefits, however, there are potential drawbacks that the entrepreneur should be aware of. Some of the disadvantages of entrepreneurship include the following:

- Uncertainty of income,
- Risk of losing the entire investment,
- Long hours and hard work,

- Lower quality of life until the business gets established,
- High level of stress,
- Complete responsibility,
- Discouragement. (Scarborough & Cornwall, 2016)

It is in entrepreneur's interest to increase value of his/her enterprise, nevertheless, it is not guaranteed that the company will be prosperous and there is always a risk of failure when starting own business.

## **2 Defining Entrepreneurship: Beyond Business Creation**

Delving into the literature reveals that the entrepreneurial spirit transcends mere business establishment. Rather, it embodies a mindset encompassing a spectrum of attitudes and competencies essential for success. The European Union Expert Group on Entrepreneurship Education and Training (2004) defines entrepreneurship as a holistic approach that empowers individuals to recognize and capitalize on opportunities, thereby shaping their personal and professional trajectories.

- **Exploring the Essence of Entrepreneurial Spirit**

Before venturing into the realm of business creation, project leaders often ponder over the concept of the "entrepreneurial spirit." This introspection involves not only assessing one's capacity for innovation but also identifying the requisite skills necessary for navigating the complexities of business opportunities.

- **Nurturing the Entrepreneurial Mindset**

Verzat and Bachelet (2006) underscore the foundational role of the entrepreneurial spirit in the pre-launch stages of a venture, highlighting its significance as a precursor to entrepreneurial action. Billet (2007) further accentuates the proactive nature of entrepreneurial spirit, emphasizing its close association with initiative and decisive action.

- **Cultivating Entrepreneurial Skills**

The development of one's entrepreneurial spirit involves acquiring a diverse set of skills and cultivating attitudes conducive to achieving life goals, fostering autonomy, and embracing responsibility.

- **Unveiling the Entrepreneurial Situation**

Transitioning to the concept of the entrepreneurial situation, Fayolle (2004) sheds light on a facet often overlooked in scholarly discourse—the contextual backdrop against which entrepreneurial endeavors unfold.

- **Deciphering the Dynamics of Entrepreneurial Situations**

Fayolle's definition of an entrepreneurial situation highlights the intricate interplay between an individual's unwavering commitment and the emergence or consolidation of entrepreneurial projects or organizations. However, this definition warrants further elaboration and clarification to comprehensively capture its essence.

- **The Confluence of Entrepreneurial and Managerial Logic**

According to proponents of situation theory, an entrepreneurial situation materializes when individuals find themselves intricately interconnected in mutual endeavors, with both entrepreneurial and managerial logics intertwined. While entrepreneurial logic revolves around seizing opportunities and nurturing creative ideas, managerial logic entails strategic foresight, proactive planning, and innovative problem solving throughout the project lifecycle.

- **Striving Towards Entrepreneurial Excellence**

Entrepreneurs navigate the journey towards success by bridging the chasm between the present reality and the envisioned future, striving to fulfill personal aspirations while driving project objectives forward. This iterative process demands continuous evaluation and decisive action to ensure alignment with overarching goals.

### **3 Sources of Entrepreneurial Inspiration and Key Success Elements**

Entrepreneurs typically draw inspiration for their business ventures from various sources, including their education, work experience, personal interests, and identifying gaps in the market. According to Abrams (2019), successful businesses often incorporate one or more of these elements:

- **Innovation:** Introducing a novel product or service to the market.
- **Enhancement:** Improving existing products or services through additions such as new features, price reductions, or enhanced speed.

- Market exploration: Identifying untapped markets with higher demand or niche opportunities.
- Distribution innovation: Streamlining delivery processes, expanding reach, or diversifying options.
- Expanded offerings: Increasing the range of services or products provided to customers

#### **4 Navigating the Entrepreneurial Journey: From Idea to Business Plan Implementation**

The entrepreneurial process embodies a dynamic journey from ideation to business plan execution, influenced by a myriad of personal and environmental factors (Fayolle, 2004). This process unfolds through three distinct phases:

1. Initiation: Identifying business opportunities and conceptualizing entrepreneurial projects.
2. Commitment: Launching and developing the entrepreneurial venture, ensuring ongoing relevance and adaptability.
3. Survival: Sustaining the venture through continuous innovation and market positioning.

Four models of the entrepreneurial process have been delineated in the literature:

- Upstream entrepreneurial process emphasizes personal, sociological, and environmental variables influencing entrepreneurial potential. (Bygrave, 1989)
- Sabourin and Gasse (1989) underscore the relationship between start-up intentions and entrepreneurial potential, delineating antecedents, predispositions, and triggers.
- Bruyat (1993) outlines five stages of the entrepreneurial process, from initial perception to operational equilibrium.
- Hernandez (1999) presents a strategic model focusing on individual characteristics and business opportunities, spanning four phases: initiation, maturation, decision, and finalization.

The processual approach to entrepreneurship centers on entrepreneurial intentionality, necessitating the acquisition of requisite skills and attitudes conducive to business creation. Following Hernandez's life cycle logic, the entrepreneurial journey unfolds from opportunity identification through business plan elaboration, culminating in viability assessment and implementation.

## **2. Entrepreneur**

### **1 The Entrepreneurial Persona: Essence of Business Innovation**

Hernandez (1999) posits that the entrepreneur epitomizes the core of entrepreneurship, serving as both its driving force and tangible embodiment. Traditionally, entrepreneurship has been perceived as the solitary pursuit of individuals, as emphasized by Schumpeter (1975), Bruyat (1993), and Bygrave and Hofer (1991), portraying entrepreneurs as innovative individuals who seize opportunities to establish enterprises, aiming for profitability and employment generation.

### **2 Defining the Entrepreneur: A Holistic Perspective**

The entrepreneur can be defined through three distinct lenses:

1. The descriptive approach, focuses on individual traits.
2. The behavioral approach, highlighting interactions with the organization and environment.
3. The typological approach, provides insights into entrepreneurial history.

However, defining an entrepreneur goes beyond mere categorization; it involves emphasizing the requisite skills and qualities inherent in entrepreneurial endeavors, such as unwavering determination, passion, synthesis of effort, and calculated risk-taking.

### **3 Understanding Entrepreneurial Behavior**

Casson (2010) suggests two primary ways of defining entrepreneurs: as founders of SMEs with growth potential or as performers of economic functions. However, Veber and Srpová (2012) offer diverse definitions, emphasizing business-related activities, opportunity recognition, resource mobilization, and risk-taking.

**4 Traits of Successful Entrepreneurs**

Katz and Green (2017) outline five key behaviors among successful entrepreneurs:

- 1) Passion: Fostering commitment and inspiring stakeholders.
- 2) Perseverance: Maintaining dedication despite challenges.
- 3) Promotion-prevention focus: Balancing gains and losses.
- 4) Planning style: Long-term orientation with contingency plans.
- 5) Professionalization: Exceeding standard business practices.

**3. Opportunity****1 Definition of Opportunity**

The concept of "opportunity" in entrepreneurship varies among scholars due to their academic backgrounds and diverse perspectives. Generally, entrepreneurial opportunities refer to situations with the potential to create new economic value (Alvarez & Barney, 2007; Kirzner, 1997; Schumpeter, 1934). Schumpeter identified five forms of entrepreneurial opportunities: introducing new goods, new methods of production, entering new markets, controlling new sources of raw materials, and establishing new industrial organizations.

Similarly, based on Casson's work, Shane and Venkataraman, 2000 defined entrepreneurial opportunities as "the identification of new goods, services, raw materials, or organizational methods that allow products to be sold at more than their cost of production." Hills, et al. (1997) referred to opportunities as either the possibility of creating new ventures or significantly improving an existing business position, both leading to potential profitability.

Economically, entrepreneurial opportunities involve creating new goods, services, or methods that yield profits exceeding production costs. Some scholars focus on market demand or gaps as a definition of opportunities, while others, influenced by cognitive perception studies, view opportunities as internal cognitive schemata representing potential gains, controllable variables, and positive stances.

For example, Choi and Shepherd (2004) suggest that opportunities arise when there is customer demand for a new product. Similarly, Kaish and Gilad (1991) define

opportunities as market gaps resulting from imbalance. In such definitions, opportunities are identified as current unmet demand in a specific market, although economic profitability may not be evident.

In management and organizational thinking, an alternative conceptualization of opportunities has emerged in entrepreneurship literature, moving beyond objective views that assume opportunities exist objectively in the market. These contrasting views consider opportunities as self-perceived cognitive constructs that vary among individuals and over time.

For instance, in their study on how managers distinguish between threats and opportunities, Dutton and Jackson (1988) specifically define opportunities as cognitive schemata individuals internally construct, perceived as "positive issues" representing significant profit potentials without loss and feelings of control over the issue at hand. Similar definitions have been applied in entrepreneurship research, with Lambert et al. (2010) defining "opportunity beliefs" as self-beliefs that the opportunity is available to those who are prepared and capable. In the same vein, Gartner, et al. (2008) define opportunities as "positive controllable situations." (p.301) This definition closely follows Stevenson and Jarillo (1990) view of opportunities as "desired achievable future situations." (p.17) Jarillo and Stevenson further elaborate:

Thus, opportunity is a relative concept; opportunities differ among individuals and within individuals over time. Perceptions of desires and capabilities are linked to reality weakly. Nevertheless, the essence of entrepreneurship is readiness to pursue opportunity regardless of the available control resources. (p.17)

## **2 Conflicting Perspectives on Entrepreneurial Opportunities**

The debate over entrepreneurial opportunities revolves around two main perspectives: realistic and constructivist. Realism argues that opportunities exist objectively due to market flaws, recognized and exploited by entrepreneurs for profit. This perspective emphasizes the role of individual skills in identifying these opportunities and suggests they exist independently of personal perceptions.

On the other hand, constructivism posits that opportunities are socially constructed through interpretation and action. It focuses on how individuals construct

opportunities based on their perceptions and actions, emphasizing the self-determined nature of opportunity identification.

A more recent perspective, evolutionary realism, attempts to integrate these views. It proposes that opportunities are self-built but their validity is determined through external verification from relevant parties such as venture capitalists or customers. This perspective seeks to bridge the gap between self-creation and external verification of opportunities.

However, empirical research on evolutionary realism in entrepreneurial opportunities is limited, although some studies have used external verification methods to assess opportunity validity. Overall, this approach shows promise in integrating self-creation with external verification to understand the nature of entrepreneurial opportunities more comprehensively. Alvarez, et al. (2015) describe evolutionary realism as follows:

By integrating a constructivist perspective, the first assumption is that opportunities in this view are not independent of individual action. However, by incorporating realism, these actions are tested against an objective reality to obtain validity. In this case, even if we acknowledge that markets are socially constructed, market reactions are considered as a check on opportunity validity. (p.95)

### **3. Business Plan**

According to Schwetje and Vaseghi (2007) “a business plan, in principle, can be seen as a document that commercializes your business idea as a whole towards potential investors and stakeholders. A business plan is successful if you succeed in conveying to the reader the most significant opportunities and growth capacities of your company realistically”. (p. 11)

A business plan serves as a blueprint detailing how a new venture intends to achieve its primary objectives within a specific timeframe. It functions both as a strategic roadmap and a tool for securing funding while facilitating communication with stakeholders. Particularly crucial for startups, comprehensive planning is essential for gaining insights into the target market, competitive landscape, prevailing market conditions, and available financing options. This involves meticulous



assessment of startup costs, evaluation of financial resources, and formulation of future projections.

Primarily, business plans are instrumental in raising capital and providing guidance for growth trajectories. They represent a persuasive document showcasing the business's capacity to generate sufficient sales, attain profitability, and appeal to potential investors. Moreover, a business plan serves as a compelling narrative, effectively conveying the excitement and potential of the venture to prospective backers and stakeholders.

According to Barringer (2015) (pp. 23-24) “A business plan can be defined as a written narrative, typically 25 to 30 pages long, that aims to describe all the aspects of a business venture. The aspects in question seek to answer what a new business intends to accomplish and how it intends to accomplish it”. Crafting a business plan usually serves dual-purpose for most businesses; it is used for both internal and external reasons. Internal reason is to understand all the necessary aspects of the new venture that might have otherwise gone remarked. The external reason is to raise money and attract high-quality business partners.

### **1. Objectives and Advantages of a Business Plan**

Crafting a comprehensive business plan is essential advice for individuals contemplating entering the world of business. This plan serves as a roadmap, providing direction and outlining strategies to ensure the success of the endeavor (Abrams, 2019; Finch, 2010). It is paramount to delineate the target demographic and define clear goals, whether it is securing investment, managing the business, or aiding in its sale. Emphasizing key financial metrics like returns and profitability is vital when seeking investment (McKeever, 2018)

A well-developed business plan not only enhances the likelihood of securing funds but also aids in determining the viability of the idea. By elucidating strengths and weaknesses, it facilitates informed decision-making about whether to persevere or pivot. Moreover, having a business plan increases the chances of success by providing tangible figures and data, guiding operations, and aligning them with objectives.

When designing a business plan, it is imperative to incorporate verifiable facts and data to validate the claims made within. Reliable data from sources like government

statistics, university research departments, and market research reports enhance the plan's credibility and persuasiveness to potential investors (Finch, 2010). Such concrete evidence not only enhances the credibility of the plan but also increases its persuasiveness to potential investors. While sourcing reliable data can be challenging, it is indispensable for instilling confidence and garnering support for the venture. Valuable sources for gathering such data include government statistics, university research departments, market research reports, and other reputable sources.

Writing a business plan may not be enjoyable for many entrepreneurs. It's often likened to root canal surgery or periodontal work - a process that is endured rather than enjoyed. However, despite the initial reluctance, writing a business plan offers numerous benefits and serves multiple purposes. It can be instrumental in selling the business idea to investors and customers, securing bank loans, attracting funding from investors, partners, and employees, obtaining essential contracts, and providing a working guideline for the management team.

## **2. Who is a business plan intended for?**

A business plan can be written addressed to any of the following organizations or people:

- ✓ Banks
- ✓ Existing partners
- ✓ Potential Investors
- ✓ Potential partners
- ✓ Potential Customers
- ✓ Management Team
- ✓ Company Employees

## **3. Sections of the business plan**

### **1 Description of the Company**

Constructing a comprehensive company description may seem straightforward, yet it demands meticulous planning and deliberation. Within this section, essential

components include the company's name, legal structure, overarching goals and objectives, the proposed product or service, target customer demographics, strategic approach, and rudimentary financial details. Selecting an apt name warrants careful consideration to align with present requirements while allowing for future adaptability, overly restrictive names might constrain future pivots in business focus. Equally crucial is delineating the geographical scope of operations, encompassing both the physical location and prospective markets (Evans, 2016; Abrams, 2019)

As emphasized by Evans, goals epitomize the envisioned destination, while objectives serve as navigational milestones, aiding in gauging progress (Evans, 2016; Abrams, 2019). These objectives ought to adhere to the SMART criteria, ensuring specificity, measurability, achievability, relevance, and temporal bounds. A mission statement emerges as the bedrock, encapsulating the business's essence, financial aspirations, core values, and envisioned market positioning (Evans, 2016; Abrams, 2019).

Articulating the perceived business opportunity is paramount, substantiating the notion that the present juncture is optimal for realizing the proposed venture. This entails elucidating the identified target demographic, delineating how the proposed product or service translates into tangible benefits and profitability. The narrative should eschew technical minutiae, instead foregrounding the inherent advantages and user-centric appeal of the offering (Srpová et al., 2011; Finch, 2010).

In delineating the business opportunity, attention pivots to several key facets:

- **Product Description:** Thoroughly expound on product attributes, distinguishing features, and ancillary services, elucidating whether it constitutes a novel offering or augments existing market offerings (Srpová et al., 2011).

- **Competitive Advantage:** The narrative must convincingly assert the superiority of the proposed offering vis-à-vis competitors, underscoring superior value propositions or problem-solving prowess (Srpová, et al., 2011).

- **Customer Benefits:** Explicitly articulate the value proposition for prospective customers, elucidating the utility and differential advantages conferred by opting for the proposed product or service (Srpová, et al., 2011).

Even in the absence of sales history, nascent ventures can underscore significant achievements, such as self-financing endeavors or strategic partnerships, thereby bolstering investor confidence in the enterprise's developmental trajectory (Abrams, 2019). This demonstration of progress substantiates the capacity for future growth and augments the allure of investment prospects.

## **2 Industry Analysis, Trends, and Health**

Defining an industry encompasses all enterprises offering similar products or services, wherein the broader industry dynamics exert considerable influence on individual businesses. A pivotal concern pertains to the cyclicity of industries, delineating the degree of susceptibility to economic oscillations. Within the ambit of industry analysis, the focus extends to elucidating the industry landscape, prevailing trends, strategic avenues, and overall vitality. The economic landscape comprises four primary sectors: service, manufacturing, retail, and distribution, with certain businesses straddling multiple sectors (Abrams, 2019). Crucially, monitoring industry expansion and contrasting its growth trajectory with that of the Gross Domestic Product (GDP) facilitates discerning lucrative opportunities; an industry outpacing GDP growth signifies abundant prospects for ventures therein.

Delving into industry trends entails prognosticating forthcoming preferences and fads, necessitating a forward-looking perspective to anticipate evolving market dynamics. Informed conjectures about future trends necessitate diligent research, encompassing interactions with industry peers, perusal of pertinent literature, and attendance at relevant trade exhibitions (McKeever, 2018). The objective is to attain a nuanced understanding of the industry milieu, enabling the identification of enduring trends poised to shape the market landscape in the ensuing years.

Moreover, industry health assumes paramount significance, exerting a substantial bearing on investor sentiment and funding prospects. While profitability amid industry upheavals remains conceivable, adept maneuvering and strategic repositioning are imperative to navigate turbulent waters. Vigilance and adaptability are imperative, with readiness to recalibrate strategies in response to shifting industry dynamics. Although opportunities may manifest within distressed sectors, securing financing necessitates assuaging investor apprehensions regarding heightened risk exposure. A compelling narrative addressing anticipated industry challenges, coupled

with a robust mitigation strategy, augments investor confidence in the venture's resilience (Abrams, 2019).

### **3 Target Market**

The Target Market denotes a cohort of individuals or businesses most inclined to procure our product or service, constituting a pivotal determinant of business viability. Integral to the business plan is the substantiation of a receptive market base, a prerequisite to securing investor interest. Thorough market analysis is imperative, necessitating the collation of substantiated data encompassing market size, industry profitability, entry barriers, and customer profiles (Srpová et al., 2011).

In delineating the target market within the broader market milieu, precision is paramount. Rather than portraying the market in broad strokes, precise segmentation facilitates a nuanced understanding of distinct market segments, thereby enhancing customer comprehension and sales efficacy (Abrams, 2019).

Segmentation entails partitioning the market into discrete buyer groups characterized by distinct needs or consumption patterns, leveraging geographic, demographic, or psychographic criteria (Abrams, 2019). A viable target market should exhibit definable characteristics, encompassing commonalities among potential customers, adequate size to sustain business operations, and accessibility for cost-effective marketing outreach.

While expansive markets engender heightened sales prospects, they also attract intensified competition, potentially precipitating price erosions. Prudent business planning entails preempting market dynamics and proactively addressing foreseeable shifts, bolstering investor confidence in the venture's resilience (Finch, 2010).

Central to business success is a profound understanding of customer demographics, behaviors, communication preferences, pain points, and purchasing power. Cultivating a clear profile of the typical customer fosters confidence and preemptively mitigates investor inquiries. Business plans refrain from exhaustive market portrayals, instead spotlighting customers predisposed to purchase the offering, derive tangible benefits, and possess convenient access thereto (Finch, 2010; Srpová et al., 2011).

**4 Competition**

Many business plan creators mistakenly overlook the significance of the competition section, laboring under the misconception that their segment lacks competitors (Srpová, et al., 2011, p. 21; Evans, 2016., p. 66). However, this assumption belies the reality that virtually every market harbors competitive forces. Often, founders of innovative products fail to recognize alternative solutions to common problems, thereby unwittingly neglecting existing competitors or failing to perceive potential ones. The ideal scenario of monopolizing a market niche is rarely achievable; hence, a comprehensive examination of competition merits a dedicated chapter in the business plan.

Central to success is a profound understanding of the competitive landscape, underpinned by rigorous competitive analysis. This entails identifying current and prospective competitors, delineating their market share, competitive positioning, and entry barriers for potential newcomers. Given the resource-intensive nature of comprehensive competitor analyses, categorizing competitors into distinct groups, such as direct versus indirect and current versus potential, streamlines the assessment process (Abrams, 2019; Srpová, et al., 2011,)

The cornerstone of sustainable competitive advantage lies in distinctiveness, encapsulating attributes that set a venture apart from rivals and are not readily replicable. Cost leadership, technological prowess, brand equity, geographic monopolies, or strategic locational advantages are prime examples of potential competitive edges. Nonetheless, the transient nature of many competitive advantages necessitates proactive planning to sustain differentiation over time (Finch, 2010).

Evaluating competitive prowess extends beyond mere product attributes or pricing dynamics, encompassing internal competencies and resources of rivals. Firms endowed with innovative talent pools, operational efficiencies, and robust financial infrastructures pose formidable competitive threats (Abrams, 2019).

Furthermore, delineating barriers to entry is imperative, signaling to investors the degree of insulation from competitive encroachment. Such barriers engender protected income streams and, typically, elevated profit margins. Notably, the longevity of these barriers warrants consideration, necessitating prudent estimation of competitors' ability to surmount entry impediments. Patent protections, proprietary

knowledge, access to scarce resources, regulatory licensing, strategic location, and prohibitive cost structures constitute key barriers to entry (Abrams, 2019; Finch, 2010).

## **5 Marketing Strategy**

The efficacy of marketing endeavors and their corollary impact on a company's future prosperity cannot be overstated. Convincingly articulating a robust marketing and business strategy is pivotal to engendering investor confidence. The crux of marketing strategy revolves around three core facets: delineating the target market, defining the product's market positioning, and devising the marketing mix. As elucidated in preceding sections, market segmentation facilitates target market selection, while market positioning pertains to how consumers perceive the product vis-à-vis competitors (Srpková et al., 2011).

At its core, marketing aims to heighten brand awareness and disseminate a compelling message, thereby motivating and securing customers. Given that customer outreach necessitates financial outlay, budgetary allocations within the marketing strategy are imperative to delineate affordability and channel selection. The marketing plan should outline strategies for raising customer awareness, crafting persuasive messaging, and deploying effective communication channels (Abrams, 2019).

The marketing mix, encapsulated by the four Ps (product, price, place, and promotion), delineates critical elements of marketing strategy. While some variants expand the mix to include people, politics, and public opinion, the traditional 4P model persists as a cornerstone framework. Among these, product assumes primacy, encompassing attributes, utility, quantity, and life cycle, with ancillary considerations such as packaging, branding, and psychological associations (Baines et al., 2013; Srpková et al., 2011).

Price signifies the monetary exchange for a product or service, predicated on production costs, demand dynamics, and competitive positioning. Proper pricing necessitates astute evaluation of various factors, including company objectives, market demand, competitive landscape, and cost structures, which comprise fixed and variable elements (Baines, 2013).

Place pertains to product distribution and service accessibility, encompassing channel strategies, coverage, location, transportation, and logistics. Effective place strategies ensure optimal product availability and convenience for target consumers. Promotion, on the other hand, revolves around communication strategies aimed at persuading consumers to purchase, encompassing diverse tactics such as advertising, public relations, sales promotion, direct marketing, and personal selling (Armstrong, et al., 2017; Baines, et al., 2013)

In today's digital age, digital and social media marketing has emerged as a predominant promotional avenue, leveraging platforms such as email, websites, social media, and mobile apps to engage consumers ubiquitously. Brands, comprising a company's name, symbol, design, or amalgamation thereof, represent an intangible asset endowed with significant value. Branding fosters customer identification, trust, differentiation from competitors, and premium pricing potential, while also nurturing customer loyalty (Armstrong, et al., 2017; Baines, et al., 2013)

## **6 Operations**

The operational framework elucidates the modus operandi of the company, translating theoretical constructs into practical application. This section serves to familiarize readers with industry nuances, delving into pivotal operational facets such as supply sourcing, customer service protocols, potential operational challenges, and production planning (Abrams, 2019; Finch, 2010).

Supplier relationships assume paramount importance, underscoring the imperative of diversification to mitigate dependency risks. Identifying reliable, communicative, and attuned suppliers is essential to sustain operational efficacy. Subsequently, scrutinizing the production process becomes imperative, evaluating factors such as resource utilization, workforce requirements, production timelines, and quality assurance measures (Abrams, 2019).

Efficient product distribution hinges upon judicious channel selection, spanning direct sales, intermediary involvement through sales agents or wholesalers, or leveraging innovative methods like drop shipping. Prioritizing customer satisfaction necessitates exemplary customer service, predicated on attentive listening, responsiveness to needs, and proactive solicitation of feedback. Customer service



enhancements encompass expedited delivery options, extended warranties, and round-the-clock online support (Armstrong, 2017).

## **7 Management**

Articulating the requisite key positions within your business is integral to delineating the organizational structure and facilitating operational efficacy. Recognizing that employees form the linchpin of organizational success underscores the imperative of meticulous personnel selection. Attaining skilled, educated, and experienced individuals is pivotal to fostering a conducive work environment conducive to achievement (Abrams, 2019).

In startups, founders typically wield substantial influence, thereby necessitating a comprehensive evaluation of their competencies and vision. Subsequently, expounding upon the management structure and leadership ethos is imperative. This entails delineating key roles, decision-making hierarchies, strategy formulation responsibilities, and operational oversight mechanisms. Identifying key personnel tasked with spearheading sales initiatives and other critical functions underscores the operational blueprint (Abrams, 2019).

## **8 Financials**

Comprehensive financial planning encompasses several key components, including an income statement, cash flow statement, balance sheet, break-even analysis, and sources and uses of funds. The funding mechanism of the business warrants elucidation, particularly in delineating the forecasted financial performance given the absence of historical sales data. Realistic projections hinge on a nuanced understanding of the target market, competitive landscape, and anticipated market share capture (Evans, 2016).

Of paramount interest to investors is the cash flow statement, which delineates the inflow and outflow of funds within the company. This metric serves as a barometer of liquidity, offering insights into the company's financial health beyond mere profitability considerations. Historical cash flow data aids in cash management and facilitates proactive financial planning (Abrams, 2019; Evans 2016).

The income statement furnishes a snapshot of the company's profitability, delineating revenues against expenses and losses. Notably, even ostensibly

unprofitable ventures may warrant investment consideration, as underlying cash flow dynamics could belie untapped potential for future profitability (Abrams, 2019; Evans, 2016).

Conversely, the balance sheet delineates the company's assets and liabilities, affording insights into the financial structure and solvency. Assets must be financed through a commensurate mix of equity and debt financing, with the balance sheet serving as a barometer of indebtedness. The break-even analysis is instrumental in determining the revenue threshold required to offset expenses, providing clarity on financial sustainability (Abrams, 2019; Finch, 2010).

## **9 Risk Analysis**

The final segment of a business plan is dedicated to risk assessment, acknowledging the inherent uncertainties inherent in entrepreneurial endeavors. Investors expect a candid appraisal of potential risks, viewing such transparency as indicative of astute business acumen rather than weakness. By delineating potential risks, entrepreneurs convey a nuanced understanding of the challenges inherent in their business model, thereby bolstering investor confidence (Finch, 2010; Abrams 2019).

Market risks loom large, encompassing the possibility of market unpreparedness for the product or a lack of demand. Competitive risks emanate from the dynamic market landscape, including the advent of new competitors or strategic repositioning by existing ones. Anticipating competitor responses is crucial when entering a market. Technology risks pertain to product design and functionality, with potential ramifications for product readiness and efficacy (Abrams, 2019).

Capitalization risk arises from underestimating costs or revenue, potentially leading to financial depletion. Mitigating this risk necessitates realistic budgeting to ensure financial sustainability. Additionally, a myriad of other risks may manifest, including economic downturns, sluggish sales, operational scalability challenges, or supplier-related issues. Addressing these risks entails outlining preemptive measures or contingency plans to mitigate their impact (Abrams, 2019; Finch, 2010).

## **4. Characteristics of a good Business Plan**

- Should fit the business requirements.

- Should be realistic with achievable targets.
- Should be neatly structured, clear and to the point (20-30 pages).
- Should be comprehensive and consistent.
- Should clearly define roles and responsibilities.
- Should have clear marketing strategies.
- Should be financially well prepared.
- Should be flexible and changeable.

#### **4. The Marketing Plan**

##### **1. Definition of the Marketing Plan**

The goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering value and satisfaction. (Kotler & Armstrong, 2018)

The achievement of a marketing plan contributes to the success of a business by analyzing market opportunities and discerning customer needs. It involves offering products that fulfill the benefits desired by customers and satisfy their needs. There are several definitions that address the marketing plan, including the following.

The marketing plan is an important part of the business plan since it describes how the products or services will be distributed, priced, and promoted. The entrepreneur should make every effort to prepare as comprehensive and detailed a plan as possible so that investors can clearly recognize what the goals of the company are and what strategies are to be implemented to effectively achieve these goals. (Hisrisch et al., 2017)

(Donald & Russel, 2008, p. 299) Characterize a marketing plan as a documented outline detailing the strategies for the marketing initiatives of a business center and the corresponding resource allocations for a specific planning duration. They emphasize the importance of thoroughness in a good marketing planning system.

A comprehensive marketing planning system is deemed effective if it meets the following criteria:

1. Draws upon insights from various managerial tiers rather than solely relying on input from product managers.

2. Incorporates information from both internal and external sources rather than solely internal data.

3. Spans a sufficient duration to gather and analyze data essential for formulating marketing strategies.

(Cohen, 2006) Views a marketing plan as a guiding roadmap for strategy implementation and management control, aiding in resource allocation efficiency and problem anticipation.

## **2. The Process of Formulating the Marketing Plan**

Foundations of Preparation: There are four pivotal questions encompassed within the process of marketing planning, and the purpose of formulating the marketing plan is to address them. They are as follows :

- a. Where are we now ?
- b. What is our destination?
- c. How do we know when we have arrived?
- d. How will we get there?

The following table illustrates the foundations for answering these questions:

<b>Where are we now ?</b>	<b>What is our destination?</b>	<b>How do we know when we've arrived?</b>	<b>How will we get there?</b>
<p>A - Identifying who the customers/end users are</p> <p>B - Understanding the needs of the customers/end users of the products.</p> <p>C - Understanding the dynamics of the competitive environment.</p> <p>D - Understanding the sources of strength and limitations of its resources in such an environment</p>	<p>A - Understanding the market landscape as it stands today and how it might evolve in the future.</p> <p>B - Understanding the extent of influence and the severity of threats.</p> <p>C - Understanding the degree of competitiveness.</p> <p>D - Setting priorities.</p> <p>E - Allocating resources accordingly</p>	<p>A - Measuring actual performance against marketing objectives.</p> <p>B - Measuring actual performance against sales and profit objectives.</p> <p>C - Reviewing business operations (procedures) only when necessary.</p> <p>D - Ensuring that all employees fully understand the reasons for this review and appreciate the importance of conducting it.</p>	<p>A - Mapping out the business trajectory by thoroughly understanding the nature and types of consumers</p> <p>B - Cascading and communicating decisions to the entire organization to understand the required roles.</p> <p>C - Identifying available opportunities, anticipated threats, and critical success factors.</p> <p>D - Developing business plans to achieve and reach objectives</p>

**Table I:1: Developing a Marketing Plan: The Four Key Questions**

(Al-Aliq, 2008, pp. 32-35)

### **3. The Structured Framework for a Marketing Plan**

Donald and Russel (2008) offer a structured framework for a marketing plan, comprising an executive summary, a comprehensive situation analysis encompassing competitor, category, and customer analyses alongside planning assumptions, objectives, product strategy delineation, supporting marketing programs, financial documentation, monitoring and control mechanisms, as well as contingency plans.

Cohen (2006) proposed structure for a marketing plan encompasses:

- Introduction detailing the product or service.
- A situational analysis covering PESTLE analysis.

- Competitor evaluation, company assessment, and analysis of neutral environments.
- Target market segmentation and definition.
- Identification of problems and opportunities.
- Establishment of marketing objectives and goals, formulation of marketing strategy and tactics.
- Implementation and control measures.
- Summary.

Malcolm and Hugh's analysis delves into the intricacies of marketing plan structures, highlighting how the nature of a company's diversification impacts its approach to planning. In the case of undiversified companies, where the focus remains concentrated on a specific product line or market segment, top management tends to possess a deep understanding of the functional aspects of the business. This rich expertise allows for a more flexible approach to planning, as decision-makers can rely on their nuanced understanding to guide strategic initiatives. Consequently, undiversified companies may opt for less formalized procedures, leveraging the agility afforded by their knowledge base to adapt swiftly to changing market dynamics. (Cohen, 2006)

Conversely, in diversified companies with operations spanning multiple product lines or market segments, the decision-making process becomes more complex. Top management may not possess the same level of expertise across all areas of the business, necessitating a more structured approach to planning. Formalized planning frameworks provide a consistent methodology for decision-making across diverse business units, ensuring alignment with overarching corporate objectives and minimizing the risk of inconsistencies or missteps. By standardizing planning processes, diversified companies can enhance coordination and coherence in their strategic endeavors, fostering synergy and maximizing the utilization of resources across the organization. Therefore, Malcolm and Hugh's analysis underscores the importance of tailoring planning approaches to suit the specific characteristics and needs of different organizational contexts, whether undiversified or diversified, to optimize strategic outcomes.

**1 Situational Analysis**

The thorough examination of a company's circumstances holds significant weight, affecting its trajectory. While various frameworks exist, Porter (1980) outlines a foundational structure for assessing the external environment in business planning.

Key areas encompass:

- Product trends
- Market growth,
- Pricing dynamics,
- Demand shifts,
- Market entry barriers,
- Technological advancements
- Regulatory changes.

Donald and Russel (2008) expand this scope, advocating for analysis across aggregate

- Market factors.
- Category dynamics.
- Competitor landscapes.
- Supplier relationships
- Environmental influences.
- Internal company dynamics.
- Target market demographics.

Cohen (2006) emphasizes the comprehensive nature of situational analysis, which involves meticulous scrutiny of market, environmental, neutral, and competitive facets alongside internal company dynamics.

Comparing these perspectives, it's evident that Cohen's and Donald and Russel's frameworks delve deeper and cover broader aspects compared to Porter's.

Notably, Cohen excludes customer analysis from situational analysis, addressing it separately due to its intricate nature and specialized focus. This division appears pertinent, acknowledging the complexity of customer analysis and the need for dedicated attention in a distinct section..

## **2 Market Analysis**

Cohen's (2006) approach to market analysis delves deep into the intricacies of market dynamics, aiming to provide a comprehensive understanding of market attractiveness. Here's an elaboration and expansion on Cohen's critical inquiries:

- **Demand Trends and Forecasts:** Cohen places significant emphasis on analyzing demand trends and forecasting future demand patterns. This involves meticulously studying shifts in consumer preferences, emerging market trends, and external factors influencing demand, such as economic indicators and technological advancements. By understanding demand dynamics, businesses can make informed decisions regarding product development, pricing strategies, and resource allocation. Additionally, forecasting future demand helps organizations anticipate market fluctuations and proactively adapt their strategies to capitalize on opportunities or mitigate risks.
- **Decision-Maker Dynamics:** Identifying the key decision-makers in the purchasing process is paramount for effective marketing efforts. Cohen recognizes that purchasing decisions are often influenced by various stakeholders within organizations or individual consumers. By understanding the roles, motivations, and decision-making criteria of these stakeholders, businesses can tailor their marketing messages, distribution channels, and sales strategies to effectively target and influence decision-makers. This targeted approach enhances the efficiency of marketing campaigns and increases the likelihood of successful conversions.
- **Customer Behavior Analysis:** Cohen advocates for a thorough analysis of customer behavior, encompassing preferences, purchase patterns, and motivations. This involves gathering data through surveys, market research,



and customer interactions to gain insights into what drives consumer behavior. By understanding why customers make certain purchasing decisions, businesses can tailor their products, services, and marketing strategies to better meet customer needs and preferences. Moreover, analyzing customer behavior allows organizations to identify emerging trends, anticipate market shifts, and stay ahead of competitors.

In summary, Cohen's approach to market analysis goes beyond surface-level assessments, focusing on deep-rooted insights into demand dynamics, decision-making processes and customer behavior. By embracing these critical inquiries, businesses can develop more informed and strategic approaches to market entry, expansion, and competitive positioning.

### **3 Competition analysis**

**Porter's "Five Forces Model"**: represents a seminal contribution to the field of competitive analysis, offering a structured framework to evaluate the competitive dynamics within industries and markets. This model identifies five distinct forces that collectively shape the competitive landscape (Porter, 1979):

**1. Threat of New Entrants:** This force assesses the likelihood of new competitors entering the market. Factors such as barriers to entry, economies of scale, brand loyalty, and regulatory constraints influence the degree of threat posed by potential entrants. Understanding this aspect helps companies anticipate competitive pressures stemming from new market entrants and develop strategies to safeguard their market share (Porter, 1979; Porter, 2008).

**Example (Airline Industry):** Starting an airline company requires substantial upfront investments (e.g., purchasing aircraft). Licenses, insurances, and access to flight routes are also barriers. Existing players have expertise and cost advantages

**2. Bargaining Power of Buyers:** The bargaining power of buyers refers to the ability of customers to influence prices, terms, and conditions in the market. Factors such as buyer concentration, price sensitivity, switching costs, and availability of substitutes determine the extent of buyer power. Recognizing the influence of buyers enables firms to tailor their offerings, pricing strategies, and customer service to meet customer needs while maintaining profitability.

**Example (Retail Industry):** If suppliers (e.g., clothing manufacturers) are few and powerful, they can dictate terms (pricing, delivery schedules). Retailers must manage supplier relationships strategically

**3. Bargaining Power of Suppliers:** Conversely, the bargaining power of suppliers assesses the leverage held by suppliers in negotiating terms with companies. Factors such as supplier concentration, uniqueness of inputs, switching costs, and backward integration potential impact supplier power. Understanding supplier dynamics helps companies manage supply chain risks, secure favorable terms, and mitigate disruptions in the procurement process (Porter, 1979; Porter, 2008).

**Example (Automobile Industry):** Car buyers have information (reviews, pricing) and choices. High buyer power can lead to price pressure or demand customization.

**4. Threat of Substitute Products or Services:** This force evaluates the potential threat posed by substitute products or services that fulfill similar customer needs. Factors such as product differentiation, switching costs, and price-performance trade-offs influence the degree of substitution risk. Identifying substitute products allows companies to differentiate their offerings, enhance value propositions, and maintain customer loyalty in the face of competition (Porter, 2008).

**Example (Soft Drink Industry):** Soft drinks face substitutes like water, juices, and energy drinks. Companies must differentiate their products to retain customers.

**5. Intensity of Competitive Rivalry:** The intensity of competitive rivalry reflects the level of competition among existing firms within the industry. Factors such as industry growth rate, market concentration, differentiation, and exit barriers shape the competitive landscape. Recognizing the competitive dynamics enables firms to anticipate competitive moves, differentiate their offerings, and devise strategies to gain a competitive edge (Porter, 2008).

**Example (Smartphone Industry):** Apple, Samsung, and other brands fiercely compete for market share. Frequent product launches, advertising, and price wars characterize this rivalry.



**Figure I:1: Reproduction of Porter’s Five Forces Framework from Harvard Business Review**

#### 4 PESTEL Analysis – External environment

The PESTEL analysis method serves as a cornerstone for businesses, offering a structured approach to identifying and comprehending the multifaceted factors that influence the business landscape. By scrutinizing political, economic, social, technological, ecological, and legal dimensions, organizations gain insights into the external forces shaping their operations. This method isn't merely about identifying factors; it's a strategic tool empowering businesses to foresee shifts in their external environment and proactively adjust their strategies. Through this proactive stance, businesses not only navigate uncertainties with agility but also bolster their competitive edge in dynamic markets (Walsh, 2005).

- **Political Factors:** Political stability, local laws, ethics, taxation, and labor regulations are pivotal considerations (Kolios & Read, 2013). Assessing market barriers and health policies is essential in this realm.
- **Economic Factors:** Economic factors encompass financing options, interest rates, exchange rates, infrastructure quality, and income per capita (Kolios & Read, 2013). Evaluating labor costs, inflation rates, and energy prices is also imperative.

- **Social Factors:** Demographic structure, cultural influences, education levels, and safety regulations shape social factors (Kolios & Read, 2013). Ensuring workplace safety, life insurance, and pension schemes are integral aspects.
- **Technological Factors:** Technological advancements, infrastructure support, innovation, and automation levels define this domain (Kolios & Read, 2013). Assessing technology parks, flexibility, and development strategies is crucial in adapting to modern systems.
- **Ecological Factors:** Environmental considerations encompass resource management, biodiversity, recycling, and pollution control (Kolios & Read, 2013). Promoting sustainable business practices and fair trade relations are essential for ecological sustainability.
- **Legal Factors:** Legal factors include laws, regulations, standards, labor laws, and capital flow regulations (Kolios & Read, 2013). Complying with regulatory agencies and standards, both locally and internationally, is paramount for organizational sustainability.

### **Why Use PESTEL Analysis?**

PESTEL analysis offers several benefits (Claude, 2020):

- **Strategic Insights:** Informs decision-making, mitigates risks, and aids in long-term planning. It comprehensively examines external factors such as politics, economics, social aspects, technology, ecology, and legal issues.
- **Decision-Making:** Highlights factors impacting market dynamics and organizational performance. Integrated insights inform customized marketing strategies, resource allocation, and operational alignment with prevailing trends. For instance, economic insights may influence pricing strategies or investment decisions in response to changing interest rates.
- **Risk Mitigation:** Reveals market influences. Integrated insights inform strategies like pricing adjustments based on economic shifts.
- **Long-Term Planning:** Successful organizations prioritize long-term planning for sustainable growth. PESTEL analysis facilitates this by offering insights into future trends and industry shifts. By evaluating each dimension over time, businesses can anticipate market dynamics, emerging technologies, and

regulatory changes. Armed with this foresight, organizations can develop robust strategies and adapt their business models to capitalize on opportunities and navigate challenges effectively.

<b>Factor</b>	<b>Description</b>	<b>Impact on Company</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>- Government policies and regulations.</li> <li>- Taxation - Political stability.</li> </ul>	<ul style="list-style-type: none"> <li>- Changes in tax codes may affect profits.</li> <li>- Regulatory changes can create opportunities or threats.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>-Economic conditions (recession, growth).</li> <li>-Exchange rates.</li> <li>-Inflation rates.</li> </ul>	<ul style="list-style-type: none"> <li>- Economic downturns affect consumer spending.</li> <li>- Exchange rate fluctuations affect international sales.</li> </ul>
<b>Sociocultural</b>	<ul style="list-style-type: none"> <li>-Cultural norms and values.</li> <li>-Demographics.</li> <li>-Lifestyle trends.</li> </ul>	<ul style="list-style-type: none"> <li>- Shifts in consumer preferences (e.g., eco-friendly products).</li> <li>-Aging population affects target market.</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>-Technological advancements.</li> <li>- Digital disruption.</li> <li>- Innovation.</li> </ul>	<ul style="list-style-type: none"> <li>-Embrace digital marketing and e-commerce.</li> <li>-Stay updated on tech trends.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>-Ecological factors (sustainability, climate change)</li> <li>-Environmental regulations.</li> </ul>	<ul style="list-style-type: none"> <li>-Adopt eco-friendly practices.</li> <li>-Monitor environmental impact.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>-Legal frameworks (IP rights, industry).</li> <li>-specific laws.</li> <li>-Data protection regulations.</li> </ul>	<ul style="list-style-type: none"> <li>-Compliance with data privacy laws.</li> <li>-Intellectual property protection.</li> </ul>

**Table I:2: Analyzing External Influences with PESTEL Framework**

**(Frue, 2024)**

**5 SWOT Analysis - Internal environment**

SWOT, an acronym for Strengths, Weaknesses, Opportunities, and Threats, constitutes a comprehensive evaluation of both internal and external factors impacting a business. This analysis method, extensively discussed across various sources, converges on the same principle. In this plan, I will adopt the SWOT analysis

approach delineated by (Pinson, 2008), which offers a structured set of questions for each facet, akin to a roadmap.

As elucidated by (Pinson, 2008), the execution of a SWOT analysis empowers a business to channel its attention towards areas harboring significant opportunities and capitalize on its core competencies. Simultaneously, it prompts a scrutiny of weaknesses and devising strategies to address potential threats. Pinson underscores the importance of realism when assessing the strengths and weaknesses of a business, advocating for a candid evaluation.

Pinson (2008) outlines a series of questions essential for conducting a SWOT analysis, serving as a guide to navigate each facet comprehensively. These questions serve as a framework to delve into the intricacies of the business landscape and discern actionable insights. Through this methodical approach, businesses can gain clarity on their strategic positioning and chart a course of action to enhance competitiveness and resilience in the face of challenges.

**Strengths:**

- Does the business possess proprietary product or technology?
- Does the business operate under a unique business model?
- Are there value-added services offered by the business?
- What advantages does the business hold over its competitors?
- In what specialized areas does the business exhibit expertise?
- Has the business received any notable recognition or awards?

**Weaknesses:**

- What aspects of the business operations require improvement?
- How can the products and/or services be enhanced?
- Are there any areas where expertise is lacking within the business?
- Does the business face challenges due to its location?

- Has the business received any negative feedback or criticism?

**Opportunities:**

- Are there underserved markets for the products and/or services?
- Are there emerging niche segments within the industry?
- What industry or market trends present opportunities for the business?
- Are there technological advancements that could benefit the business?
- Is there growth potential in emerging markets within the industry?
- Have competitors exited the market, presenting opportunities for the business?
- Are there potential acquisition targets or companies available for strategic alliances?
- Are there opportunities for expansion into international markets?

**Threats:**

- Are there new competitors entering the market?
- Are existing competitors strengthening their positions?
- Are competitor prices fluctuating?
- Are competitors introducing new products or services?
- What industry challenges are emerging?
- Are there new government regulations impacting the industry?

**Strengths and Weaknesses:** It is the responsibility of the manager to evaluate the strengths and weaknesses of the organization's performance so that they can assess the organization's ability to exploit opportunities or confront threats and determine the appropriate strategy for each situation. Therefore, the marketing manager evaluates the strengths and weaknesses of the organization. The strengths of the organization represent the potential competitive advantage that the organization relies on to

penetrate markets, while weaknesses represent the aspect that threatens competition from the organization.

Some examples of strengths include low production costs, the ability to produce goods of suitable quality, and the presence of after-sales services. Examples of weaknesses include the absence of a specialized research and development department, a weak incentive system, failure to utilize available production capacity. The following table illustrates examples of strengths and weaknesses:

<b>Strengths</b>	<b>Weaknesses</b>
<b>Low production costs</b>	<b>Absence of a specialized research and development department</b>
<b>Ability to produce quality goods</b>	<b>Weak incentive system</b>
<b>Presence of after-sales services</b>	<b>Failure to utilize available production capacity</b>

**Table I:3: Assessment of Organizational Strengths and Weaknesses**

(El-Najjar, 1999, p. 113)

**Opportunities and Threats:** In this context, the analysis focuses on marketing opportunities that the organization can seize and threats that it should avoid. Al-Sahhn (1998) defines an opportunity as the marketing area where the organization has a comparative advantage compared to competing institutions.

Opportunities can arise from changes in the market or the inability of competitors to meet consumer needs.

## **6 Target Market**

The target market represents a specific group of customers who exhibit the highest interest in the products or services offered by a business. It is imperative for businesses to focus their marketing efforts on this segment. According to Kotler, conducting segmentation analysis is essential to identify the most suitable target market. Segmentation involves dividing the market into distinct groups of buyers with differing needs, characteristics, or behaviors, thereby necessitating separate products or marketing strategies for each group (Kotler, 1994).

Kotler outlines various criteria for segmentation, which can be categorized into geographic, demographic, psychographic, and behavioral characteristics. Once



segmentation is complete, it becomes crucial to select the segments that align best with the company's objectives and promise the highest profitability. Kotler emphasizes the importance of considering certain indicators when determining the target segment, including segment size, future growth potential, attractiveness of the segment, alignment with company goals, and available resources (Kotler, 1994).

## **7 Marketing Strategy in the Target Market**

After thoroughly understanding and defining the target market, Kotler (1994) suggests a critical step: choosing the most appropriate targeting strategy. This strategic decision-making process involves evaluating the unique characteristics of the target audience and aligning them with the company's objectives and resources. Let's delve deeper into the three targeting strategies proposed by Kotler:

### **1. Undifferentiated Marketing:**

Undifferentiated marketing, also known as mass marketing, takes a broad-strokes approach by targeting the entire market with a single, uniform offer. This strategy disregards segment differences and aims to appeal to a wide range of consumers with a standardized product or service. While undifferentiated marketing may seem straightforward, its effectiveness hinges on the assumption that all consumers have similar needs and preferences. However, in today's diverse and fragmented marketplace, this approach may overlook the nuanced requirements of specific customer segments.

### **2. Differentiated Marketing:**

Contrary to undifferentiated marketing, differentiated marketing recognizes the diversity within the target market and tailors separate offers for each distinct segment. This strategy acknowledges that consumers have varied needs, preferences, and buying behaviors. By crafting customized offerings for different segments, firms can effectively address the specific demands of diverse customer groups, thereby enhancing satisfaction and loyalty. However, implementing a differentiated marketing strategy requires extensive market research, product customization, and resource allocation to effectively serve multiple segments.

### **3. Concentrated Marketing:**

Concentrated marketing, also referred to as niche marketing, involves focusing efforts on capturing a significant share of one or a few submarkets within the broader target market. Instead of spreading resources thinly across multiple segments, firms concentrate their resources, expertise, and marketing efforts on a select group of customers with distinct needs or characteristics. By catering to the unique requirements of a niche market, companies can establish a strong market presence, build deeper customer relationships, and differentiate themselves from competitors. However, concentrated marketing carries inherent risks, such as over-reliance on a narrow customer base and vulnerability to shifts in market dynamics.

Each targeting strategy offers distinct advantages and challenges, and the choice ultimately depends on factors such as market segmentation, competitive landscape, organizational capabilities, and strategic objectives. By carefully evaluating these considerations, companies can strategically position themselves to effectively reach and engage their target audience while maximizing market opportunities and mitigating risks.

## **8 Differentiating and Positioning**

Differentiation and positioning are pivotal components of a company's marketing strategy, serving as the bridge between market segmentation and successful market penetration. Differentiation, as advocated by Kotler, (1994), involves crafting a unique offering that distinguishes the company's products or services from those of its competitors. This distinctiveness can manifest through various avenues, including innovative product features, exceptional service delivery, standout personnel interactions, or a compelling brand image.

Once a company has successfully differentiated its offering, positioning becomes paramount. Positioning revolves around how consumers perceive the company's product or service relative to alternatives in the market. Kotler delineates three strategic approaches to positioning, each offering a distinct path to establishing a competitive foothold:

1. Strengthening current positioning involves reinforcing the existing attributes and associations that define the brand in consumers' minds. By accentuating its unique selling points, the company aims to solidify its position and fortify its competitive edge.

2. Exploring new positions entails identifying unoccupied spaces in consumers' minds that hold value and resonance. By seizing upon these untapped opportunities, the company can carve out a distinct niche and establish itself as a trailblazer in the market.

3. Deposition or repositioning involves challenging competitors' existing positions and offering an alternative that captivates consumers. Through strategic maneuvering, the company aims to displace rivals and position itself as the preferred choice among consumers.

It's crucial to recognize that differentiation and positioning are not inherently intertwined. While differentiation lays the foundation for distinctiveness, positioning offers the flexibility to shape consumer perceptions strategically. This nuanced approach allows companies to tailor their messaging and branding to resonate with their target audience effectively, ultimately driving competitive advantage and market success.

## **9 The Marketing Mix**

At the core of effective marketing strategy lies the concept of the marketing mix, as outlined by Kotler. The marketing mix, also known as the "4Ps" of marketing, encompasses a comprehensive array of controllable tactical tools that companies leverage to shape consumer demand for their products or services.

Marketing mix is a commonly used marketing tool that companies use to achieve their marketing goals. It helps to adjust their production to needs and wishes of the market. The most widely used marketing mix is considered the marketing mix consisting of 4Ps or 7Ps. (Kotler & Armstrong, 2018)

This framework not only guides companies in defining their market positioning but also aids in orchestrating cohesive and effective marketing campaigns tailored to the needs and preferences of their target audience.

**Product:** This remains the core offering of the company, encompassing both tangible goods and intangible services. However, in the context of the 7Ps, "product" also includes additional elements such as:

- **Quality:** Ensuring that the product meets or exceeds customer expectations in terms of performance, reliability, and durability.
- **Features:** Highlighting unique features or functionalities that differentiate the product from competitors.
- **Variety:** Offering a range of products or service options to cater to different customer needs and preferences.
- **Brand:** Developing a strong brand identity that resonates with the target market and reflects the values and personality of the company.
- **Packaging:** Designing packaging that not only protects the product but also communicates its value and reinforces the brand image.

**Price:** Determining the monetary value of the product or service, taking into account various factors such as costs, competition, and perceived value. In addition to setting the right price, the 7Ps framework also considers:

- **Pricing Strategy:** Choosing an appropriate pricing strategy, such as skimming, penetration, premium pricing, or value-based pricing, based on market conditions and company objectives.
- **Discounts and Incentives:** Offering discounts, promotions, or incentives to encourage purchase and increase customer loyalty.
- **Payment Terms:** Providing flexible payment options or financing arrangements to make the purchase process more convenient for customers.

**Place (Distribution):** This refers to how the product or service is made available to customers. In addition to selecting the right distribution channels and locations, the 7Ps framework also includes:

- **Channel Management:** Managing relationships with intermediaries such as wholesalers, retailers, and distributors to ensure efficient distribution and maximize market coverage.
- **Physical Distribution:** Optimizing logistics and supply chain management to ensure timely delivery and minimize costs.

- **Online Presence:** Leveraging e-commerce platforms and digital channels to reach customers in the online marketplace.

**Promotion:** This involves communicating the value of the product or service to the target market. In addition to traditional promotional activities, the 7Ps framework also considers:

- **Advertising:** Using various media channels such as television, radio, print, and online advertising to reach and engage customers.
- **Public Relations:** Building positive relationships with the media, influencers, and other stakeholders to enhance brand reputation and credibility.
- **Sales Promotion:** Offering temporary incentives such as discounts, coupons, contests, or samples to stimulate sales and encourage trial.
- **Personal Selling:** Utilizing sales representatives or agents to establish personal relationships with customers and guide them through the purchasing process.

**People:** This refers to the employees who represent the company and interact with customers. In the context of the 7Ps, "people" includes:

- **Customer Service:** Providing excellent customer service and support to address inquiries, resolve issues, and enhance the overall customer experience.
- **Training and Development:** Investing in training and development programs to ensure that employees have the knowledge, skills, and resources to deliver exceptional service.
- **Employee Engagement:** Fostering a positive work environment and culture that motivates and empowers employees to deliver their best performance.

**Process:** This involves the procedures and systems used to deliver the product or service to customers. In addition to ensuring efficiency and consistency, the 7Ps framework also considers:

- **Service Delivery:** Designing and optimizing service delivery processes to meet customer needs and expectations.
- **Customer Relationship Management (CRM):** Implementing CRM systems and processes to manage customer interactions, gather feedback, and build long-term relationships.
- **Quality Control:** Implementing quality control measures to ensure that products or services meet or exceed quality standards and customer requirements.

**Physical Evidence:** This refers to the tangible elements that customers experience when interacting with the product or service. In addition to the core product or service, the 7Ps framework also includes:

- **Ambiance:** Creating a pleasant and inviting physical environment, such as store layout, decor, and atmosphere, to enhance the overall customer experience.
- **Branding Elements:** Incorporating branding elements such as logos, colors, and signage to reinforce brand identity and create a memorable impression.
- **Packaging and Presentation:** Ensuring that packaging and presentation reflect the quality and value of the product or service and contribute to a positive perception.

By considering all seven elements of the marketing mix – product, price, place, promotion, people, process, and physical evidence – companies can develop comprehensive and effective marketing strategies that address customer needs, differentiate their offerings, and create sustainable competitive advantage in the marketplace.

### 10 Sales

When crafting your business plan, a crucial aspect to address is the sales strategy, which operationalizes the marketing strategy into tangible sales objectives. Key considerations in devising this strategy include identifying target customers, prioritizing key accounts, and analyzing reasons for customer attrition. Furthermore,

assessing the growth potential of existing clientele and identifying prospects for expansion, particularly in trade, are pivotal. It's also essential to define market objectives and profit margin goals for individual customers, as well as determining the organizational approach to penetrate the market.

The sales organization is a critical element in executing the sales strategy. Entrepreneurs must decide whether to establish an in-house sales team or engage external sales representatives based on customer relationships and business scale. Factors such as customer base size and distribution channels influence this decision. For businesses requiring widespread market coverage, the size of the sales team is determined by factors like sales objectives, product cost structure, and desired customer interaction frequency. Payment structure for sales personnel, including variable compensation based on performance metrics, is also integral to sales organization planning.

A comprehensive sales plan spanning at least three years should be incorporated into the business plan. This plan outlines sales targets across markets and customers, delineates sales activities and associated risks over time, and allocates distribution expenses prudently. Core components of the sales plan include sales forecasting, customer segmentation, and territorial planning. Alignment between the sales plan and the marketing plan is crucial, necessitating coordination between marketing and sales teams to ensure consistency and synergy in approach.

In conjunction with the sales strategy, key questions must be addressed concerning marketing activities, communication strategies, advertising media, budgeting, and organizational structure. Elements such as pricing strategy, distribution channels, and sales organization management are central to marketing effectiveness and must be carefully considered. Documentation and structured planning are essential for both marketing and sales functions to ensure alignment with overall business objectives and efficient resource utilization.

## **5. The Organizational Plan**

This section serves as the primary segment of the business blueprint, focusing on both the organizational intricacies of the enterprise and the personnel structure within the company. It commences with an exposition on the business's nature, including its

array of products and/or services. Subsequently, the organizational plan delves into the administrative framework, elucidating how the business is structured to operate efficiently and economically, while also providing a comprehensive overview of the personnel structure.

Employing concise and descriptive statements, it delineates the following domains, incorporating any other pertinent factors crucial to the industry:

- Business Summary, which includes the Business Model, Strategy, and Strategic Partnerships.
- Products and/or Services
- Administrative Blueprint, encompassing aspects such as Location, Legal Structure, Management and Staffing, Accounting and Legal Procedures, Insurance, and Security.

Within this framework, details about the proprietor and key staff members are provided, along with an organizational chart illustrating the quantity and expertise of employees. Strategies for sustaining and enhancing their skills are also outlined. Additionally, the section addresses prevailing labor market conditions and includes details about remuneration and job specifications (Veber & Srpová, 2012). McKeever (2011) emphasizes the pivotal role of employees in shaping the business's persona through their daily interactions with clients, suppliers, and colleagues, highlighting the owner's responsibility in recruiting suitable personnel.

### **1. Summary of Business**

The Business Summary provides a conceptual understanding of the enterprise. It is pivotal to grasp the business's vision – its objectives and the means to achieve them. The vision informs the strategy and strategic relationships necessary to attain the company's goals and objectives.

Pinson (2008) emphasizes the importance of describing the business model and articulating its uniqueness within the industry. A business model represents the method by which a company conducts its operations to generate revenue and sustain itself.



Furthermore, the summary outlines the company's strategy, encompassing both short-term and long-term objectives and the approach to realizing them. A strategy serves as a plan of action crafted to achieve specific goals (Pinson, 2008).

In cases where the company engages in strategic relationships, this section delineates the nature of these partnerships and their anticipated benefits to the company. A strategic relationship denotes a mutually advantageous formal contractual alliance formed between two or more organizations (Pinson, 2008).

## **2. Products/Services**

This section of the business plan delineates the company's offerings and elucidates the process from raw materials to finished products. Developing a flow chart or timeline can aid in identifying the different stages of research and development (Pinson, 2008). Ford et al. (2007) emphasize the importance of clearly explaining the product, highlighting key aspects without delving into technical details. They suggest focusing on how the product functions, its unique attributes, and its supply and distribution channels.

Edward adds that before describing the product, it's essential to classify it as either a new concept, an improvement on existing products, a cost-effective option, or one with superior delivery or after-sales service. Once categorized, Blackwell (2004) recommends outlining the product's most significant features and the benefits it offers to customers. He distinguishes between features, which are tangible attributes, and benefits, which are intangible advantages to the customer.

When conceptualizing your business, a thorough examination of your products and services is imperative. These offerings, the essence of your business model, must align closely with customer needs to ensure profitability. Essential to this alignment is a clear delineation of your products' unique selling propositions (USPs). These are the distinguishing features that set your products apart in the market, enhancing competitiveness and customer preference. Key aspects to consider when characterizing USPs include superior quality, competitive pricing, advanced technology, modern design, and brand value.

Additionally, auxiliary services play a pivotal role in differentiating your offerings, particularly in mature markets with similar products. These services, ranging from

customization and customer support to efficient spare parts supply and complaint management, enhance customer satisfaction and loyalty. Understanding your differentiation potential in both product features and auxiliary services is crucial for setting competitive prices and ensuring customer satisfaction.

Ford et al. (2007) stresses the necessity of thoroughly describing the company's product or service before delving into marketing and operational strategies. Regardless of strategic considerations, Ford argues that a business cannot succeed without a compelling product or service. He suggests that entrepreneurs, who are likely more familiar with their field than reviewers, must clearly and simply explain the product's characteristics and appeal. Ford suggests including information such as physical description and usage details, and even showcasing prototypes to enhance appreciation.

A detailed product description is essential, focusing on benefits and advantages tailored to customer needs. Me-too products, while offering cost-saving benefits, require strategic pricing or entry barriers to ensure long-term success. Understanding customer needs, technological advancements, and market trends is vital for product development and positioning.

Pinson (2008) takes a more detailed approach to product description, tailoring it based on whether the business is a manufacturer, distributor, or retailer. For manufacturers, Pinson advises describing the product's development process, including raw materials, suppliers, production timelines, and equipment. He recommends projecting peak production times and costs, and providing detailed cost breakdowns in supporting documents. Pinson's approach is comprehensive, addressing various aspects of product description based on the business's role in the supply chain.

In managing a product portfolio, strategic analysis involves assessing market share, growth potential, and product interrelations. Classifying products based on market attractiveness and cash generation helps prioritize resource allocation and strategic planning. A roadmap for transitioning between existing and future product portfolios outlines key activities, timelines, and resource requirements.

Key questions to consider include product uniqueness, auxiliary services, strengths, weaknesses, opportunities, and risks. Patent and trademark considerations, product lifecycle management, and future product introductions or substitutions are critical for long-term business success. A well-structured product portfolio, informed by market dynamics and customer needs, forms the foundation for strategic product planning and development.

Analyzing these approaches, it's evident that each offers valuable insights into product description. Ford et al.'s (2007) emphasis on simplicity, Blackwell's (2004) distinction between features and benefits, and Ford's focus on clarity converge on the importance of effectively communicating the product's value proposition. However, Pinson's approach stands out for its thoroughness, particularly in tailoring product descriptions to different business types.

### **3. Legal Structure**

When planning your company's management team, it's crucial to consider various aspects such as the qualifications, skills, and experience of your managers, as well as the structure and responsibilities of the team. Additionally, factors like training opportunities, performance evaluation methods, and succession planning should be addressed to ensure effective management and organizational continuity.

Furthermore, evaluating your company's organizational structure is crucial for optimizing efficiency and minimizing potential weaknesses. Questions regarding hierarchy levels, delegation of responsibilities, cross-functional teamwork, and cost management should be thoroughly examined to streamline operations and enhance agility in response to market changes. Additionally, considerations related to legal and financial aspects, such as formalities, costs, liability restrictions, and shareholder agreements, should be carefully assessed to ensure alignment with your business goals and values.

In the Legal Structure segment, it is essential to articulate the chosen legal framework and justify its suitability for the business. This involves identifying the owners, outlining their respective strengths and weaknesses, and incorporating detailed resumes of each individual within the Supporting Documents section of the business plan (Pinson, 2008). This comprehensive approach ensures that the legal

structure aligns with the strategic objectives of the business and provides a solid foundation for future growth and development.

In Algeria, various legal forms are available for establishing a company, whether as a sole proprietor or with partners. This choice is critical as it determines the taxation mode, responsibilities, and obligations as per tax legislation, According to the Algerian Investment Promotion Agency, here are the legal forms in Algeria:

### **1 Natural Person**

This form is typically suited for small businesses. It involves a single individual and does not require formal statutes for creation. Registration in the Trade Register confers trader status, and the individual may be personally liable for company debts.

### **2 Single Limited Liability Company (EURL)**

An EURL consists of a single person, typically a natural person. The capital is determined freely by the sole partner and is distinct from personal assets. Registration grants legal personality to the company, and the manager is considered a trader.

### **3 Limited Liability Company (SARL)**

An SARL is formed by a minimum of two partners and a maximum of fifty. If the partners exceed fifty, the company must convert to a joint-stock company within a year. Registration provides legal personality to the company, and managers are considered traders. The capital is freely determined by partners, divided into equal shares, with a minimum value per share. Partners are liable for company debts up to their contributions.

### **4 General Partnership (SNC)**

A General Partnership, often a family business, requires a minimum of two partners with no set minimum share capital. Registration grants legal personality to the company and all partners the status of traders. Partners have unlimited joint and several liability for company debts, and management is typically by all partners unless stated otherwise in the statutes.

### **5 Joint Stock Company (SPA)**

A Joint Stock Company is a capital entity, considered the ultimate form for large companies. It requires a minimum of seven partners (except for public shareholding companies) and a minimum share capital of five million dinars for public offerings

and one million dinars otherwise. It can be administered by a board of directors or a supervisory board. Partners' liability is limited to their contributions. Registration provides legal personality and trader status to the board members.

#### **6 Simple Limited Partnership (SCS)**

A hybrid partnership with general partners and limited partners, the SCS has a divided share capital and is managed by one or more managers. Registration grants legal personality to the company and trader status to general partners. General partners have unlimited joint and several liability, while limited partners are liable up to their contributions.

#### **7 Partnership Limited by Shares (SCPA)**

This hybrid partnership involves general and limited partners, with a minimum of three limited partners. The minimum share capital is five million dinars for public offerings and one million dinars otherwise. It can be managed by one or more managers. Registration confers legal personality and trader status to general partners, who are liable for company debts, while limited partners are shareholders and liable only to the extent of their contributions.

#### **8 Grouping**

A grouping is formed between two or more legal persons for a defined period, aiming to facilitate or develop economic activity, without profit-sharing. It can be constituted without capital and is administered by one or more individuals. Registration grants legal personality to the group, and members are jointly and severally liable for its debts unless otherwise agreed by third parties (Article 796 of the Code of Commerce).

### **4. Management of the company and other key people**

Pinson (2008) asserts that it's essential to include details about the leadership team in the business plan, highlighting their expertise and competencies. She recommends attaching the CVs of the individuals in leadership positions.

Ford et al. (2007) advise against delving into exhaustive detail about the management team at this stage but suggest providing enough information for the reviewer to grasp the team's capacity to execute the business objectives.

Galai et al. (2016) concurs that this section should be concise, outlining the organizational structure by introducing key managers and decision-makers, providing background information on their experience and qualifications. Additionally, it should delineate the main divisions and departments along with their areas of responsibility, and mention company directors and advisors

**Key Figures: Spotlight on Management Quality**

Investors nowadays prioritize the quality of the management team over organizational charts, focusing on technical expertise, entrepreneurial experience, integrity, and individual managerial skills. It's crucial to assess management's ability to handle various market and company scenarios, considering their leadership experience, crisis management skills, and industry knowledge. However, descriptions of management and organization can be subjective, necessitating careful attention.

This chapter delves into the core aspects of company organization and management, building upon the strategic goals. It addresses how to achieve these objectives and the necessary resources, beginning with an overview of operational and organizational structures. The operational structure outlines main workflows, product construction, marketing strategies, and cross-functional workflow management, providing a basis for resource planning.

Investors often focus solely on financials, but the organizational presentation reflects the company's efficiency and effectiveness. Therefore, a detailed operational structure demonstrates professionalism, potentially increasing investor confidence. It's crucial to understand business processes for effective operational management, depicted through a high-level process model and categorized into management, core, and support processes.

These processes are vital for value creation, and their optimization enhances competitive advantage. Additionally, organizational forms such as functional and divisional structures are discussed, emphasizing alignment with product portfolios and market demands. Furthermore, personnel planning and reporting systems are essential for operational transparency and cost management.

Investors expect a thorough description of the management team, including their market success, technological expertise, and financial acumen. Balancing these skills

ensures sustainable growth and mitigates risks associated with sudden management changes. The legal form of the company also warrants attention, as it affects liability, taxation, and governance, requiring careful consideration and professional consultation

## **6. The Operational Plan**

Integral to business strategy, the operational plan, as emphasized by Coke (2002), serves as the foundation for executing strategic objectives. It breaks down strategic goals into manageable tasks, facilitating comprehension and manageability. Additionally, it aids in staff coordination, accountability, and performance evaluation.

Furthermore, the operational plan integrates crucial components like suppliers, legal compliance, inventory management, personnel, and location. It provides detailed insights into various facets of business operations, ensuring coherence and efficiency. For instance, it outlines physical sites, regulatory requirements, workforce management strategies, supplier management, and inventory considerations.

The operational plan, however, is not static but rather a dynamic tool guiding daily business activities, ensuring consistency across departments and serving as a roadmap for execution.

### **1. Essential Components of an Operational Plan**

This section elucidates the daily functioning of an enterprise, encompassing its physical location, equipment, personnel, and operational procedure:

- 1. Production:** entails providing a thorough explanation of how products are manufactured or services are rendered within the business framework. This includes a detailed breakdown of the production process, from start to finish, highlighting the specific techniques employed to create goods or deliver services. It involves outlining the necessary equipment, machinery, tools, and technology utilized in the production process. Additionally, it involves discussing the associated costs involved in production, such as:
  - Raw materials.
  - Labor
  - Overhead expenses.
  - Any other relevant expenditures required to produce the final output.

By delving into these aspects, businesses can offer a comprehensive understanding of their operational capabilities and efficiency in delivering their products or services.

- 2. Quality Assurance:** Elaborating on methods for maintaining consistency in quality, including procedures for quality control.

Meticulous planning and execution are essential for the success of any project. Led by the University of Crete and supported by various stakeholders, the QASP establishes rigorous criteria, tools, and procedures to ensure the quality of project processes and practices aligns with its objectives.

Operating at multiple levels, from design to implementation, the QASP involves the active participation of project members, coordinators, and peer reviewers with diverse expertise. This comprehensive approach aims to minimize problems and optimize outcomes throughout the project lifecycle.

Key elements such as monitoring, evaluation, and conflict resolution are integral to the strategy, ensuring that deliverables meet set deadlines and undergo thorough assessment at each stage. The adoption of the PDCA cycle underscores a commitment to continuous improvement, emphasizing the importance of adaptability and responsiveness to changing project needs.

- 3. Location:** Why is the choice of business location critical? Businesses aim to cultivate and sustain relationships with various stakeholders such as customers, suppliers, employees, mentors, and investors. The quality of the environment and the individuals therein can significantly impact a business's success or failure (Cohan, 2013). Thus, selecting the right business location is essential for successful operations and overall growth. When considering a business location, factors such as company requirements, customer accessibility, employee needs, and necessary equipment must be taken into account (Chron, n.d.).

Key considerations when choosing a location include:

- Customer Convenience:** Ensuring that the business location is easily accessible and provides customers with a sense of safety, thereby enhancing convenience and satisfaction (Chron, n.d.).



- **Parking:** Adequate parking facilities for both customers and employees are crucial. Lack of parking may deter customers and lead them to opt for competitors with more convenient parking options. Additionally, sufficient parking space for employees near their workplace is necessary (Chron, n.d.).
  - **Operations and Equipment:** Sufficient space is essential to accommodate the necessary equipment required for producing goods or services. For instance, manufacturing businesses require ample space for equipment and inventory storage (Chron, n.d.).
  - **Service and Sales:** The business location significantly influences service and sales opportunities. Ideally, the chosen location should align with the target customer demographics and generate foot traffic to enhance business visibility and sales (Chron, n.d.).
  - **Inventory:** The business location should comfortably accommodate the required inventory. It is essential to determine the amount of inventory to be stocked and calculate the space needed for displays and storage (Chron, n.d.).
- 4. Personnel:** Personnel planning is crucial for business success, encompassing the distinction between regular staff and freelancers to facilitate strategic adjustments. This section addresses the fluctuating employee numbers due to retirements or resignations, outlining the necessary workforce for production, including seasonal workers. Effective scheduling across functional areas like production and marketing is vital to prevent disruptions or inflated costs caused by staff shortages or surpluses. Job descriptions play a pivotal role in outlining staffing requirements, detailing key elements like job title, objectives, tasks, qualifications, and responsibilities. Regular updates ensure accuracy and alignment with evolving roles. Overall, meticulous personnel planning and detailed job descriptions lay the foundation for organizational success, enabling businesses to adapt to changing needs and optimize operations.
- 5. Inventory:** Describing inventory management strategies, including types of inventory, average inventory value, projected inventory turnover rate, seasonal fluctuations in inventory needs, and lead time for inventory procurement.

6. **Suppliers:** Identifying key suppliers and their vital details, including contact information, inventory supplied and delivery policies, supplier reliability and history, contingency plans for supply shortages, supply cost stability, payment terms, and mitigation strategies for supply fluctuations.

## **2. Strategic Planning Framework for Organizational Success**

- **Setting Annual Targets**

To begin, scale down strategic objectives into actionable annual targets. Carefully assess each objective's feasibility within the upcoming year, ensuring realism while avoiding the extremes of overly ambitious or conservative targets. Striking the right balance is crucial for maintaining a trajectory toward long-term strategic goals.

- **Quarterly Performance Measurements**

Waiting a full year to evaluate progress against annual targets is impractical. Implement quarterly performance measurements to provide interim feedback. While this approach allows for incremental control, it's essential to avoid over controlling or making premature adjustments based on short-term fluctuations. Instead, exercise judgment and consider course corrections only when supported by substantial evidence.

- **Key Task Prioritization**

Identify and prioritize key tasks essential for mission accomplishment. Create a master task list with assigned responsibilities and deadlines to streamline implementation. Focus on eliminating extraneous tasks and maintaining clarity on the critical actions required for success.

- **Defining Tactics**

Review and refine tactics developed in conjunction with strategic objectives. Ensure that these tactics align with the one-year timeframe and consider resource requirements. Effective coordination of tactics is essential for optimizing operational efficiency and achieving desired outcomes.

- **Coordinating the Operational Plan**

Clearly delineate coordination responsibilities within the operational plan. Encourage collaboration across organizational boundaries and hold teams accountable

for collective results. By fostering a culture of teamwork and shared accountability, organizations can enhance operational effectiveness and drive performance.

- **Summarizing with a Concept of Operation**

Provide a concise overview of the operational approach for the upcoming year. This concept of operation serves as a mini-executive summary, outlining strategic business units' roles and responsibilities. Clarity and alignment ensure that all stakeholders understand their contributions to the overall plan.

### **Importance of Meticulous Planning**

Meticulously crafting the operational plan is critical for gaining a comprehensive understanding of the organization's current reality and charting a clear path forward. It requires rigorous analysis, strategic alignment, and effective coordination to drive success in the coming year. By incorporating these components and processes, businesses can navigate challenges, capitalize on opportunities, and achieve their long-term objectives.

### **3. Strategic Alignment and Resource Planning: Foundations of Operational Readiness**

According to Coke (2002), the operational plan initiates with an examination of annual targets and strategic plan objectives. Typically, these aspects are developed concurrently with the resource plan, given their close interconnection.

Coke (2002) delineates the resource plan into ten categories, encompassing Staffing Levels, Information Requirements, Technology, Tools and Equipment, Intellectual Capital, Time, Relationships, Image, Facilities, and Financial considerations. This comprehensive framework addresses various aspects crucial for effective operational planning:

- **Staffing Levels:** Determining the number of personnel required to execute the operational plan.
- **Information Requirements:** Identifying essential data amidst large datasets to inform decision-making.
- **Technology:** Anticipating technological changes and planning for timely upgrades or replacements.

- **Tools and Equipment:** Ensuring the availability of necessary tools and equipment to facilitate operations.
- **Intellectual Capital:** Leveraging the organization's accumulated knowledge for strategic advantage.
- **Time:** Efficiently managing time resources to meet operational objectives.
- **Relationships:** Cultivating positive employee relationships to foster teamwork and collaboration.

These components collectively contribute to the operational readiness of the business and are integral for successful implementation of the operational plan.

#### **4. Comprehensive Contingency Planning Strategies within the Operational Plan**

Coke (2002) outlines three distinct types of contingency planning strategies. The first type addresses situations where objectives are obstructed or not achieved during execution, necessitating the development of alternative approaches to overcome obstacles. This type serves as a fallback position to maintain operational continuity.

The second type involves contingency planning for broader, unforeseen events that could potentially disrupt business operations on a larger scale. Examples include labor strikes or natural disasters that catch management off guard. A comprehensive contingency plan is essential to address such crises and ensure business resilience.

Additionally, companies prepare for contingencies through the third type of planning, which focuses on internal incidents that pose significant concerns to the business. By examining potential internal risks and developing proactive strategies to mitigate them, companies enhance their readiness to navigate challenging situations effectively.

#### **7. The Financial Plan**

The financial plan is a section of the business plan that provides an account of the project's financial needs and appropriate sources of funding, as well as future estimates of revenues, costs, and profits. According to Conso and Hemicci (2002): "it is the preplanning to determine the procedures that ensure the coherence of cash

inflows and outflows to avoid the project being exposed to cash flow difficulties while simultaneously allowing for the achievement of the maximum potential." (p. 476). They further assert that: "the quantitative expression of various financial decisions made, outlining the methods through which the project will generate them to ensure the long-term growth of the project and optimal management of its financial resources." (Conso & Hemici , 2002, p. 476)

Based on the foregoing discussion, it is evident that the financial plan delineates the requisite capital requirements of the project to realize its objectives, alongside the sources for procuring such funds and their allocation. Additionally, the financial plan facilitates the evaluation of the ramifications of investment and financial decisions on the project's future trajectory, thereby accruing several advantages including:

- ✓ Identification of future requirements.
- ✓ Evaluation of policies and proposed measures.
- ✓ Facilitation of goal alignment.
- ✓ Promotion of workforce motivation and cultivation of forward-thinking perspectives.
- ✓ Mitigation of managerial surprises and proactive preparation for anticipated eventualities.
- ✓ Coordination between financing and investment determinations.
- ✓ Positioning management to effectively confront prospective contingencies.
- ✓ Facilitation of communication processes.
- ✓ Provision of performance measurement standards.

### **1. Financial Planning for Project Evaluation**

**Operating Costs:** These are the costs incurred at the beginning of the project's operation from the first year onwards. They include the expenses necessary to operate the available capacity and consist of wages, rent, raw material costs, promotion, maintenance, and are divided into two types: (Faleeh, 2012)

**Variable Costs:** These are the costs that vary proportionally with changes in the level of activity, increasing with its rise and decreasing with its decrease (Faleeh, 2012).

**Fixed Costs:** These costs remain constant in total regardless of changes in the level of activity. They neither increase with its rise nor decrease with its decrease. Examples

include monthly rent for commercial premises, insurance for factories, straight-line depreciation of machinery and equipment... (Faleeh, 2012)

The following table illustrates the classification of burdens according to their nature.

The liabilities according to activity		Activity-Dependent Variable Costs
Fixed	Variable	
	x	Consumer Goods
	x	Consumable Raw Materials
x	x	Other Consumables
x	x	Non-Inventory Purchases of Materials and Supplies
x		Rent
x	x	Maintenance, Repair, and Care
x		Insurance Premiums
x		Advertising, Publicity, and Public Relations
x	x	Goods Transport and Mass Transportation of Employees
x		Travel, Missions, and Receptions
x	x	Postage and Telecommunications
x	x	Employee Wages
x	x	Social Security Contributions
x		Attendance Fees
x		Interest Charges
		Depreciation, Provisions, and Impairment Losses

**Table I:4: Classification of Project Costs**

**(Dabbabsh, 2017)**

**Investment Costs:** Here, all expenses are determined that are spent from the moment the project idea appears until the end of the operating trial period. This includes construction and preparation, equipment and tools, industrial machinery, transportation equipment. (Faleeh, 2012)

**Depreciation of Fixtures:** It is the decrease in the value of a specific fixture over time due to its use or as a result of technological advancement. It is a means to distribute the cost of investment over time, and its most important types are:

- Straight-line depreciation (constant).

- Declining balance depreciation.
- Accelerated depreciation.
- Depreciation based on production units.

Depreciation does not apply to land (except for quarries and mines) and financial fixtures and fixtures under construction. (Faleeh, 2012)

## **2. Financing Structure Determination**

To establish the project's financing structure, a thorough examination of potential funding sources is essential. These sources encompass both long-term and short-term avenues:

### **Long-term Financing Sources:**

These sources are typically associated with financing assets or fixed capital expenditures, such as establishing the project's buildings, machinery, equipment, and other infrastructure. The periods of these financings are usually long-term. One of the main sources includes (Faleeh, 2012) :

- **Common Stock:** Common stock is a primary source of financing in joint-stock companies. It represents a document granting its holder the right to participate in profits, vote at shareholder meetings, and sell or trade the shares. Their share of the company's capital determines the holder's liability, and they are only entitled to reclaim their investment upon liquidation. Therefore, it is considered a permanent source of financing, as the project does not bear any burdens unless profits are realized and decided to be distributed. The cost of common stock is typically high due to the elevated level of risk undertaken by the shareholder, who shares in both the profits and losses of the project. (Faleeh, 2012)
- **Preferred Stock:** Preferred stock combines characteristics of bonds, as it receives a fixed return, with features of common stock, as it does not participate in profits. It is issued when common stock is insufficient to provide the necessary financing and to limit the number of participants in management, as holders of preferred stock do not have the right to participate in management. (Faleeh, 2012)

- **Bonds:** Offering a predetermined return, bonds serve as a long-term source of financing, albeit with higher costs compared to short-term alternatives. (Faleeh, 2012)
- **Long-term Credit:** Provided by various banking institutions, long-term credit is instrumental in bolstering the project's financial standing. (Faleeh, 2012)
- **Retained Earnings:** Retained earnings are considered a self-financing source, but they become available after the establishment and operation of the project. When investors (project owners) need to use their profits to expand the project rather than distributing them, a larger portion of these profits is retained to increase the project's capital and growth. (Faleeh, 2012)

**Short-term Financing Sources:**

These are financial resources obtained for a short period, usually not exceeding a year. They are typically used to finance operational activities, often after the establishment of the project. The most important of these sources include: (Faleeh, 2012)

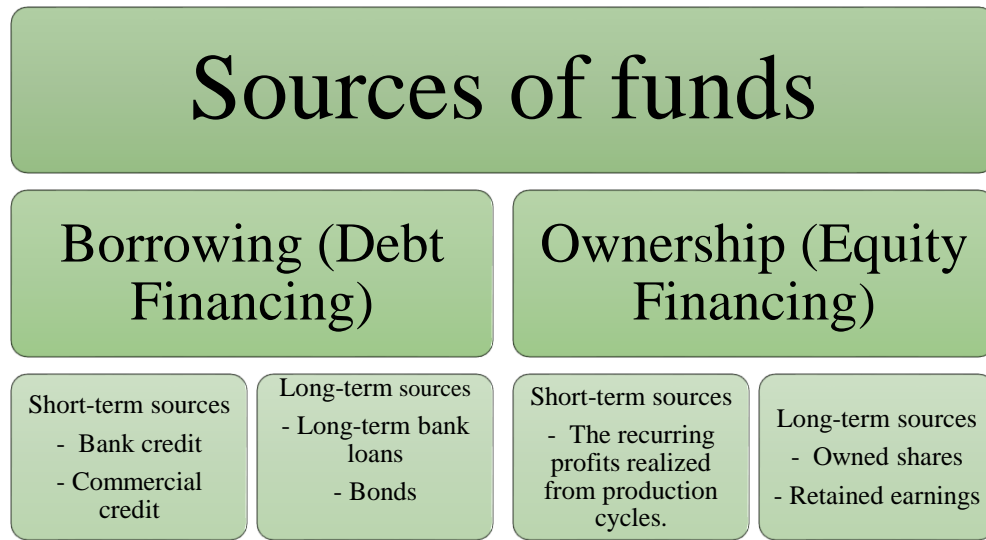
- **Trade Credit:** This credit is obtained by the project when purchasing production supplies, raw materials, intermediate goods, or goods that the project deals with for deferred payment. Trade credit can be established between the project and wholesalers, between retailers and the project, or between businesses and consumers. It is usually granted without guarantees based on the level of trust between the parties involved and may sometimes be secured. (Faleeh, 2012)
- **Bank Credit:** This credit is provided by commercial banks, especially to finance operational activities, for a period not exceeding one year. Its main forms include: (Faleeh, 2012)
  - ✓ **Overdraft Facility (Current Account Overdraft):** Commercial Paper Discounting, with one of its main forms being discounted promissory notes.

Bank credit is typically more readily available for established large-scale projects, while the possibility of obtaining it is limited for small and new projects because of their weak or unknown financial standing. (Faleeh, 2012)



The project can be financed through several methods: either entirely through private sources, or through bilateral or multilateral financing.

Understanding the project's financial needs and the available financing options is crucial for ensuring its successful implementation and sustained growth. Whether through debt financing, involving repayment obligations, or equity financing, which entails capital injections from proprietors or shareholders, the chosen path shapes the project's financial trajectory and its eventual success.



**Figure I:2: Sources of Project Financing**

(Al-Sakarnah, 2008)

Financial statements are the tool that provides the necessary data and information for conducting the financial assessment of the project. The analysis of these statements is undertaken to reach a decision regarding the selection of the project. The main financial statements for the project include: (Othman, 2006)

**General Budget:** It is a list that shows on the right side the assets, which are known as the project's resources managed by the entity due to past events and aimed at providing future economic benefits. The project's assets are divided into: A- Non-current assets: These include tangible assets, intangible assets, and financial assets. (Othman, 2006)

**Current Assets:** These are the assets that the project expects to consume in the short term (during the operating cycle). On the left side, the project's liabilities appear, which are the sources of project financing and are divided into:

- Equity: Self-financing sources.
- Non-current liabilities: Long-term debts.
- Current liabilities: Short-term debts.

The budget is divided into two types: (Othman, 2006)

**Opening Budget:** Prepared at the beginning of the accounting period and does not show the result.

**Closing Budget:** Prepared at the end of the accounting period and shows the result.

Assets			Expenses		
The Statement	Year(n)	Year(n-1)	The Statement	Year(n)	Year(n-1)
Non-current assets			Equity		
Intangible assets					
Tangible assets					
Financial assets					
Total non-current assets			Non-current expences		
Current assets			Current expences		
Inventory					
Accounts receivable					
Cash					
Total current assets					
<b>Total</b>			<b>Total</b>		<b>Total</b>

**Table I:5: Budget Model Overview**

(Al-Nuaimi & Al-Tamimi, 2008)

Estimated Income Statement: It is a table that illustrates the various expected costs and revenues of the project, allowing the project owner to track their development over a period of 3 years or more to assist in decision-making. (Othman, 2006)

The following table illustrates the income statement and its components:

The Elements	Notes	Year (n)	Year (n-1)
Net income			
Changes in finished goods inventory and work in progress			
Fixed production costs			
Operating subsidies			
Production for the fiscal year (1)			
Purchases External services and other consumptions			
Production for the fiscal year (2)			
The value added for operation (2-1)Haut du formulaire			
Employee expenses			
Taxes, duties, and similar payments			
Haut du formulaire			
The gross surplus from operations (4)			
Operational revenues			
Other operational expenses			
Provisions for depreciation and provisions			
Recovery of impairments of assets and provisionHaut du formulaire			
Operating result (5)			
Financial revenues			
Financial expenses			
Financial result (6)			
The ordinary result before tax (7) - (6 + 5)			
Taxes payable on ordinary results			
Deferred taxes (changes) related to ordinary results			
Total ordinary activity revenues			
Total ordinary activity expenses			
Net result from ordinary activities (8)Haut du formulaire			
Non-recurring items - Revenues			
Non-recurring items - Expenses			
Non-recurring result (9)			
Net profit for the fiscal year (10)			

**Table I:6: Illustrated Income Statement Components**

**(Dabbabsh, 2017)**

Analyzing the income statement table is crucial because it shows the extent of profits that the project can achieve as a result of its establishment and operation after establishment. Based on this analysis, investment decisions are made.

**Cash Budget:** It is a statement that shows the expected cash receipts and payments, and therefore the cash surplus or deficit for short periods of time (monthly, for example). It is usually prepared on a monthly basis for a period of six months or a year. Therefore, it is necessary to forecast sales for each month of the cash budget period, as well as to estimate purchases and other cash expenditure items. (Faleeh, 2012)

The statement	January	February	March	April	May	June	July	August	September	October	November	December
Cash flows related to operations												
Receipts (1)												
Sales including fees Operating subsidies Other revenues												
Payments (2)												
Purchases including fees Other expenses including fees Employee expenses Taxes and fees Other expenses												
Operating balance (2) - (1) = (A)												

**Table I:7: Cash Budget Model**

**(Dabbabsh, 2017)**

Here, the project is evaluated through various indicators to demonstrate its profitability. This evaluation focuses on measuring the project's ability to generate

returns. Among these indicators, we will address two important ones: **Net Present Value (NPV)**: It is based on the idea that the value of a monetary unit today is greater than its value in the future. If the difference between the present value of cash inflows and the present value of cash outflows for the project is positive, then the project is profitable. Conversely, if the opposite is true, the project is not viable.

Net Present Value is calculated as follows:

$$\text{NPV} = \text{Sum of Present Cash Flows} - \text{Investment Value}$$

$$VAN = \sum NR(1 + R_t)^{-n} - I_0$$

**Equation I:1: Net Present Value (Faleeh, 2012, p. 266)**

Where: NPV: Net Present Value = Net Result + Depreciation and Provisions Allowances + Impairment Losses. Ri: Discount Rate / Io: Investment Value.

**Payback Period:** It is considered one of the most widely used indicators in financial feasibility studies because of its simplicity and ease of use. It allows the investor to know the period in which they can recover the money invested in the project. The payback period is determined by the following equation:

$$\text{Payback Period} = \frac{\text{Cost of Investment}}{\text{Average Annual Cash Flow}}$$

**Equation I:2: Payback Period (Faleeh, 2012)**

**Break-even Point:** It is the quantity of output sold at which total revenue equals total costs, i.e., the quantity of output sold at which operating income equals zero. It is also referred to as the breakeven point or the dead point. Through it, we know when the project achieves a neutral result, allowing us to determine the level of business that covers the project's costs. The higher the number of operations above this point, the result becomes profit, and if it falls below it, the result becomes a loss. It is calculated using the following relationship:

$$\text{Break - even Sales Volume} = (\text{Fixed Costs} \setminus \text{Contribution Margin}) \times \text{Price}$$

**Equation I:3: Break-even Sales Volume (Faleeh, 2012, p. 260)**

**Chapter Conclusion**

In summary, Chapter I has laid a comprehensive theoretical foundation for understanding the essential components and strategic significance of entrepreneurship and business planning, particularly in the context of establishing a cinema theater in Biskra. This chapter explored the multifaceted nature of entrepreneurship, highlighting the processes, methods, and value orientations that define successful entrepreneurial endeavors. It emphasized the critical role of innovation, opportunity recognition, and the entrepreneurial mindset in navigating and seizing market opportunities.

The importance of a well-structured business plan was underscored, detailing its objectives, advantages, and the key sections necessary for presenting a compelling case to investors, partners, and other stakeholders. We delved into the characteristics that constitute a robust business plan, emphasizing clarity, realism, comprehensiveness, and adaptability as pivotal attributes for guiding new ventures towards sustainable growth and success.

Moreover, the chapter outlined the components of a marketing plan, highlighting the need for a strategic approach in identifying market opportunities, understanding customer needs, and positioning the business effectively against competitors. The frameworks for situational analysis, market analysis, competition analysis, and the marketing mix were discussed, providing a structured approach for developing a marketing strategy that aligns with the overall business objectives.

The organizational plan section focused on summarizing the business, detailing products and services, legal structure, and the management team, essential for ensuring operational readiness and strategic alignment. Additionally, the operational plan and financial plan sections addressed the critical components and strategic planning frameworks necessary for operational efficiency and financial sustainability.

By integrating these theoretical insights, this chapter has set the stage for the practical application and detailed planning that will follow in subsequent chapters. The understanding gained here will serve as a crucial reference point for developing a viable and competitive business plan for the cinema theater in Biskra.

***Chapter II:  
Field work and Data Analysis***

**Chapter II      Chapter 2: Field work and Data Analysis****Chapter Introduction**

In this chapter, we delve into the NEBVLA Cinema Theater project through rigorous fieldwork and meticulous data analysis. We explore its inception, objectives, and marketing strategies, aiming to shed light on its complexities. We uncover its organizational framework, operational intricacies, and financial landscape to provide valuable insights into its potential for success in Biskra's cultural scene. Through our exploration, we aim to offer a comprehensive understanding of NEBVLA Cinema Theater and its journey towards becoming a premier entertainment destination.

**Chapter II Work Plan:**

1. Project overview
2. Marketing plan
3. Organizational plan
4. Operational plan
5. Financial plan



## **1. Project Overview**

In this chapter, we will present a comprehensive and concise overview of the entire project. This will cover all the key points needed to understand the foundation of the feasibility study, which will be elaborated upon in the subsequent chapters.

### **1. Project Definition**

#### **1 Why Cinema?**

The inception of this project stems from our profound appreciation for the transformative power of cinema. Through our extensive immersion in the world of film, we have witnessed firsthand how movies possess the ability to reshape one's perspective, foster personal growth, illuminate new horizons, and cultivate a wealth of knowledge. Indeed, our fascination with cinema merely scratches the surface of its immense potential.

In contemporary times, the residents of Biskra exhibit a notable deficiency in cultural engagement with the world of cinema. It is evident that a significant portion of the population has yet to experience the unique pleasure of attending a movie screening in a traditional theater setting. Recognizing this cultural gap, we have taken the proactive step of introducing this remarkable project to our hometown, with the aim of awakening the community from its cultural dormancy.

Our primary objective entails the cultural enrichment of our community by establishing a cinema venue in the Biskra region. The project aims to cater to a diverse audience spectrum, offering a wide array of entertainment options, including movie screenings, designated reading areas, a café lounge, live theater performances, and various other recreational activities. It is the multifaceted nature of this endeavor that distinguishes it as a pioneering initiative within our locale.

#### **2 The Project and Its Exquisite Offerings**

Prepare for an unparalleled cinematic voyage as we unveil our visionary cultural enclave nestled in the heart of Biskra. Our mission goes beyond the conventional; we're poised to redefine the movie experience of every Biskra resident and immerse them in a realm of cultural richness like never before.

- **State-of-the-Art Cinema Complex:**

Step into our cutting-edge cinema complex, where every screening promises an unforgettable journey. Featuring multiple screens showcasing a diverse array of films, from mesmerizing blockbusters to thought-provoking Algerian cinema, there's something to captivate every cinephile. Our state-of-the-art sound system and mesmerizing visuals create an unparalleled cinematic experience, transporting every viewer into the heart of storytelling.

- **Café Lounge:**

Before, during, and after the show, our café lounge beckons, tantalizing the taste buds of our visitors with a symphony of gourmet coffees and delectable treats. Savor their favorite brew as they soak in the pre-movie anticipation or engage in post-screening discussions with fellow film enthusiasts. And no cinematic experience is complete without popcorn. Our irresistible selection perfectly complements the ambiance, adding a touch of nostalgia and flavor to the movie-going experience.

- **Live Theater Performances:**

But our offerings extend beyond the silver screen. It's a dynamic stage where captivating live theater performances that bring the stage to life before the costumer's very eyes. From gripping dramas to uproarious comedies and soul-stirring musicals, our theater showcases performances that will leave the audience spellbound and craving for more.

- **Special Events:**

Step into a world of special events tailored to delight and inspire. At our theater, we curate an array of unforgettable experiences beyond traditional screenings. From exclusive premieres and red-carpet affairs to themed nights, our special events offer something for everyone.

- **Community Engagement:**

At the heart of our endeavor lies a dedication to community engagement. We aim to cultivate a vibrant, inclusive space where memories are forged, friendships blossomed, and imaginations ignited. Join us on this exhilarating journey of cultural exploration, where every visit promises to be an unforgettable adventure.

In essence, our project transcends mere movie-watching; it's an invitation to embark on a transformative cultural odyssey that will leave an indelible imprint on the viewer's heart and mind. Welcome to our cinematic sanctuary, where dreams take flight, and the magic of the movies awaits.

### **3 Project Naming: NEBVLA - A Celestial Rebirth**

We chose the name "NEBVLA" for our project as it embodies the essence of our vision for cultural revival in Biskra. Inspired by the celestial beauty of nebulae, "NEBVLA" represents a cosmic rebirth—a symbol of our mission to breathe new life into the city's cinematic heritage.

Just as nebulae emerge from cosmic fog, "NEBVLA" emerges as a beacon of light in our cultural landscape, promising a transformative journey through cinema. Through visionary programming and cutting-edge technology, NEBVLA invites audiences to immerse themselves in the boundless expanse of cinematic wonder.

More than just a cinema, "NEBVLA" is a crucible of creativity and community, where stardust coalesces into stardom and imagination knows no bounds. Through screenings and cultural events, NEBVLA cultivates a celestial ecosystem where artists thrive and audiences transcend the ordinary.

In essence, "NEBVLA" represents the celestial renaissance—a journey where the stars align, and cinema is reborn.

### **4 Goals and motives of the project**

#### **Goals of the Project:**

- To attain a larger market share in the entertainment sector in the city of Biskra.
- Achieve future growth and expansion to provide better and latest services.
- Give added value to the community through investment in cultural knowledge and awakening the spirit of cinematography within the people.
- Provide an entertainment space that becomes a go-to destination for residents.
- Plant a new seed of interest and curiosity in films for the coming generation.
- Support and encourage the idea of watching movies among all age groups.
- Create new job opportunities in the local economy.
- Ensure sustainability, growth, and profitability in the project's endeavors.

- Expand and diversify into producing movies to contribute to the local film industry.
- Gain the trust and interest of clients by delivering high-quality services and experiences.

### **Motives of the Project:**

- Motivated by the desire to enter the cinema world and be pioneers in reviving this field.
- Fueled by a deep interest in the world of movies and the desire to create opportunities in this domain.
- Inspired by the potential to foster cultural exchange and understanding through film.
- Driven by a desire to contribute to the enrichment of the city's cultural landscape and identity.
- Motivated by the prospect of leaving a lasting legacy in the city's entertainment industry and cultural heritage.

### **5 The Motto of the Company:**

**"The Gateway to Cinematic Wonder"**

### **6 The Vision of the Company:**

**"Empowering cultural enrichment and immersive experiences to unite our community and shape the future of cinematic entertainment."**

### **7 Our Logo:**

After meticulous refinement efforts to ensure alignment with the overarching context, we proudly present the finalized version of our cinema's logo.



**Figure II:1: The Project's Logo**  
(Prepared by the students)

## 2. Executive Summary

<b>Project Name</b>	<b>NEBVLA</b>
<b>Project Nature</b>	Movie theater
<b>Activity Field</b>	Cultural and entertainment section
<b>Activity Number</b>	605004
<b>Project Owner</b>	Moslim Med Merzoug – Ayoub Tiar
<b>Legal Nature of Activity</b>	Sarl
<b>Provided Services Within the Project</b>	<ul style="list-style-type: none"> <li>- Variety of movies</li> <li>- Food service</li> <li>- Coffee place</li> </ul>
<b>The Project Localisation</b>	Biskra
<b>Labor</b>	11
<b>Starting budget (DZD)</b>	43 600 000,00
<b>Projected Business Figure (DZD)</b>	198 331 846,44

**Table II:1: Executive Summary**

Prepared by the students

**3. Project Positioning (CSIP Model)**

We can pinpoint the project's strategic positioning using the CSIP model, aligning the project owner's aspirations, skills, and the environmental resources available. This alignment can be succinctly summarized as follows:

**The skills of the Project Owner:**

Theoretical expertise in entrepreneurship

Extensive network of public relations

Proficiency in leveraging the internet

In-depth understanding of the film industry

Bachelor's degree in Business Management

**Aspirations of the Project Owners:**

The desire to accomplish a distinguished project and translate it into reality.

The desire of future growth and expanding operations.

Entering the cinema world

Achieving leadership in cinema industry

**Potential of the Environment:**

An emerging market with no established pioneers

Supportive state policies encouraging investment in the cultural sector

Government-provided facilities facilitating investment initiatives

Growing interest among younger generations in Western pop culture, including the cinema experience

Absence of direct competition within the market

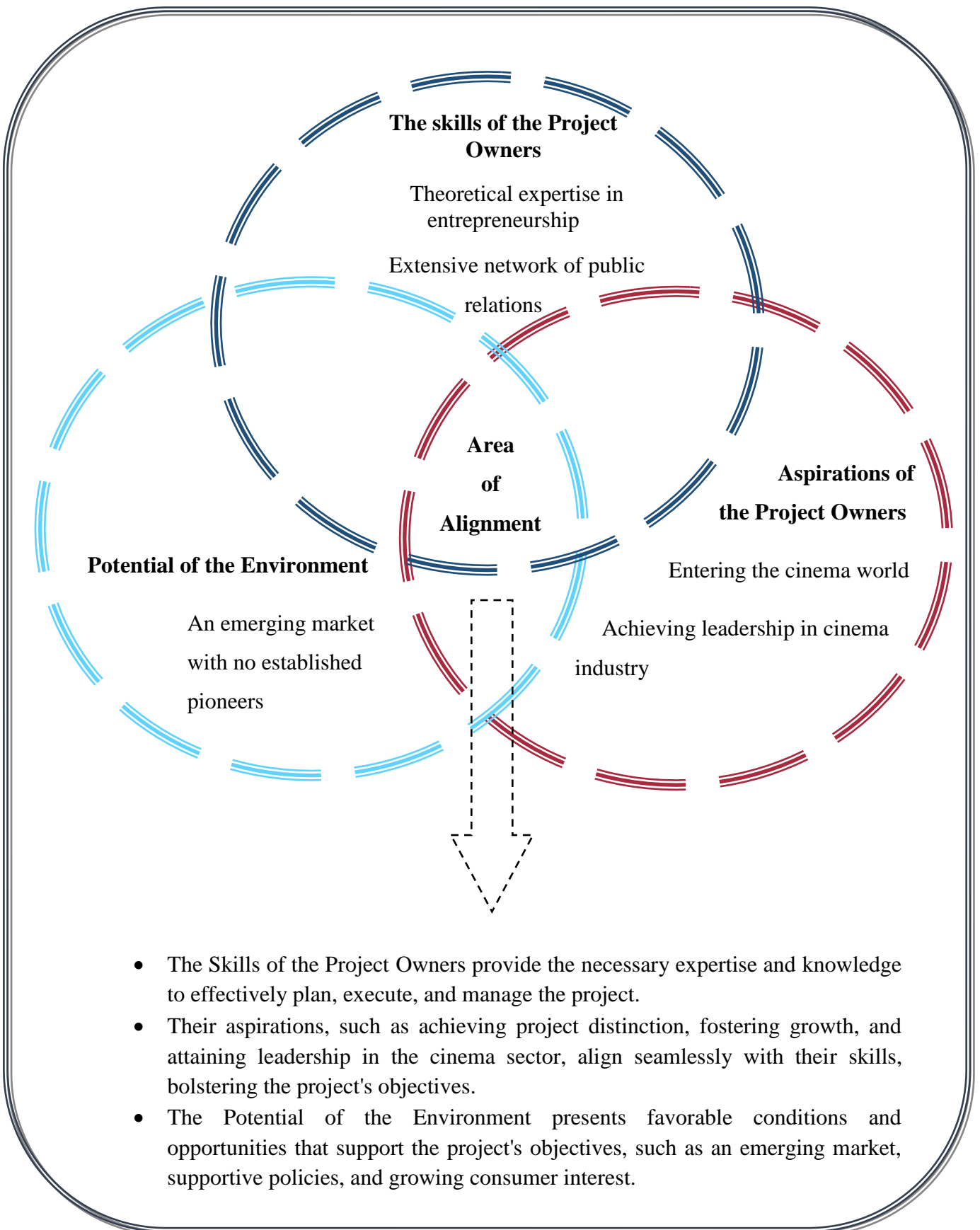
**Area of Alignment:**

Hence, the convergence of these factors will create a Zone of Alignment, paving the way for the realization of a successful project. This endeavor will effectively meet its intended objectives and goals. The synthesis of compatible elements within this project is exemplified by the following:

The area of alignment for all of these aspects is the successful establishment and operation of a cinema project.

1. The Skills of the Project Owners provide the necessary expertise and capabilities to effectively manage and navigate the complexities of the cinema industry.
2. Aspirations of the Project Owners shows their desire to achieve a distinguished project, foster future growth, penetrate the cinema world, and attain leadership in the cinema industry resonates with their skill set, aligning perfectly with the endeavor's objectives.
3. The Potential of the Environment presents favorable conditions and opportunities for the cinema project to thrive, including an emerging market without existing competitors, supportive government policies, available facilities for investment, and a growing interest in cinema among the target audience.

By aligning these factors, the project owners can capitalize on their skills and aspirations within an environment ripe for success, ultimately realizing their goals of establishing and operating a successful cinema venture



**Figure II:2 Instantaneous Strategic Configurations Perceived (CSIP) for the project**

**Prepared by the students**



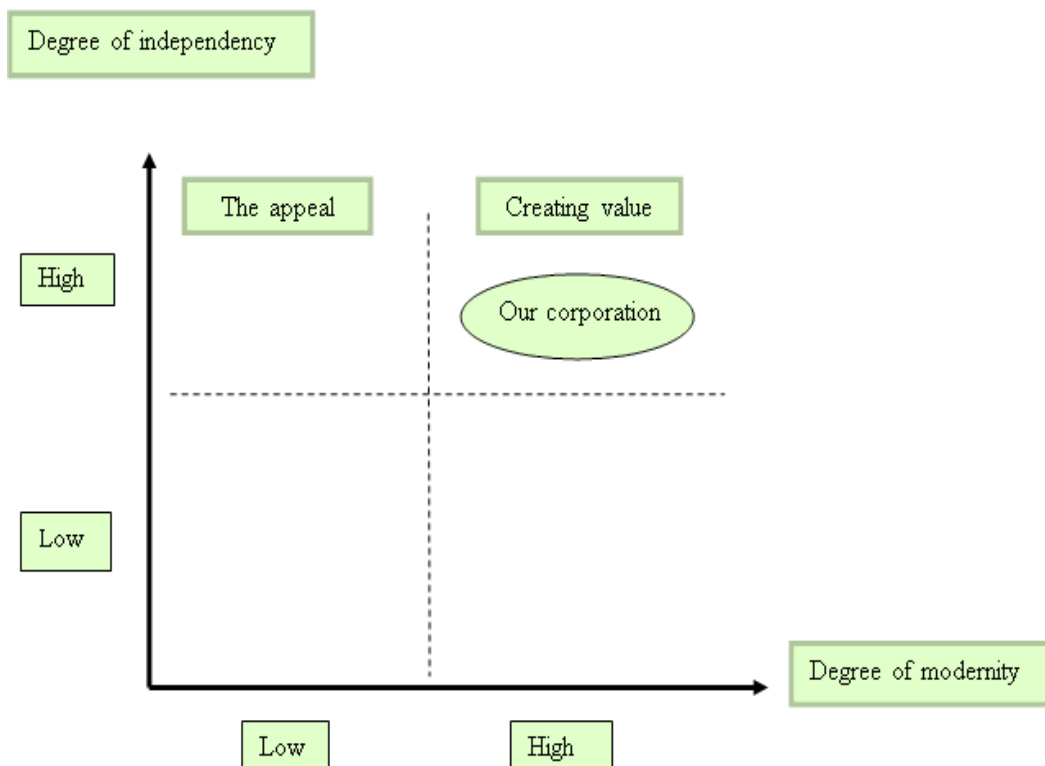
#### 4. The Format, Type, And Classification of the Organization

##### 1 The Format of the Corporation

Given that the concept pertains to a novel service, distinct from any existing entities, the project necessitates the creation of an entirely new organization. This implies the establishment of a fresh entity from the ground up, devoid of any precedent or affiliation with pre-existing organizations or their branches. In essence, the endeavor involves laying the foundation for a new organizational structure, encompassing strategic planning, resource allocation, and operational frameworks tailored specifically to the unique demands and objectives of the proposed service. By embarking on this path, the project endeavors to chart its own course, unencumbered by the constraints or legacies of existing entities, thereby affording the freedom and flexibility to innovate, adapt, and realize its vision in a manner aligned with its distinct identity and purpose.

##### 2 Classification of the Project According to The Construction Matrix

According to The Criteria of Modernity and Autonomy



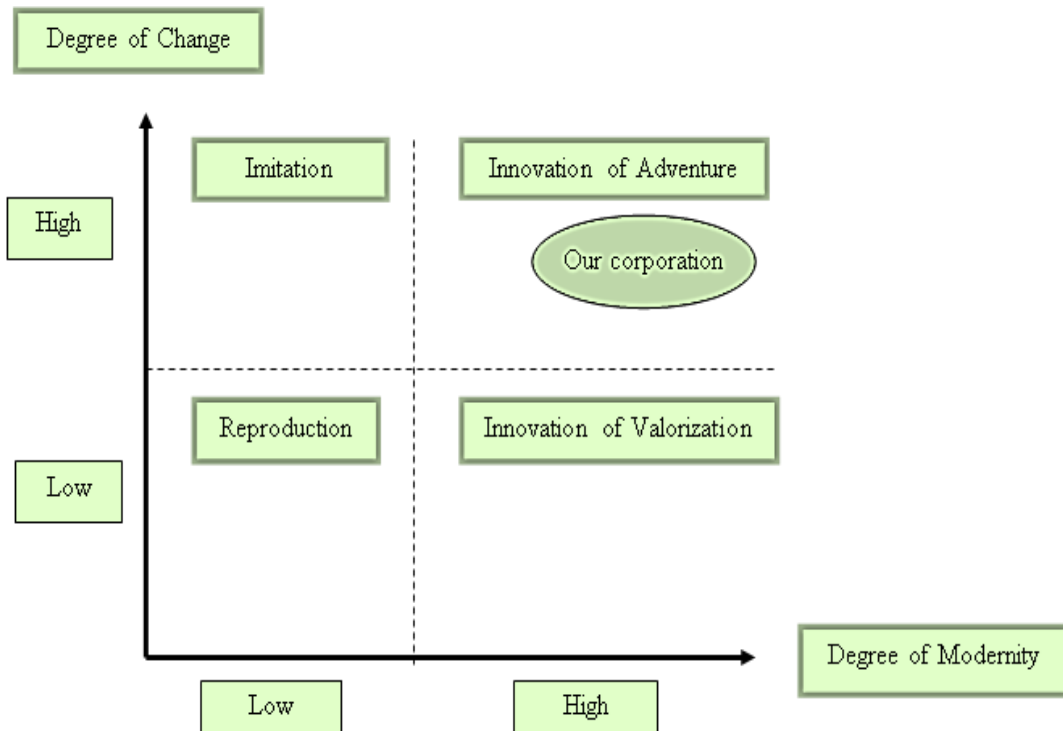
**Figure II:3: Classification of Our Project According to The Criteria of Modernity and Autonomy**

**Prepared by The Students**

- **Modernity:** The project stands out for its unprecedented level of modernity in Biskra. For nearly three decades, the state has lacked a project of this nature, making NEBVLA a groundbreaking addition to the local cultural and entertainment landscape. The cinema will feature state-of-the-art facilities and cutting-edge technology, setting a new standard for entertainment in the region. This includes advanced audio-visual systems, contemporary design, and an array of modern amenities that cater to the diverse needs and preferences of the audience. The introduction of such modern infrastructure and services positions NEBVLA at the forefront of innovation, promising a transformative experience that reinvigorates the local cultural scene.
- **Autonomy:** NEBVLA will operate with a high degree of independence, both legally and financially. This autonomy is crucial for fostering a dynamic and responsive organization capable of making swift decisions and adapting to changing market conditions. As an independent entity, NEBVLA will be free from the bureaucratic constraints often associated with larger, pre-existing institutions or franchise branches. This allows for greater flexibility in strategic planning, operational management, and the execution of creative initiatives. Financial independence ensures that the project can manage its resources effectively, reinvesting profits into further enhancing the quality of services and expanding its offerings. Legal independence means NEBVLA can operate in accordance with its unique vision and goals, without the need to conform to the directives of a parent organization. This autonomy ultimately facilitates a focused and dedicated approach to achieving its mission of cultural enrichment and cinematic excellence in Biskra.

By combining cutting-edge modernity with robust autonomy, NEBVLA is poised to create significant value in Biskra, offering a fresh, innovative, and independent cultural experience that fills a long-standing void in the region's entertainment sector.

According to the Degree of Modernity and the Degree of Change Criteria



**Figure II:4: Classification of Our Project According to the Degree of Modernity and the Degree of Change Criteria**

**Prepared by the students**

The NEBVLA project falls under the category of "Adventure Innovation," which denotes a high level of modernity and a substantial degree of change. This classification implies several important aspects:

- **High Degree of Modernity:** The project embodies contemporary advancements in the cinema industry, incorporating state-of-the-art technology and innovative design elements. This modernity is reflected in the sophisticated audio-visual systems, immersive theater environments, and advanced digital infrastructure. Such cutting-edge features not only enhance the viewing experience but also set a new benchmark for entertainment facilities in the region, making NEBVLA a pioneer in Biskra's cultural scene.
- **Significant Degree of Change:** Given that NEBVLA introduces a completely new service to the market, the degree of change required is substantial. This transformation involves developing new operational frameworks, adopting innovative marketing strategies, and implementing advanced management practices. It necessitates acquiring a diverse range of skills and competencies

that the current team may not fully possess, highlighting the need for ongoing training and the recruitment of specialized talent.

- **Newly Born or Reborn Concept:** The project is not merely a continuation of existing cinema ventures but a rebirth of the concept in a modern, innovative, and unique manner. It aims to revitalize the cinematic culture in Biskra, which has been dormant for nearly 30 years. By introducing a novel approach and fresh ideas, NEBVLA targets a new market segment that currently does not exist, positioning itself as a trailblazer in the local entertainment industry.
- **High Degree of Risk:** The innovative nature of the project inherently involves a high degree of risk. Entering an uncharted market with a novel concept poses challenges such as market acceptance, operational hurdles, and competitive pressures. However, these risks are balanced by the project's potential to capture a significant portion of the market and establish a strong foothold in the entertainment sector.
- **Significant Returns:** Despite the high risks, the potential returns are equally substantial. By tapping into a previously unaddressed market, NEBVLA has the opportunity to generate significant revenue streams, attract a diverse audience, and create lasting value for the community. The project's success can lead to economic benefits, job creation, and a revitalized cultural landscape in Biskra.

In summary, NEBVLA represents an "Adventure Innovation" characterized by high modernity and a substantial degree of change. It demands a wide range of skills and competencies, introduces a newly born or reborn concept, and involves high risks with the promise of significant returns. This bold venture aims to redefine the cinematic experience in Biskra, offering a fresh, innovative approach that meets the evolving needs and preferences of the community.

## **2. Marketing Plan:**

The marketing plan for NEBVLA aims to establish our cinema as the premier destination for cultural and entertainment experiences in Biskra. By leveraging innovative strategies and a deep understanding of our target audience, we will create a dynamic marketing approach that highlights our unique offerings, fosters community engagement, and drives sustainable growth. This plan outlines our goals, target

market, promotional tactics, and strategic initiatives to ensure NEBVLA's success and long-term impact.

### **1. The Development of Our Marketing Strategy**

The foundation of our marketing plan is built upon addressing four fundamental questions that guide our strategy and execution. These questions are:

- a. Where are we now?
- b. What is our destination?
- c. How do we know when we have arrived?
- d. How will we get there?

Below, we delve into each question with detailed answers that shape our roadmap to success:

#### **1. Where are we now?**

##### **A - Identifying who the customers/end users are:**

Understanding the demographics of cinema visitors is essential. Data reveals that the 18-25 age group constitutes a significant portion of cinema-goers in Biskra, indicating a preference for entertainment and social experiences. This insight helps tailor marketing strategies, programming choices, and facility amenities.

##### **B - Understanding the needs of the customers/end users of the products:**

Data on the main reasons for visiting the cinema highlights diverse needs, such as seeking unique cinematic experiences and social interactions. This underscores the importance of providing diverse and engaging content that caters to different interests and preferences.

##### **C - Understanding the dynamics of the competitive environment:**

Despite the absence of direct competition in Biskra, the cinema operates within a tourist complex with its own set of competitive dynamics. Understanding the amenities and attractions within the complex enables differentiation and potential collaboration to enhance the overall visitor experience.

**D - Understanding the sources of strength and limitations of its resources in such an environment:**

Recognizing the strengths and limitations of available resources is essential. Tailoring marketing efforts, programming choices, and facility amenities to suit the preferences of a diverse customer base can contribute to customer satisfaction and loyalty.

**2. What is our destination?****A - Understanding the market landscape as it stands today and how it might evolve in the future:**

Launching both an app and a website for the cinema is a strategic move to enhance customer experience and adapt to evolving market trends. This includes online ticket booking, seat selection, and a platform for customer feedback.

**B - Understanding the extent of influence and the severity of threats:**

While online ticketing and customer feedback platforms are innovative for Algeria, they also present opportunities for competitors to enter the market. Assessing the capabilities and resources of potential competitors helps develop strategies to mitigate threats effectively.

**C - Understanding the degree of competitiveness:**

The cinema's unique value proposition, including its online booking platform and customer feedback system, positions it competitively. Assessing market dynamics and competitor activity identifies areas for differentiation and maintaining a competitive edge.

**D - Setting priorities:**

Setting priorities includes focusing on customer satisfaction, technological innovation, and strategic partnerships within the tourist complex. Market research and customer feedback enable the cinema to adapt its offerings to meet evolving customer needs.

**E - Allocating resources accordingly:**

Allocating resources effectively includes investing in technology infrastructure, marketing initiatives, and customer service training. Continuous market monitoring

and competitor analysis ensure agility and responsiveness to changing market conditions.

**3. How do we know when we've arrived?****A - Measuring actual performance against marketing objectives:**

The cinema gauges success by measuring performance against marketing objectives, such as online ticket sales, website/app engagement metrics, customer feedback ratings, and brand awareness.

**B - Measuring actual performance against sales and profit objectives:**

Analyzing financial metrics, such as revenue from ticket sales and concessions, against predetermined targets assesses financial performance and determines if revenue goals are met.

**C - Reviewing business operations (procedures) only when necessary:**

Periodic reviews ensure efficiency, effectiveness, and alignment with strategic objectives. Specific triggers for review include significant changes in market conditions or customer preferences.

**D - Ensuring that all employees fully understand the reasons for this review and appreciate the importance of conducting it:**

Clear communication about review objectives, alignment with strategic goals, and potential impact on roles fosters a culture of transparency and accountability.

**4. How will we get there?****A - Mapping out the business trajectory by thoroughly understanding the nature and types of consumers:**

Conducting comprehensive market research to understand consumer demographics, preferences, and behaviors helps tailor offerings to meet their needs.

**B - Cascading and communicating decisions to the entire organization to understand the required roles:**

Effective communication ensures that decisions and strategic objectives are understood throughout the organization, fostering transparency and alignment.

**C - Identifying available opportunities, anticipated threats, and critical success factors:**

Analyzing the competitive landscape identifies opportunities, potential threats, and critical success factors, enabling the cinema to capitalize on strengths and mitigate risks.

**D - Developing business plans to achieve and reach objectives:**

Comprehensive business plans outline strategies, initiatives, and timelines for launching the app and website, enhancing the cinema experience, and driving revenue growth.

**2. Situational Analysis****• Product Trends:**

**Diverse Audience Preferences:** The film industry caters to various tastes, with comedy as the most popular genre, followed by action, science fiction, horror, and drama.

**Steady Demand for Traditional Genres** Despite technological advancements, traditional genres remain popular, indicating a persistent demand for familiar storytelling.

**Growing Fascination with New Technologies:** There's increasing interest in advanced display technologies like 3D and IMAX, highlighting a trend towards immersive experiences.

**Continuous Evolution:** The industry evolves with changing audience preferences and technological advancements, necessitating adaptive and innovative content creation.

**• Market Growth**

**Market Size and Growth:** The global movie theater market, valued at USD 72.1 billion in 2023, is projected to reach USD 93.1 billion by 2030, growing at a CAGR of 4.5%.

**Factors Driving Growth:** Increased disposable income, urbanization, and stable economic conditions drive market growth.



**Evolving Trends:** Premium experiences, integration of VR and AR, and hybrid models combining theatrical and streaming releases are key trends.

**Challenges and Opportunities:** Theaters must differentiate from streaming services, leverage technology, and diversify content to stay competitive.

- **Pricing Dynamics**

**Anchor Pricing:** Offering multiple pricing tiers with a profitable middle option.

**Loyalty Programs and Discounts:** Attract regular customers and boost ticket sales; however, balance is crucial for profitability.

**Concession Pricing:** Significant revenue from concessions, sometimes priced below cost to boost overall sales.

**Special Promotions:** High acceptance of discounted tickets and seasonal packages; loyalty rewards are less popular.

- **Demand Shifts**

**Premium Experiences:** Increasing demand for luxury seating and advanced audiovisual technologies.

**Decline in Casual Moviegoing:** Casual attendance has not returned to pre-pandemic levels, with many casual moviegoers potentially not returning.

**Rise of Loyal Moviegoers:** More frequent and loyal moviegoers now drive theater attendance.

**Shift in Content Preferences:** Big-budget action and family-friendly films perform well in theaters; dramas may move to streaming platforms.

**Impact of Streaming Services:** Streaming services have reduced overall theater attendance by offering more flexible viewing options.

- **Market Entry Barriers**

**High Startup Costs:** Significant investment in equipment and potential increased costs due to importing.

**Competition from Existing Theaters:** Alternative entertainment options and market uncertainty need addressing.

**Regulatory Requirements:** Compliance with film classification, health standards, and licensing is crucial.

**Changing Consumer Preferences:** Offering unique experiences not available through streaming is key.

**Access to Content:** Challenges in securing popular movies and the need for diverse offerings.

**Financing Challenges:** High startup costs necessitate creative financing solutions.

**Low Penetration of Streaming Services:** Potential to offer unique cinematic experiences in regions with low streaming service penetration like ours.

- **Technological Advancements**

**Interest in New Display Technologies:** High demand for 3D and IMAX experiences.

**Consistent Transaction Success Rates:** Reliable ticketing systems are essential.

**Comfortable Seating:** Investing in ergonomic seating enhances customer satisfaction.

**Willingness to Provide Feedback:** Engaging with audiences through surveys and focus groups can improve offerings.

- **Regulatory Changes**

**Compliance with Regulations:** Adhering to licensing requirements, safety standards, and tax policies is critical.

**Proactive Monitoring:** Regular updates from government websites, industry associations, legal experts, and industry events ensure ongoing compliance.

**Adaptation to Changes:** By staying informed and adapting business practices, compliance can be maintained effectively.

Overall, the film industry and movie theater market are experiencing dynamic changes driven by technological advancements, evolving consumer preferences, and

competitive pressures. Theaters must innovate, diversify, and adapt to maintain relevance and profitability.

### **3. Market Analysis**

#### **1. Demand Trends and Forecasts:**

The comprehensive market analysis conducted for opening a cinema theater in Biskra reveals valuable insights into demand trends and forecasts within the local market. Through the interpretation of survey data and consideration of various factors influencing consumer preferences and behaviors, we can draw a well-elaborated conclusion to guide strategic decision-making and forecast future demand patterns effectively.

- **Consumer Preferences and Market Trends:** The survey data highlights significant consumer preferences for specific movie genres, with comedy, action, and science fiction emerging as the most favored genres among respondents. Additionally, there is a strong interest in experiencing new display technologies, indicating a willingness among consumers to embrace innovative cinema experiences.
- **Subscription-Based Models and Amenities:** A noteworthy finding is the growing interest in subscription-based models for cinema access, suggesting a shift in consumer behavior towards more flexible and cost-effective options. Moreover, factors such as movie selection, location, ticket prices, and comfort amenities play pivotal roles in influencing consumers' choices of cinema theaters.
- **Demographic Analysis:** It's essential to recognize the variations in preferences across different age groups within the Biskra market. While younger demographics may exhibit stronger preferences for specific genres and amenities, older demographics may prioritize different factors when selecting a cinema theater. Tailoring offerings to meet the diverse preferences of the target demographic is crucial for success.
- **Economic and Technological Influences:** Economic indicators and technological advancements significantly impact consumer preferences and demand for cinema experiences. Factors such as disposable income levels and advancements in display technologies shape consumers' willingness to spend

on leisure activities and their expectations regarding the cinema-going experience.

Based on these insights, we can forecast future demand patterns and develop proactive strategies to capitalize on opportunities and mitigate risks in the Biskra market.

- **Forecasting Future Demand Patterns:** By leveraging the identified demand trends and understanding the dynamics of the local market, we can anticipate a positive outlook for the cinema theater in Biskra. The forecast indicates a growing demand for cinema experiences, particularly those offering popular movie genres, innovative display technologies, and flexible subscription-based models. This forecast is supported by demographic trends, economic indicators, and technological advancements influencing consumer behavior in the region.
- **Strategic Recommendations:** To capitalize on the forecasted demand trends, strategic recommendations include:
  - Curating a diverse selection of movies catering to popular genres while also incorporating niche offerings to appeal to a broad audience base.
  - Investing in state-of-the-art display technologies, such as 3D screens and IMAX, to enhance the cinema experience and differentiate the theater from competitors.
  - Introducing subscription-based membership options with attractive discounts and benefits to incentivize repeat visits and foster customer loyalty.
  - Ensuring the cinema theater's location is convenient and easily accessible to the target demographic, with ample parking facilities and proximity to public transportation hubs.
  - Implementing competitive pricing strategies while maintaining a balance between affordability and value-added amenities to attract and retain customers.

In conclusion, by aligning strategic initiatives with forecasted demand trends and leveraging consumer insights, the cinema theater in Biskra can position itself for long-term success and growth in the dynamic and evolving entertainment market.

**2. Decision-Maker Dynamics:**

In the context of opening a cinema theater in Biskra, understanding the decision-maker dynamics is crucial for devising effective marketing strategies and garnering support for the venture. Based on the survey data and market analysis conducted, several key decision-makers can be identified:

- **Individual Consumers and Families:** Individual consumers, particularly parents and movie enthusiasts, play a pivotal role in influencing the success of the cinema theater. Their preferences, motivations, and expectations regarding movie genres, amenities, pricing, and overall cinema experience significantly impact their decision to visit the cinema theater. Within the individual consumer category, families emerge as a significant segment of decision-makers, particularly regarding movie choices and attendance at the cinema. Factors such as movie content tailored for children, safety measures, suitable timings, and family-friendly amenities are key considerations for families when making decisions about visiting the cinema.
- **Corporate Decision-Makers:** Corporate decision-makers, such as theater owners, management teams, and marketing executives, play a crucial role in the strategic direction and operational decisions of the cinema theater. Their decisions regarding pricing strategies, promotional activities, partnerships, and investments in infrastructure and technology significantly influence the overall success and profitability of the cinema theater.
- **Local Community Leaders and Influencers:** Local community leaders, influencers, and opinion-makers wield significant influence over consumer behavior and perceptions within the community. Engaging with these stakeholders through partnerships, community events, and targeted marketing initiatives can help garner support, build goodwill, and enhance the cinema theater's reputation and visibility within the local community.
- **Government Authorities and Regulatory Bodies:** Government authorities and regulatory bodies, such as municipal councils, licensing agencies, and industry regulators, play a vital role in shaping the regulatory environment and ensuring compliance with legal and regulatory requirements. Building positive relationships with these stakeholders, maintaining compliance with

regulations, and proactively addressing any regulatory concerns are essential for the smooth operation and long-term sustainability of the cinema theater.

In conclusion, understanding the diverse roles and motivations of key decision-makers, including individual consumers, families, corporate decision-makers, local community leaders, influencers, and government authorities, is imperative for devising targeted marketing strategies and garnering support for opening a cinema theater in Biskra. By effectively engaging with these stakeholders and aligning marketing efforts with their preferences and expectations, the cinema theater can enhance its competitiveness, attract a loyal customer base, and achieve long-term success in the local market.

Regarding pricing strategies, navigating the complexities of pricing is essential for the cinema theater's long-term success:

- **Movie Supplier Monopoly:** The monopoly held by the movie supplier over non-Algerian movies limits the cinema theater's flexibility in pricing these films. As the supplier sets the prices for non-Algerian movies, the cinema theater may have limited control over pricing and must abide by the supplier's pricing structure. Strategic negotiations with the supplier are necessary to ensure favorable pricing terms while maintaining profitability.
- **Algerian Movie Pricing:** In contrast to non-Algerian movies, the cinema theater may have more autonomy in setting prices for Algerian movies. The theater can leverage this autonomy to implement competitive pricing strategies that cater to local market preferences and affordability levels. Pricing Algerian movies competitively can attract a broader audience and contribute to the promotion of local cinema culture.
- **Adherence to Algerian Laws:** Compliance with Algerian laws and regulations governing pricing practices is essential for the cinema theater's legal and operational integrity. The theater must ensure that its pricing policies adhere to consumer protection laws, fair competition regulations, and any other relevant legislation governing pricing practices in Algeria. This may include transparency in pricing, prohibition of price discrimination, and adherence to minimum pricing standards set by regulatory authorities.

- **Touristic Complex Regulations:** As the cinema theater operates within a touristic complex, it must also comply with the regulations and contractual obligations set forth by the complex management. Pricing decisions may be influenced by contractual agreements, revenue-sharing arrangements, or leasing terms negotiated with the touristic complex. The theater's pricing strategies should align with the complex's objectives, customer demographics, and overall branding to maximize synergy and mutual benefit.

In navigating these complexities, corporate decision-makers, including theater owners, management teams, and marketing executives, play a crucial role. Their decisions regarding pricing strategies must strike a balance between maximizing revenue, ensuring compliance with laws and regulations, and maintaining positive relationships with movie suppliers and the touristic complex management. Strategic negotiations with movie suppliers, creative pricing strategies for Algerian movies, diligent adherence to Algerian laws, and alignment with touristic complex regulations are essential considerations in formulating pricing strategies that support the cinema theater's long-term success and profitability in Biskra.

### **3. Customer Behavior Analysis:**

In the context of opening a cinema theater in Biskra, conducting a comprehensive analysis of customer behavior is crucial for informing strategic decisions and maximizing the theater's appeal to its target audience. Through the interpretation of survey data and analysis of various factors influencing consumer preferences and motivations, valuable insights into customer behavior can be gleaned to guide the theater's operations and marketing initiatives.

- **Movie Preferences and Genre Selection:** The survey data reveals distinct preferences among respondents for specific movie genres, with comedy, action, and science fiction emerging as the most favored genres. Understanding these preferences allows the cinema theater to curate its movie selection to align with the tastes of its target audience, thereby enhancing customer satisfaction and driving attendance.
- **Interest in New Display Technologies:** An analysis of responses regarding interest in experiencing new display technologies, such as 3D screens and IMAX, provides insights into customer preferences for innovative cinema

experiences. By investing in these technologies and promoting them effectively, the theater can attract tech-savvy customers and differentiate itself from competitors, thereby enhancing its appeal and attracting a broader customer base.

- **Subscription-Based Models and Discounts:** The data indicates a growing interest among respondents in subscription-based models and discounts for cinema access. This highlights the importance of offering flexible pricing options and loyalty programs to incentivize repeat visits and foster customer loyalty. By aligning pricing strategies with customer preferences, the theater can enhance customer retention and maximize revenue potential.
- **Importance of Comfort and Amenities:** The survey findings underscore the significance of comfortable seating and amenities in influencing customer satisfaction. Investing in comfortable seating, as well as amenities such as concessions and family-friendly facilities, can enhance the overall cinema experience and attract customers seeking a comfortable and enjoyable outing.
- **Location and Convenience:** Customer behavior analysis also includes considerations of location and convenience. Ensuring that the cinema theater is conveniently located and easily accessible to the target audience is essential for attracting foot traffic and maximizing attendance. Factors such as parking availability and proximity to public transportation hubs can significantly impact customer behavior and attendance patterns.

In conclusion, conducting a thorough analysis of customer behavior, as evidenced by the survey data and interpretations, provides valuable insights into the preferences, motivations, and expectations of the target audience for the cinema theater in Biskra. By leveraging these insights to tailor its offerings, pricing strategies, and marketing initiatives, the theater can enhance customer satisfaction, drive attendance, and establish itself as a preferred entertainment destination in the local market.

#### **4. Porter's "Five Forces Model":**

##### **1. Threat of New Entrants:**

- **Current Landscape:** No official announcements of new cinema openings in Biskra. Rumors about the reopening of Cinema Vox suggest it may be repurposed for non-cinema activities. The Regional Theater Biskra Chebah El Mekki operates with low attendance and limited events.



- **Barriers to Entry:** High startup costs for real estate, construction, and equipment, coupled with the need to import equipment due to local supply limitations.
- **Economies of Scale:** Established chains benefit from economies of scale, making it hard for new entrants to compete.
- **Regulatory Compliance:** Navigating film licensing, health standards, and tax policies adds complexity and costs.

## **2. Bargaining Power of Suppliers:**

- **Monopoly Influence:** A single movie supplier controls terms of content acquisition and distribution, limiting cinema operators' negotiating power.
- **Diverse Market Landscape:** Algerian movies are easily accessible and popular, supported by the Ministry of Culture and Arts' initiatives. Marketing often involves star appearances, which boost attendance.
- **Equipment Suppliers:** Reliance on international suppliers on some equipment, mainly from Austria, introduces supply chain risks, import duties, and logistical challenges.

## **3. Bargaining Power of Buyers (Customers):**

- **Demand Dynamics:** Limited indoor entertainment options in Biskra weaken customers' bargaining power. The state theater's low prices have minimal impact due to its focus on plays rather than movies.
- **Content Preferences:** Offering diverse content, including exclusive screenings, can attract a broad audience and strengthen customer loyalty.

## **4. Threat of Substitutes:**

- **Streaming Services:** Platforms like Netflix, HBO, and Amazon Prime offer convenience and a wide content library. However, Netflix has a small but growing presence in Algeria. Emphasizing the unique cinematic experience can counter this threat.
- **Alternative Entertainment Options:** Amusement parks and digital platforms provide cost-effective entertainment alternatives. The cinema can stand out by offering exclusive screenings, superior technology, and enhanced amenities.

**5. Competitive Rivalry:**

- **Emerging Competition:** While there is no direct competition, potential new entrants and alternative entertainment options exist. Continuous improvement and innovation are crucial.
- **Differentiation Strategies:** Emphasizing unique experiences, premium amenities, and strong brand equity can mitigate competitive pressures. The new cinema should leverage its frequent and diverse offerings to attract customers who seek comprehensive entertainment experiences.

By addressing these dynamics, we will be able to position ourself effectively in the market, leveraging unique offerings and strategic differentiation to attract and retain audiences.

**5. PESTEL Analysis – External environment****• Political Factors:**

1. **Stability:** Algeria has experienced periods of political unrest, but it is generally considered relatively stable compared to other countries in the region. However, occasional protests and social movements can disrupt normal business operations. For instance, in 2019, Algeria witnessed widespread protests against President Abdelaziz Bouteflika's decision to seek a fifth term, leading to his resignation.
2. **Laws and Regulations:** Algeria has specific regulations governing entertainment venues, including cinemas. These regulations may include licensing requirements, content censorship, and safety standards. For example, the Algerian Ministry of Culture and Information is responsible for issuing licenses for film production and distribution, and the Ministry of Interior is responsible for ensuring public safety and security.
3. **Government Support:** The Algerian government has shown support for cultural projects and investments in the past, often providing incentives or funding to promote the arts and cultural heritage. For instance, the government has established programs to support local film production and has provided funding for film festivals and events.

- **Economic Factors:**

1. **Dependency on Oil and Gas:** Algeria's economy is heavily dependent on revenue from oil and gas exports, which account for a significant portion of the country's GDP and government revenue. Global oil price fluctuations can impact the country's economic stability and consumer purchasing power. In 2020, Algeria's economy was heavily affected by the COVID-19 pandemic and the subsequent decline in oil prices.
2. **Economic Growth:** Despite challenges, Algeria has seen moderate economic growth in recent years, driven by government investment in infrastructure and diversification efforts. The country has implemented several economic reforms aimed at reducing its dependence on oil and gas exports and promoting economic diversification.
3. **Consumer Spending:** High unemployment rates and income inequality may limit consumer spending power in Algeria, influencing pricing strategies for our cinema to ensure affordability for a broad audience. According to the World Bank, Algeria's unemployment rate stood at around 11% in 2020, and income inequality remains a significant challenge.

- **Social Factors:**

1. **Cultural Preferences:** Algerian audiences have diverse preferences in movie genres, influenced by cultural traditions, religious sensitivities, and societal values. Understanding these preferences is crucial for selecting films that resonate with local audiences. For instance, Algerian audiences tend to prefer television shows that reflect their cultural heritage and address social issues relevant to their community.
2. **Demographics:** Algeria has a relatively young population, with a significant percentage under the age of 30. This demographic trend presents an opportunity for our cinema to attract a youthful audience interested in entertainment options. According to the United Nations, Algeria's population is projected to continue growing, with an estimated 60% of the population under the age of 25 by 2030.

3. **Urbanization:** Biskra's urbanization trends, like many other cities in Algeria, are driving demand for modern leisure activities. As urban populations grow, there is a greater need for entertainment venues like cinemas to cater to the needs of residents. According to the Algerian National Institute of Statistics, the urban population in Algeria grew from 44% in 2000 to 55% in 2020.

- **Technological Factors:**

1. **Infrastructure:** Algeria is making strides in improving its digital infrastructure, including internet connectivity and telecommunications networks. This presents opportunities for our cinema to leverage digital technologies for marketing, ticketing, and enhancing the movie-watching experience. For instance, the Algerian government has invested heavily in expanding internet access and improving telecommunications networks by investing heavily on optical fiber.

2. **Online Platforms:** With the increasing penetration of smartphones and internet usage in Algeria, online ticketing platforms and social media marketing are effective tools for reaching and engaging with Algerian audiences, especially the younger demographic. According to the International Telecommunication Union, Algeria's mobile penetration rate stood at around 120% in 2020, indicating widespread access to mobile devices.

- **Environmental Factors:**

1. **Climate:** Biskra experiences a hot desert climate with high temperatures, particularly during the summer months. Indoor spaces provide a comfortable refuge from the heat, making them preferable for leisure activities like movie-watching. For instance, the average summer temperature in Biskra can reach up to 38°C (100°F).

2. **Sustainability:** Implementing eco-friendly practices in our cinema, such as energy-efficient lighting, waste reduction measures, and recycling programs, can appeal to environmentally conscious consumers in Algeria and contribute to our brand's reputation as a socially responsible business. For instance, the Algerian government has set targets to reduce greenhouse gas emissions and increase the use of renewable energy sources.

- **Legal Factors:**

1. **Intellectual Property Laws:** Compliance with Algerian intellectual property laws is essential for obtaining the necessary licenses and permissions to screen films legally in our cinema. For instance, the Algerian Ministry of Culture and Information is responsible for issuing licenses for film production and distribution.
2. **Employment Laws:** Adhering to Algerian labor laws and regulations, including hiring practices, working conditions, and employee benefits, is crucial for maintaining a positive work environment and legal compliance. For instance, the Algerian Labor Code sets out specific regulations regarding working hours, wages, and social security benefits.
3. **Health and Safety Regulations:** Ensuring that our cinema meets health and safety standards set by Algerian authorities is essential for protecting the well-being of both customers and staff and avoiding potential legal issues. For instance, the Algerian Ministry of Health is responsible for ensuring public health and safety standards in entertainment venues.

By understanding these factors, we can better position our cinema theater project in Biskra, to succeed and cater to the unique needs and preferences of our target audience.

Analysis Factors	Potential Impact	Type of Importance	Impact	Relative Importance
<b>Political Factors:</b>				
Stability	High	Positive	Increasing	High
Laws and Regulations	High	Positive	Decreasing	High
Government Support	High	Positive	Decreasing	High
<b>Economic Factors:</b>				
Dependency on Oil and Gas	High	Positive	Increasing	High
Economic Growth	High	Positive	Increasing	High
Consumer Spending	High	Positive	Increasing	High
<b>Social Factors:</b>				
Cultural Preferences	High	Positive	Increasing	High
Demographics	High	Positive	Increasing	High
Urbanization	High	Positive	Increasing	High
<b>Technological Factors:</b>				
Infrastructure	High	Positive	Increasing	High
Online Platforms	High	Positive	Increasing	High
<b>Environmental Factors:</b>				
Climate	High	Positive	Increasing	High
Sustainability	High	Positive	Unchanged	Unknown
<b>Legal Factors:</b>				
Intellectual Property Laws	High	Positive	Unchanged	Unknown
Employment Laws	High	Positive	Undetermined	Unknown
Health and Safety Regulations	High	Negative	Undetermined	High

Table II:2: PESTEL Analysis

Prepared by the students

**Political Factors:**

- **Stability:** This factor has a high potential impact, indicating that political stability in Algeria can significantly affect the success of the cinema project. It is positively correlated with increasing importance, suggesting that as stability increases, its importance to the project also increases.

- **Laws and Regulations:** Similar to stability, laws and regulations governing entertainment venues have a high potential impact. However, their importance is decreasing, implying that while they are crucial, their relative significance may diminish over time.
- **Government Support:** Government support for cultural projects and investments has a high potential impact but decreasing importance. This suggests that while such support can positively influence the project, its relative importance may decline over time.

**Economic Factors:**

- **Dependency on Oil and Gas:** The heavy dependency on oil and gas exports in Algeria has a high potential impact and increasing importance. This indicates that fluctuations in oil prices can significantly impact the project, and as the dependency grows, its importance also increases.
- **Economic Growth:** Economic growth in Algeria has a high potential impact and increasing importance, suggesting that as the economy grows, it becomes more critical to the success of the cinema project.
- **Consumer Spending:** High unemployment rates and income inequality affecting consumer spending have a high potential impact and increasing importance. This implies that understanding and addressing consumer spending patterns is crucial for the project's success.

**Social Factors:**

- **Cultural Preferences:** Algerian audiences' diverse cultural preferences have a high potential impact and increasing importance. It highlights the significance of aligning film selections with local cultural values and interests.
- **Demographics:** The relatively young population in Algeria has a high potential impact and increasing importance, indicating the importance of catering to the preferences of a youthful audience.

- **Urbanization:** Urbanization trends driving demand for leisure activities have a high potential impact and increasing importance. This underscores the need for the cinema project to meet the entertainment needs of urban residents.

**Technological Factors:**

- **Infrastructure:** Improvements in digital infrastructure present opportunities for the project, with a high potential impact and increasing importance.
- **Online Platforms:** The increasing penetration of smartphones and internet usage offers avenues for engagement with Algerian audiences, with a high potential impact and increasing importance.

**Environmental Factors:**

- **Climate:** The hot desert climate in Biskra influences indoor leisure activities, with a high potential impact and increasing importance.
- **Sustainability:** Implementing eco-friendly practices has a high potential impact, but the importance is unchanged and unknown. This suggests the need for further analysis to understand its significance to the project.

**Legal Factors:**

- **Intellectual Property Laws:** Compliance with intellectual property laws is crucial for legal operations, with a high potential impact. The importance, however, is unchanged and unknown, indicating the need for further assessment.
- **Employment Laws:** Adhering to labor laws is essential, with a high potential impact and undetermined importance.
- **Health and Safety Regulations:** Ensuring compliance with health and safety regulations is critical, with a high potential impact and importance.

Based on the analysis presented in the table:

1. **Political Stability is Crucial:** Political stability in Algeria is crucial for the success of the cinema project. While occasional unrest may occur, overall stability is essential to ensure uninterrupted business operations.



2. **Laws and Regulations Impact:** Adherence to laws and regulations governing entertainment venues, including licensing and safety standards, is vital. While these regulations have a high potential impact, their relative importance may diminish over time as the project matures.
3. **Dependency on Oil and Gas:** The heavy dependency on oil and gas exports in Algeria suggests that global oil price fluctuations can significantly impact the project's economic stability and consumer purchasing power. Strategies to mitigate this dependency may be necessary for long-term success.
4. **Understanding Consumer Spending:** High unemployment rates and income inequality in Algeria may limit consumer spending power, affecting pricing strategies for the cinema project. Understanding and addressing these factors are crucial to ensure affordability for a broad audience.
5. **Cultural Alignment:** Aligning film selections with Algerian audiences' diverse cultural preferences is essential for the project's success. Films reflecting cultural heritage and addressing social issues are likely to resonate well with local audiences.
6. **Youthful Audience:** With a relatively young population in Algeria, there is an opportunity to attract a youthful audience interested in entertainment options. The project should cater to the preferences of this demographic group.
7. **Urbanization Driving Demand:** Urbanization trends in cities like Biskra are driving demand for modern leisure activities, including cinemas. The project should capitalize on this trend to cater to the entertainment needs of urban residents.
8. **Technological Integration:** Leveraging digital infrastructure and online platforms presents opportunities for marketing, ticketing, and enhancing the movie-watching experience. Embracing technological advancements can improve audience engagement and operational efficiency.
9. **Environmental Considerations:** Climate and sustainability factors should be taken into account, including implementing eco-friendly practices to appeal to

environmentally conscious consumers. Compliance with health and safety regulations is essential to protect customers and staff.

In conclusion, the success of the cinema project in Biskra, Algeria, hinges on factors such as political stability, adherence to regulations, economic resilience amid oil price fluctuations, understanding consumer behavior, cultural alignment, technological integration, and environmental sustainability. By addressing these factors appropriately, the project can better meet the needs and preferences of the local market and increase its chances of success.

**6. SWOT Analysis - Internal environment**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- <b>Unique Positioning:</b> Being the first cinema since 1990 in Biskra fills a long-standing gap in local entertainment.</li> <li>- <b>Prime Location:</b> Situated in the heart of Biskra, the cinema is highly accessible, attracting a larger local audience.</li> <li>- <b>Labor Availability:</b> Ready access to local labor helps reduce hiring costs and supports community employment.</li> <li>- <b>No Direct Competition:</b> The lack of other cinemas in the region creates a monopolistic opportunity to dominate the market.</li> <li>- <b>Potential for Expansion:</b> The large surface area of the project allows for the addition of more activities, enhancing the overall entertainment experience.</li> </ul>	<ul style="list-style-type: none"> <li>- <b>High Investment Costs:</b> Significant capital is required for maintenance, development, equipment, and marketing, posing financial challenges.</li> <li>- <b>Lack of Industry Experience:</b> Without prior experience in cinema operations, there may be a steep learning curve.</li> <li>- <b>Competition from Streaming Services:</b> Platforms like Netflix and Amazon Prime offer convenient alternatives to cinema, potentially reducing attendance.</li> <li>- <b>Monopolized Distribution:</b> There is only one film distributor on the national level that we can get movie licenses from, limiting content options.</li> <li>- <b>High Maintenance Costs:</b> The cinema's equipment and facilities require regular maintenance, which can be costly and time-consuming.</li> </ul>

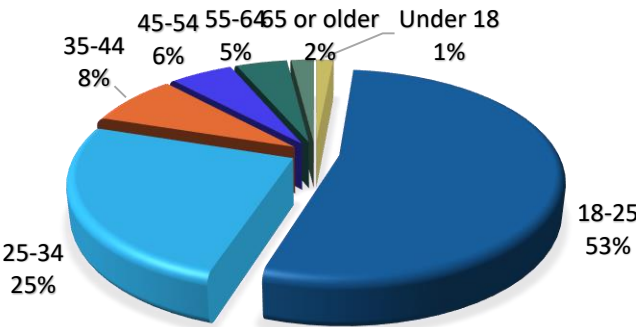
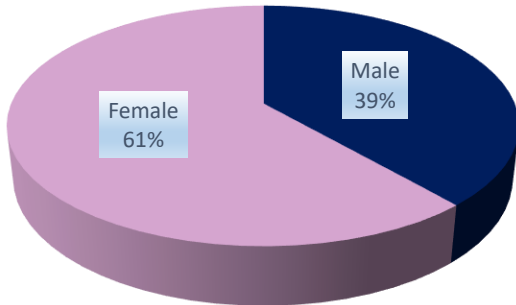
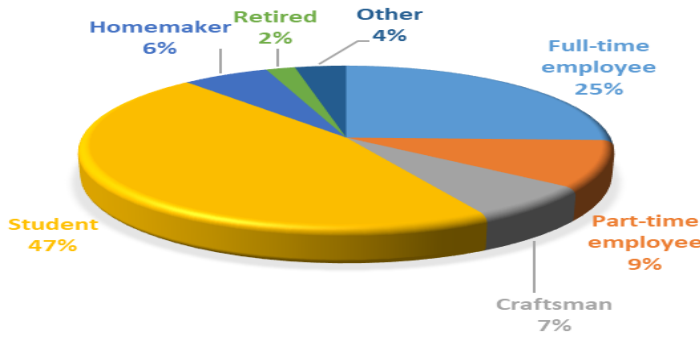
Opportunities	Threats
<p>- <b>Diversified Revenue Streams:</b> Beyond ticket sales, additional income can be generated from food and beverage sales, arcades, and special events.</p> <p>- <b>Focus on Customer Satisfaction:</b> Providing excellent service and a variety of amenities can foster customer loyalty and repeat visits.</p> <p>- <b>Cultural Service Gap:</b> Addressing the lack of cultural services in the community positions our cinema as a key entertainment hub.</p> <p>- <b>Improvement of Individual Mentality:</b> Offering a unique entertainment experience can contribute to the improvement of individual mentality toward amusement ideas.</p> <p>- <b>Government Support:</b> The government's support for such activities can provide additional resources and incentives.</p>	<p>- <b>Piracy and Bootleg Films:</b> Illegal downloading and streaming of movies can deter cinema attendance.</p> <p>- <b>Film Import Restrictions:</b> Government policies limiting film imports could restrict content availability and reduce the cinema's appeal.</p> <p>- <b>Technological Advancements:</b> Rapid changes in entertainment technology can make existing equipment obsolete, requiring continuous investment.</p> <p>- <b>Shifting Consumer Interests:</b> Changes in consumer preferences towards new entertainment forms can negatively impact cinema attendance.</p> <p>- <b>Economic Crises:</b> Economic downturns can lead to a reduction in customer purchasing power, negatively impacting cinema attendance and revenue.</p>

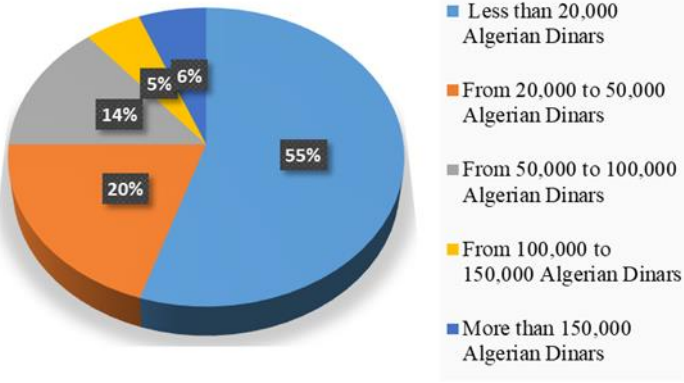
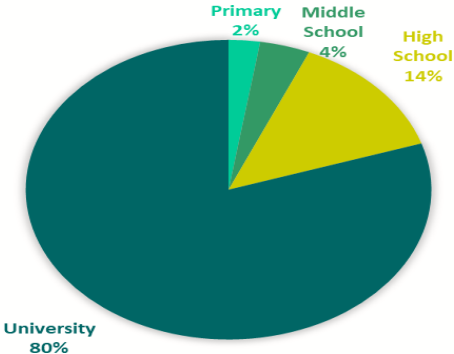
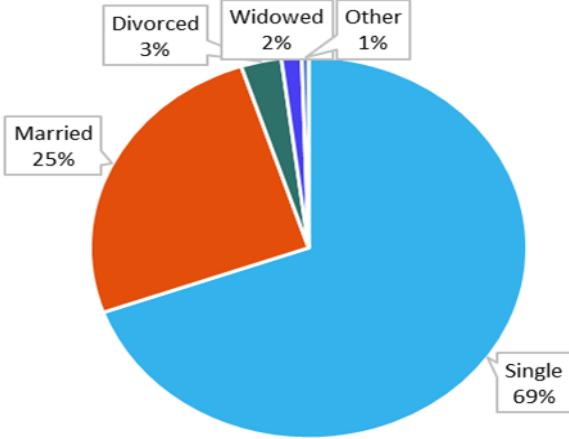
**Table II:3: Internal strengths and weaknesses, and external opportunities and threats of the project**

**Prepared by the students**

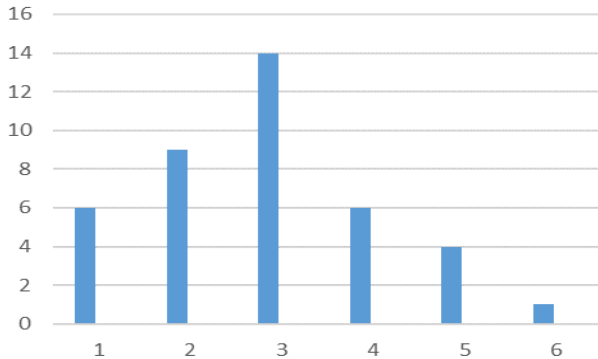
The strengths and opportunities indicate that our cinema theater project in Biskra has a solid foundation and significant potential for success. The unique positioning, lack of direct competition, and potential for diversified revenue streams are substantial advantages. However, addressing the weaknesses and threats is crucial. This includes managing high investment and maintenance costs, navigating the monopolized distribution system, and staying ahead of technological advancements and shifting consumer interests. Leveraging government support and focusing on customer satisfaction will be key strategies in mitigating risks and ensuring long-term success.

7. Target market

Survey Question and Answers	Analysis																
<p style="text-align: center;"><b>1- Age:</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Age Distribution Data</caption> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>18-25</td> <td>53%</td> </tr> <tr> <td>25-34</td> <td>25%</td> </tr> <tr> <td>35-44</td> <td>8%</td> </tr> <tr> <td>45-54</td> <td>6%</td> </tr> <tr> <td>55-64</td> <td>5%</td> </tr> <tr> <td>65 or older</td> <td>2%</td> </tr> <tr> <td>Under 18</td> <td>1%</td> </tr> </tbody> </table>	Age Group	Percentage	18-25	53%	25-34	25%	35-44	8%	45-54	6%	55-64	5%	65 or older	2%	Under 18	1%	<p><b>Primary Target Market:</b> Young adults aged 18-34 (78.5% of respondents). Focus marketing and movie selections on this group.</p> <p><b>Secondary Target Market:</b> Middle-aged adults aged 35-54 (13.5% of respondents).</p> <p><b>Tertiary Target Market:</b> Older adults aged 55 and above (6.5% of respondents).</p>
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<p style="text-align: center;"><b>2- Sex:</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Sex Distribution Data</caption> <thead> <tr> <th>Sex</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>61%</td> </tr> <tr> <td>Male</td> <td>39%</td> </tr> </tbody> </table>	Sex	Percentage	Female	61%	Male	39%	<p><b>Majority Female:</b> More female respondents indicate a higher interest from women.</p> <p><b>Marketing Focus:</b> Consider content and facilities appealing to both genders, with a slight emphasis on female preferences.</p>										
Sex	Percentage																
Female	61%																
Male	39%																
<p style="text-align: center;"><b>3- The Occupation:</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Occupation Distribution Data</caption> <thead> <tr> <th>Occupation</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Student</td> <td>47%</td> </tr> <tr> <td>Full-time employee</td> <td>25%</td> </tr> <tr> <td>Part-time employee</td> <td>9%</td> </tr> <tr> <td>Craftsman</td> <td>7%</td> </tr> <tr> <td>Homemaker</td> <td>6%</td> </tr> <tr> <td>Other</td> <td>4%</td> </tr> <tr> <td>Retired</td> <td>2%</td> </tr> </tbody> </table>	Occupation	Percentage	Student	47%	Full-time employee	25%	Part-time employee	9%	Craftsman	7%	Homemaker	6%	Other	4%	Retired	2%	<p><b>Overall Marketing Focus</b></p> <p><b>Primary Targets:</b> Students and full-time employees.</p> <p><b>Showtime Strategy:</b> Balance showtimes for both flexible and fixed schedules.</p> <p><b>Promotions and Discounts:</b> Tailored offers like student, senior, and corporate discounts.</p>
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<p><b>4- Monthly Income:</b></p>  <table border="1"> <thead> <tr> <th>Income Range (Algerian Dinars)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Less than 20,000</td> <td>55%</td> </tr> <tr> <td>From 20,000 to 50,000</td> <td>20%</td> </tr> <tr> <td>From 50,000 to 100,000</td> <td>14%</td> </tr> <tr> <td>From 100,000 to 150,000</td> <td>5%</td> </tr> <tr> <td>More than 150,000</td> <td>6%</td> </tr> </tbody> </table>	Income Range (Algerian Dinars)	Percentage	Less than 20,000	55%	From 20,000 to 50,000	20%	From 50,000 to 100,000	14%	From 100,000 to 150,000	5%	More than 150,000	6%	<p>The survey underscores that Biskra's population predominantly consists of individuals with low to middle incomes.</p> <p>This emphasizes the importance of tailoring cinema offerings to align with their financial capacities, prioritizing affordability and value.</p>
Income Range (Algerian Dinars)	Percentage												
Less than 20,000	55%												
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<p><b>5- Education Level</b></p>  <table border="1"> <thead> <tr> <th>Education Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>University</td> <td>80%</td> </tr> <tr> <td>High School</td> <td>14%</td> </tr> <tr> <td>Middle School</td> <td>4%</td> </tr> <tr> <td>Primary</td> <td>2%</td> </tr> </tbody> </table>	Education Level	Percentage	University	80%	High School	14%	Middle School	4%	Primary	2%	<p>This data shows the distribution of students across various educational levels: Primary, Middle School, High School, and University. The majority, 80%, are enrolled in university, while primary and middle school levels have fewer students, reflecting the foundational stages of education.</p>		
Education Level	Percentage												
University	80%												
High School	14%												
Middle School	4%												
Primary	2%												
<p><b>6- Marital Status:</b></p>  <table border="1"> <thead> <tr> <th>Marital Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Single</td> <td>69%</td> </tr> <tr> <td>Married</td> <td>25%</td> </tr> <tr> <td>Divorced</td> <td>3%</td> </tr> <tr> <td>Widowed</td> <td>2%</td> </tr> <tr> <td>Other</td> <td>1%</td> </tr> </tbody> </table>	Marital Status	Percentage	Single	69%	Married	25%	Divorced	3%	Widowed	2%	Other	1%	<p>This data illustrates marital status distribution, encompassing Single, Married, Divorced, Widowed, and Other categories. Singles constitute the majority at 69.50%, followed by Married individuals at 25.50%. Divorced, Widowed, and Other categories represent smaller proportions.</p>
Marital Status	Percentage												
Single	69%												
Married	25%												
Divorced	3%												
Widowed	2%												
Other	1%												

**7- If You Are Married, How Many Children Do You Have?**

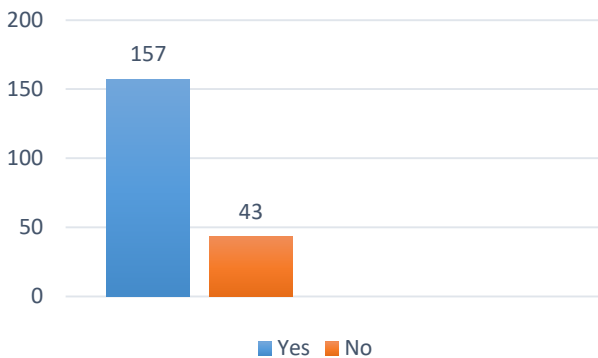


Most respondents have 3 children, constituting 35% of the valid responses and 72.5% of the cumulative responses.

The data demonstrates a gradual decrease in the number of individuals as the number of children increases.

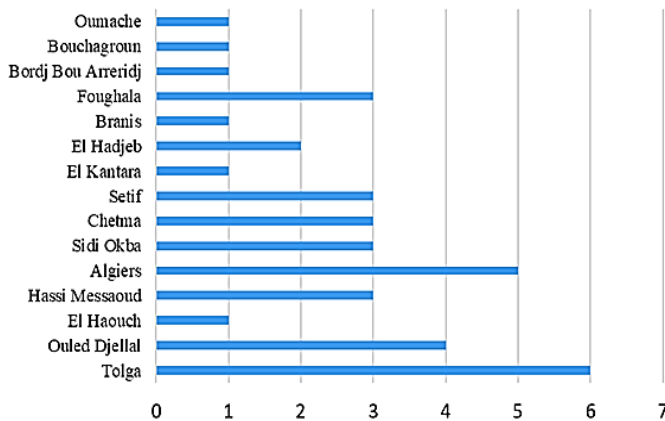
A small percentage of respondents have fewer than 3 or more than 3 children.

**8- Do you live in Biskra?**



About 78.5% of the sample lives in Biskra, while roughly 21.5% reside outside. This suggests a bias towards Biskra in the sample. Therefore, conclusions drawn from it may better represent the population within Biskra and may not fully reflect those living outside the area.

**9- What is your city or where do you live specifically?**

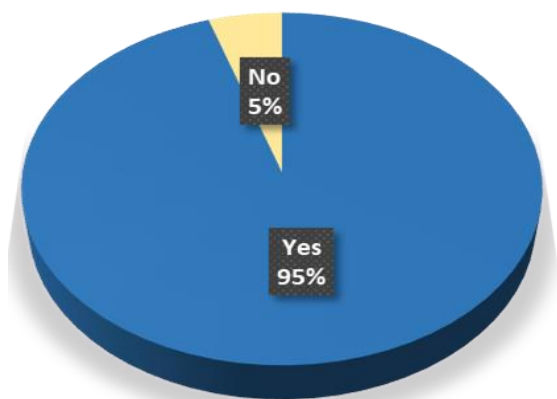


**High Engagement:** Tolga (6 responses) and Algiers (5 responses) show strong interest.

**Moderate Engagement:** Ouled Djellal (4 responses), Hassi Messaoud, Sidi Okba, Chetma, Setif, and Foughala (3 responses each) indicate moderate interest.

**Low Engagement:** El Haouch, El Kantara, El Hadjeb, Branis, Bordj Bou Arreridj, Bouchagroun, and Oumache (1-2 responses each).

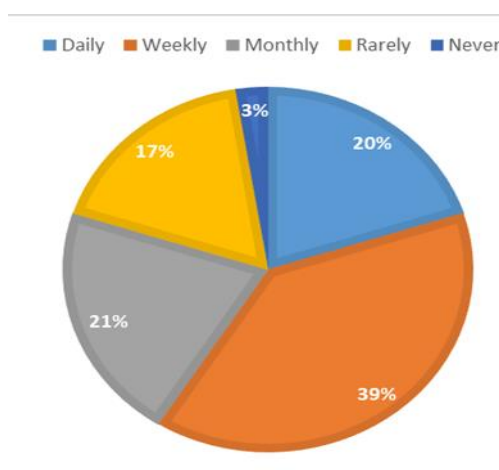
**10- Do You Love Movies?**



An overwhelming majority of respondents, 190 out of 200 (95.0%), expressed a love for movies serving as a promising indicator for the potential success of a cinema theater in Biskra.

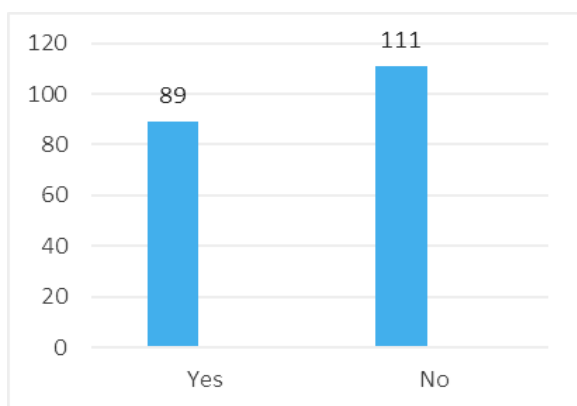
A mere 9 respondents (4.5%) reported that they do not enjoy movies. This small fraction of the sample suggests that disinterest in movies is not a significant obstacle to establishing a cinema.

**11- How Often Do You Watch Movies?**



Overall, the majority of respondents watch movies at least on a weekly basis, with the weekly watchers being the largest group. Only a small fraction never watch movies at all.

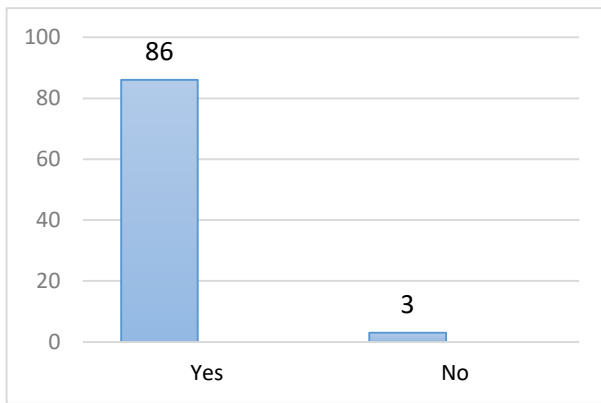
**12- Have You Ever Visited a Movie Theater?**



**Majority Have Not Visited:** A slight majority, 111 out of 200 (55.5%), have never visited a movie theater, likely due to the absence of a cinema in Biskra.

**Significant Minority Have Visited:** A substantial minority, 89 out of 200 (44.5%), have visited a movie theater outside of Biskra, indicating a strong interest in cinema experiences.

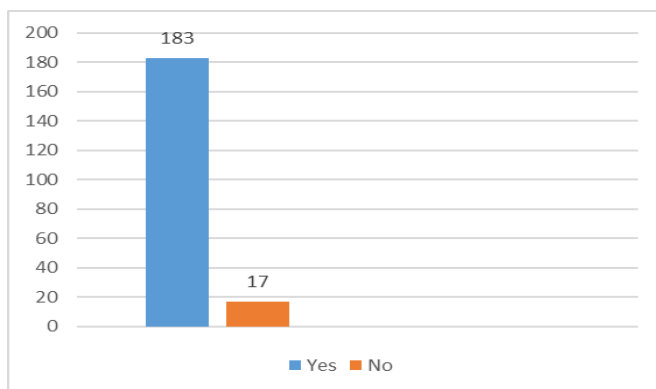
**13- Did You Enjoy the Experience**



**High Enjoyment:** 86 out of 89 respondents (96.62%) enjoyed the experience, indicating overwhelming satisfaction with movie theater visits.

**Low Displeasure:** Only 3 respondents (3.37%) did not enjoy their movie theater experience, suggesting minimal dissatisfaction.

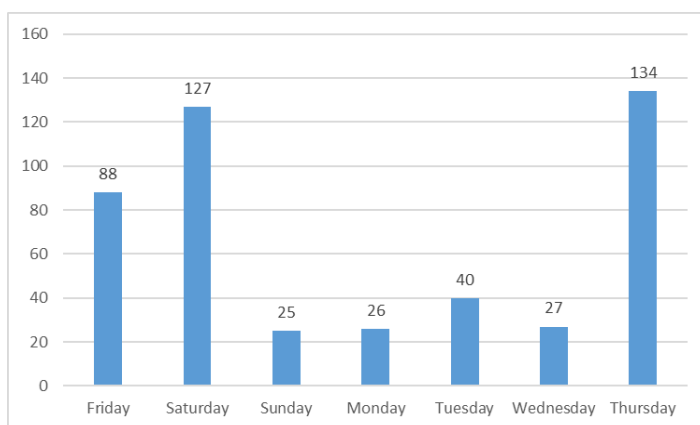
**14- When We Open a Cinema Theater in Biskra: Will You Visit?**



**High Probability:** 91.5% of respondents expressed interest in visiting the cinema if it opens in Biskra, indicating strong potential customer demand.

**Low Probability:** 8.5% stated they would not visit. Understanding their concerns is crucial for addressing potential barriers to attendance.

**15- What day or days of the week do you consider most suitable for visiting the cinema and watching a movie?**

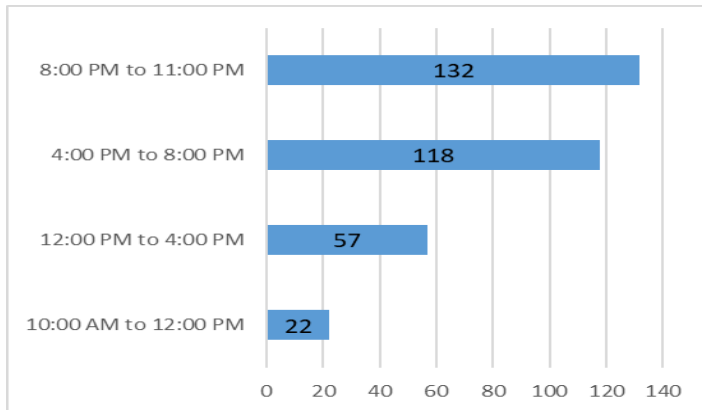


The majority of respondents prefer visiting cinemas on Fridays (44.0%) and Saturdays (63.5%), possibly due to weekend availability.

Weekdays show varying levels of preference, with Thursday standing out (67.0%) possibly due to anticipation of weekend releases. Overall, responses show consistency.

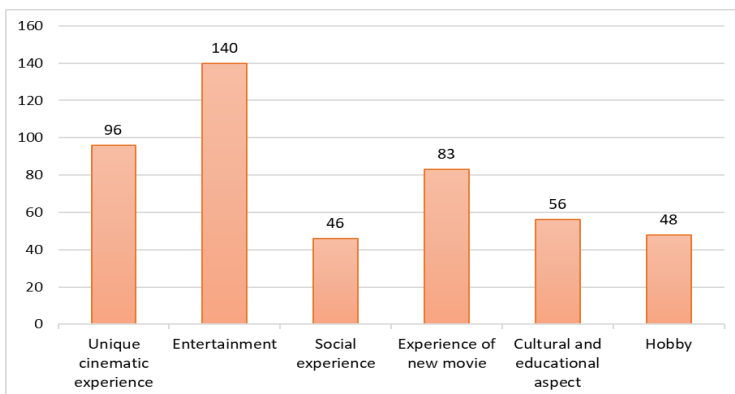


**16- What are the optimal times of day for visiting the cinema and watching a movie?**



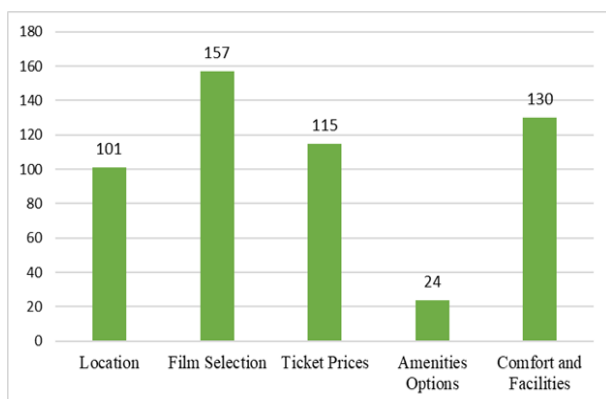
Respondents prefer evening and night hours for cinema visits, particularly from 4:00 PM to 8:00 PM and 8:00 PM to 11:00 PM. Morning hours received the least preference, while afternoon hours had a moderate appeal. These findings suggest a trend towards leisure activities during the latter part of the day, aligning with the end of the workday and providing opportunities for social outings.

**17- What is the primary motivation driving your visits to the cinema?**



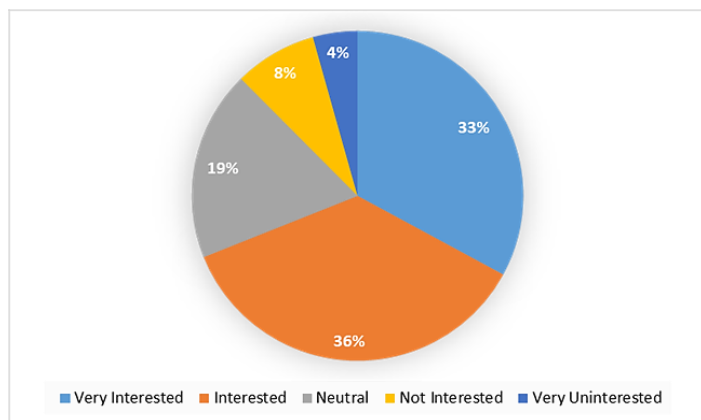
Entertainment is the most common reason, Additionally, social experience and the hobby aspect also play significant roles. Furthermore, experiencing a new movie and the cultural and educational aspects are also mentioned by a considerable portion of respondents, indicating diverse motivations for cinema visits.

**18- What factors do you consider most important when choosing a cinema?**



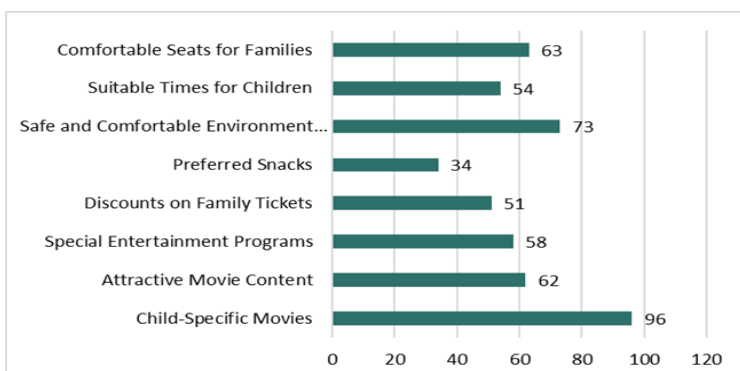
Film selection is identified as the most crucial factor, followed by comfort and facilities, and ticket prices. Location is also important to a significant number of respondents, while amenities options are considered the least important.

**19- Do you plan on taking your children to the cinema?**



There is a significant interest in bringing children to the cinema, with a combined 53% of respondents being either very interested or interested. A smaller portion is neutral, while only a minor percentage is not interested or very uninterested. This suggests a favorable inclination towards family-oriented cinema visits.

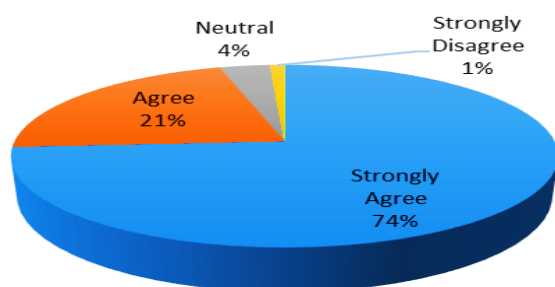
**20- What considerations would incline you to bring them along to the cinema?**



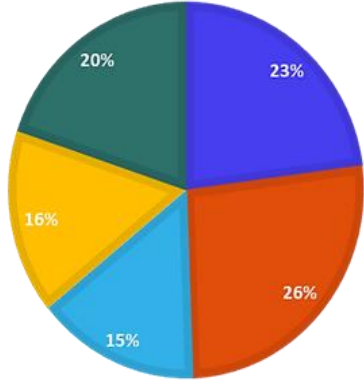
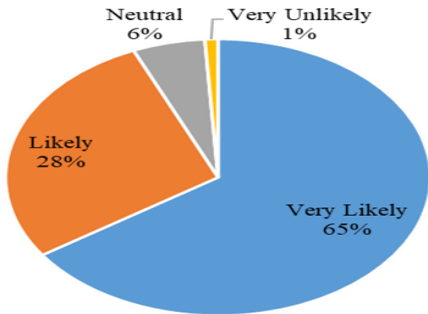
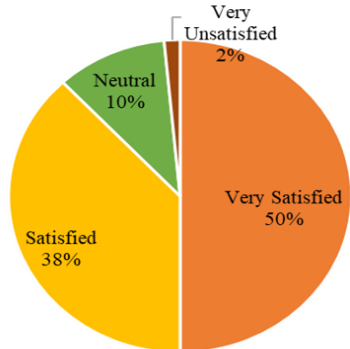
Various factors influence respondents' choices when selecting a cinema.

The most valued factors include child-specific movies, attractive movie content, and a safe, comfortable environment for children. Discounts on family tickets, preferred snacks, and suitable times for children also play significant roles, although to a lesser extent.

**21- Do you envision cinema as a valuable enhancement to the cultural and recreational landscape of Biskra province?**



The majority of respondents, 74.0%, strongly agree with this. Additionally, 21.5% agree with this addition, showing further support for enhancing the cultural landscape of Biskra. Only a small portion expresses neutrality or disagreement with this proposal.

<p><b>22- What genres of films are you eagerly looking forward to seeing at the new cinema?</b></p> <p>■ Action ■ Comedy ■ Drama ■ Horror ■ Science Fiction</p>  <table border="1"> <thead> <tr> <th>Genre</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Comedy</td> <td>26%</td> </tr> <tr> <td>Action</td> <td>23%</td> </tr> <tr> <td>Science Fiction</td> <td>20%</td> </tr> <tr> <td>Horror</td> <td>16%</td> </tr> <tr> <td>Drama</td> <td>15%</td> </tr> </tbody> </table>	Genre	Percentage	Comedy	26%	Action	23%	Science Fiction	20%	Horror	16%	Drama	15%	<p>Comedy appears to be the most popular genre, with 26% of respondents expressing interest. Action and Science Fiction also garner significant interest, with 23% and 20% respectively. Drama and Horror, while still popular, have slightly lower levels of interest compared to Comedy, Action, and Science Fiction.</p>
Genre	Percentage												
Comedy	26%												
Action	23%												
Science Fiction	20%												
Horror	16%												
Drama	15%												
<p><b>23- How likely are you to recommend the new cinema to your friends and family?</b></p>  <table border="1"> <thead> <tr> <th>Likelihood</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Likely</td> <td>65%</td> </tr> <tr> <td>Likely</td> <td>28%</td> </tr> <tr> <td>Neutral</td> <td>6%</td> </tr> <tr> <td>Very Unlikely</td> <td>1%</td> </tr> </tbody> </table>	Likelihood	Percentage	Very Likely	65%	Likely	28%	Neutral	6%	Very Unlikely	1%	<p>The majority of respondents, 65%, expressed being very likely to recommend it. Additionally, 28% stated they were likely to recommend it, while only a small percentage found it very unlikely, while 6% remain neutral.</p>		
Likelihood	Percentage												
Very Likely	65%												
Likely	28%												
Neutral	6%												
Very Unlikely	1%												
<p><b>24- How satisfied do you expect to be with the overall movie-watching experience at the new cinema?</b></p>  <table border="1"> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied</td> <td>50%</td> </tr> <tr> <td>Satisfied</td> <td>38%</td> </tr> <tr> <td>Neutral</td> <td>10%</td> </tr> <tr> <td>Very Unsatisfied</td> <td>2%</td> </tr> </tbody> </table>	Satisfaction Level	Percentage	Very Satisfied	50%	Satisfied	38%	Neutral	10%	Very Unsatisfied	2%	<p>Half of the respondents expressed being very satisfied, followed by 38% who stated they were satisfied.</p> <p>Only a small percentage reported being very unsatisfied with the anticipated experience.</p>		
Satisfaction Level	Percentage												
Very Satisfied	50%												
Satisfied	38%												
Neutral	10%												
Very Unsatisfied	2%												

**Table II:4: Survey Analysis**

**Prepared by the students**

**1. Demographic Segmentation:**

- **Age:** The age groups of 18-25 and 25-34 are particularly noteworthy as they represent individuals in the prime of their social and entertainment-seeking years. They are more likely to have disposable income and free time to spend on leisure activities like going to the cinema. However, it's also essential not to overlook other age groups, such as families with children and older adults, who also exhibit interest in cinema visits.

**2. Psychographic Segmentation:**

- **Entertainment Preferences:** Customers who prioritize unique cinematic experiences and entertainment value the immersive atmosphere of the cinema, including high-quality audiovisual technology, comfortable seating, and engaging storytelling.
- **Cultural and Educational Interests:** Individuals interested in the cultural and educational aspects of cinema are attracted to films that offer thought-provoking narratives, historical insights, or artistic merit. They see cinema as not just a form of entertainment but also as a medium for learning and cultural enrichment.
- **Hobbyists:** Customers who consider cinema as a hobby are passionate about exploring different genres, directors, and film styles. They are likely to engage in discussions, attend film festivals, and actively seek out new movie releases.

**3. Behavioral Segmentation:**

- **Cinema-Going Habits:** Regular cinema-goers who frequent the cinema on weekends, particularly Fridays and Saturdays, represent a dedicated segment of the target market. They may prefer specific time slots, such as evenings or matinees, depending on their schedules.
- **Movie Preferences:** Different segments of moviegoers have varying genre preferences, including action, comedy, drama, horror, and

science fiction. Understanding these preferences helps tailor the movie selection and marketing campaigns to cater to diverse tastes.

- **Satisfaction and Recommendation:** Customers who express high levels of satisfaction with their cinema experience and are willing to recommend it to friends and family are essential advocates for the business. Positive word-of-mouth referrals can significantly impact the cinema's reputation and attract new customers.

#### 4. **Geographic Segmentation:**

- **Location:** The target market primarily consists of residents of Biskra and nearby areas who have convenient access to the cinema location. Understanding the demographics and preferences of the local population is crucial for tailoring the cinema's offerings and marketing strategies to meet their needs effectively.

By considering these segmentation criteria and analyzing the data from the provided tables, the cinema in Biskra can identify and prioritize the most promising target market segments. This targeted approach allows the cinema to allocate resources efficiently, tailor its offerings to match customer preferences, and enhance the overall cinema experience to maximize customer satisfaction and loyalty.

### **8. Marketing Strategy in Our Target Market:**

Based on the responds that we have received on our survey and our analysis of our target market, a **differentiated marketing** strategy is the best option for our cinema project in Biskra. This strategy will effectively address the diverse needs and preferences of different market segments, maximizing customer satisfaction and loyalty.

#### **1- Age Group Segmentation:**

- **Primary Target: Young Adults (18-34)**

#### **Key Characteristics:**

- High social and entertainment engagement.
- Likely to have disposable income and time for leisure activities.

**Marketing Tactics:****1. Digital Marketing Campaigns:**

- Utilize social media platforms like Instagram, TikTok, and Snapchat for targeted ads.
- Create engaging content such as behind-the-scenes footage, interactive polls, and movie trailers.
- Collaborate with influencers to promote movie premieres and events.

**2. Loyalty Programs:**

- Offer membership cards with perks like ticket discounts, exclusive screenings, and reward points.
- Organize special events, such as movie marathons and themed nights.

**3. Promotions and Discounts:**

- Provide student discounts and group packages.
- Run special promotions during exam breaks and holidays.

**4. Secondary Target: Middle-aged Adults (35-54)****Key Characteristics:**

- Stable income, often with family responsibilities.
- Interested in both entertainment and family-friendly activities.

**Marketing Tactics:****- Email Marketing:**

- Send newsletters highlighting upcoming movies, special screenings, and exclusive offers.
- Include family-friendly movie schedules and weekend events.

**- Partnerships with Local Businesses:**

- Collaborate with nearby restaurants and cafes for dinner-and-movie deals.
  - Offer corporate discounts for local businesses.
- **Family Packages:**
- Create family packages that include movie tickets, snacks, and beverages at a discounted rate.
  - Schedule matinee shows for families, particularly during weekends and school holidays.
- **Tertiary Target: Older Adults (55+)**

**Key Characteristics:**

- More leisure time, especially during weekdays.
- Interested in cultural and classic films.

**Marketing Tactics:****1. Daytime Screenings:**

- Schedule matinee shows with discounted tickets.
- Promote classic movie nights and film festivals.

**2. Community Engagement:**

- Partner with local community centers and senior clubs for group discounts.
- Provide transportation services for senior groups.

**3. Educational and Cultural Screenings:**

- Host screenings followed by discussions or Q&A sessions with filmmakers or experts.
- Organize events that focus on cultural and historical films.

**2- Psychographic Segmentation**

**Key Characteristics:**

- Preferences for high-quality cinematic experiences.
- Interest in cultural, educational, and diverse film genres.

**Marketing Tactics:****1. Exclusive Screenings:**

- Offer special screenings of blockbuster movies, independent films, and documentaries.
- Host film festivals and director's cut screenings.

**2. High-Quality Experience:**

- Invest in state-of-the-art audiovisual technology and comfortable seating.
- Emphasize these features in marketing materials.

**3. Engagement with Hobbyists:**

- Establish film clubs for regular movie watching and discussions.
- Promote new releases and special events to this segment.

**3- Behavioral Segmentation****Key Characteristics:**

- Regular cinema-goers with specific time preferences.
- High levels of satisfaction and willingness to recommend the cinema.

**Marketing Tactics:****1. Weekend Promotions:**

- Offer discounts or combo deals on Fridays and Saturdays.



- Ensure a variety of showtimes, including matinees and late-night screenings.

**2. Referral Programs:**

- Create referral programs with rewards for bringing in new patrons.
- Implement a feedback system to gather customer reviews and suggestions.

**4- Geographic Segmentation****Key Characteristics:**

- Residents of Biskra and nearby areas with convenient access to the cinema.

**Marketing Tactics:****1. Local Advertising:**

- Use local media channels like newspapers, radio stations, and community billboards.
- Participate in local events and festivals to promote the cinema.

**2. Accessibility:**

- Ensure the cinema is easily accessible by public transport and offers ample parking.
- Promote these features in marketing campaigns.

**5- Additional Digital Engagement**

**App and Website Launch:** To enhance customer convenience and engagement, we will launch an app and a website where patrons can view the movie schedule, purchase tickets, and select their seats. This digital platform will provide several benefits:

- **Ticket Purchasing:**
  - Allow customers to buy tickets online, reducing wait times at the cinema.

- Implement dynamic pricing for premium seats during special occasions or big movie openings.
- **Seat Selection:**
  - Enable customers to choose their preferred seats, with premium seats priced higher during peak times.
- **Feedback and Community Building:**
  - Gather feedback from customers on their experiences and movie preferences.
  - Include a forum where customers can interact with each other, share reviews, and build a community around the cinema.
- **Family Programs:**
  - Offer special programs and discounts to attract families, including kid-friendly movie schedules and parent-child activities.

### **Conclusion**

By adopting a differentiated marketing strategy, our cinema in Biskra can effectively cater to the diverse needs and preferences of its target market segments. This approach allows for efficient resource allocation, tailored offerings, and enhanced customer satisfaction. Emphasizing high-quality experiences, digital engagement through an app and website, cultural enrichment, and regular feedback mechanisms will help build a loyal customer base and ensure long-term success in the competitive entertainment landscape.

### **9. Differentiating and positioning**

Differentiating and positioning are pivotal components of our cinema project's marketing strategy, serving as the bridge between market segmentation and successful market penetration. Differentiation involves crafting a unique offering that sets our cinema apart from competitors, while positioning revolves around how consumers perceive our cinema relative to alternatives in the market.

**1 Differentiation:**

Our cinema project stands out through several key differentiators:

1. **Innovative Technology:** We differentiate ourselves by leveraging cutting-edge technology, such as our integrated app and website for ticketing and interaction. This innovative approach sets us apart from traditional cinemas and enhances convenience for our patrons.
2. **Superior Customer Experience:** Exceptional service delivery is a cornerstone of our differentiation strategy. From the moment patrons purchase tickets to their movie-watching experience, we prioritize their satisfaction, fostering loyalty and positive word-of-mouth.
3. **Cultural Enrichment:** Unlike other cinemas, we position ourselves as not just an entertainment destination but also a cultural hub. By hosting curated screenings, educational programs, and community events, we offer a unique and enriching experience for our audience.

**2 Positioning:**



In terms of positioning, our cinema project aims to establish itself as a trailblazer in the Algerian entertainment industry:

1. **Industry Innovator:** With our groundbreaking technology and customer-centric approach, we position ourselves as pioneers in the Algerian cinema landscape. Our integrated app and website set a new standard for convenience and engagement, catering to modern audiences' preferences.
2. **Cultural Destination:** By embracing diversity and promoting cultural enrichment, we position our cinema as more than just a place to watch movies. We strive to become a cultural destination where patrons can engage with thought-provoking content and connect with their community.
3. **Customer-Centric Brand:** Our cinema project prioritizes the needs and preferences of our audience, positioning ourselves as a customer-centric brand that values feedback and continuous improvement. Through personalized experiences and community engagement initiatives, we aim to foster strong emotional connections with our patrons.

Overall, by effectively differentiating our cinema project and strategically positioning ourselves in the market, we aim to create a compelling value proposition that resonates with our target audience, drives competitive advantage, and ensures long-term success in the Algerian entertainment industry.

**10. The Marketing Mix**

- **Product (service) : Prepared by the students**

Service	Picture	Description
<p><b>Movie Theater:</b></p> <p>-</p>		<p>A 500 seat movie hall that have comfortable seats with cooling system and a customized sound, projection system for the best movie experience</p>
<p><b>Popcorn Machines:</b></p>		<p>Popcorn is an essential element in the cinema so we will provide the popcorn service by having a menu that consists of: - small bag – medium bag – large bag</p>

**Table II:5 : Description of the Project Services**

- **Pricing :**

Following extensive consultations with industry leaders, including TMV Cinema in Algiers and AZ GRANDCINE Cinema in Oran, it has become evident that pricing dynamics within the Algerian cinema sector are subject to various influences, notably the directives set by the dominant movie distributor.

In discussions with both TMV Cinema and AZ GRANDCINE, it was revealed that the distributor, who holds a significant monopoly on non-Algerian films, imposes a minimum ticket price of 800 DZD. This mandate ensures that the distributor receives a substantial share, typically around 50%, of the revenue generated from each ticket sold. As such, cinema operators are faced with limited flexibility in setting ticket prices, as they must adhere to the distributor's pricing framework.

We acknowledge the paramount importance of affordability for our patrons, which is why we have chosen to charge the minimum price of 800 DZD. This decision is made in recognition of the financial constraints faced by our valued customers, while also adhering to the pricing standards dictated by the distributor. As such, we strive to strike a delicate balance between meeting industry requirements and ensuring accessibility for our audience.

Furthermore, in our commitment to providing fair value to our customers, we will maintain competitive pricing for concessions, including popcorn. Drawing from the insights provided by TMV Cinema and AZ GRANDCINE, we will adhere to prevailing market norms, offering popcorn at the following rates:

Small size bag: 150 DZD

Medium size bag: 200 DZD

Large size bag: 300 DZD

These prices not only reflect industry standards but also ensure that our patrons can enjoy quality snacks at reasonable prices.

In summary, while external factors such as distributor directives influence our pricing structure, our dedication to delivering an exceptional cinematic experience

remains steadfast. We will continue to explore avenues for enhancing affordability and accessibility within the parameters set forth by the industry landscape.

- **Distribution:**

In our service-centric project, efficiency and convenience are paramount. We've established a direct distribution model that emphasizes immediacy and accessibility. Here's how it works:

Upon a customer's request, whether through our online platform, mobile app, or at the cinema box office, they acquire their ticket directly. This eliminates any intermediaries or unnecessary delays, ensuring a seamless transaction process.

Once the ticket is in hand, patrons simply present it at the entrance to the hall, where they are swiftly admitted to enjoy their cinematic experience. This direct interaction between customer and service provider not only streamlines the process but also fosters a sense of trust and reliability.

Moreover, our commitment to customer satisfaction extends beyond ticketing. From the moment they enter the cinema, our dedicated staff ensures a welcoming environment, assisting with any inquiries and addressing concerns promptly.

By embracing this direct distribution approach, we prioritize customer convenience while maintaining operational efficiency. Our goal is to not only meet but exceed the expectations of our patrons, offering an unrivaled moviegoing experience from start to finish.

- **Promotion:**

Below, you'll find a comprehensive table outlining our strategic approach to promoting our service:

Promotion type	Cost
<b>Utilizing a Variety of Social Networking Platforms Including Instagram, Facebook, X, and More</b>	60 000,00 DZD
<b>Posters</b>	200 000,00 DZD
<b>Billboard at the Entry of the Movie Theater</b>	248 000,00 DZD
<b>APP</b>	200 000,00 DZD
<b>Total Cost</b>	<b>708 000,00 DZD</b>

Table II:6: NUBVLA's Promotion Methods

Prepared by the students

- **People:**

Our dynamic workforce is meticulously designed to cater to the multifaceted needs of our cinema, ensuring seamless operations and exceptional customer experiences:

- **3 Versatile Agents:** At the forefront of our operational efficiency, these adaptable professionals undertake a myriad of tasks crucial for the smooth functioning of the cinema. From safeguarding the premises to meticulously cleaning and arranging equipment, and even assisting in the transportation of machines or seats, their versatility is indispensable. Their role demands not only physical dexterity but also a keen eye for detail and a proactive approach to problem-solving.
- **2 Cashiers:** Positioned as the welcoming face of our cinema, our cashiers handle ticket sales with finesse and professionalism. While formal qualifications are not mandatory, their role necessitates proficiency in handling transactions, impeccable customer service skills, and the ability to thrive in a fast-paced environment. Their warm demeanor and efficient service leave a lasting impression on our patrons, contributing to the overall satisfaction of their movie going experience.

- **Projectionist:** Serving as the technical backbone of our cinema, the projectionist holds the key to delivering captivating cinematic presentations. Armed with specialized training and expertise, they meticulously oversee the screening process, ensuring optimal audiovisual quality and seamless operation of equipment. Their meticulous attention to detail and swift troubleshooting abilities are essential for maintaining the immersive nature of the cinematic experience.
- **2 Sanitation Workers:** Working tirelessly behind the scenes, our sanitation workers play a vital role in upholding cleanliness and hygiene standards within the cinema premises. Their dedicated efforts ensure that every corner of the facility remains spotless, creating a pleasant and inviting atmosphere for our valued patrons. Their commitment to maintaining pristine conditions reflects our unwavering dedication to customer satisfaction and comfort.
- **Accountant:** Strengthening our operational framework, the addition of an accountant brings a heightened level of financial acumen and regulatory compliance to our team. Responsible for overseeing budgetary allocations, managing financial transactions, and ensuring adherence to industry regulations, their expertise contributes to the fiscal health and stability of our cinema. Their meticulous attention to financial detail and strategic financial planning bolster our ability to thrive in a competitive market landscape.
- **Management Team:** At the helm of our cinema's success, the management team serves as visionary leaders, steering the strategic direction and overseeing day-to-day operations. Committed to fostering a culture of innovation and excellence, they provide guidance and support to the entire workforce, empowering each team member to fulfill their roles with passion and dedication. Their collective vision and leadership pave the way for continued growth and success in the dynamic world of cinema.

Together, our diverse and dedicated workforce stands as a testament to our unwavering commitment to excellence and innovation in the realm of cinematic entertainment. United in purpose and driven by a shared passion for delivering unparalleled experiences, we continue to raise the bar for excellence, one moviegoer at a time.



Position	Task	Competencies and qualifications	Number
<b>Manager</b>	To achieve business goals Inventory management	Master's degree in entrepreneurship	2
<b>Accountant</b>	Responsible for financial management, budget oversight, compliance, reporting, analysis.	Master's degree in accounting	1
<b>Projectionist</b>	To control the technical room and to display movies	Senior technician in audio visual	1
<b>Versatile Agent</b>	To do multiple tasks in need including selling concessions, guarding, supervising and transportations	Good C.V	3
<b>Cashiers</b>	To sell tickets to customers	/	2
<b>Sanitation Workers</b>	To clean the movie theater	Seriousness and workmanship	2
<b>Total Number of Workers</b>			11

Table II:7: Staffing Plan for NEBVLA

Prepared by the students

- **Process:**

As patrons arrive at our movie theater, they are greeted with the convenience of complimentary parking in our dedicated lot. This amenity ensures a stress-free start to their cinematic experience, allowing them to easily find a spot and transition seamlessly into the entertainment ahead. For those without personal transportation,

our theater is thoughtfully designed to provide direct pedestrian access, ensuring accessibility for all.

Outside the theater, a sprawling seating area awaits, offering not just a place to rest, but a serene oasis where patrons can immerse themselves in the ambiance of anticipation. With comfortable seating and lush greenery, this outdoor space invites guests to unwind amidst the hustle and bustle of city life, providing a tranquil retreat before the excitement of the movie begins. Whether they choose to bask in the sunshine or enjoy the gentle breeze, this welcoming environment sets the stage for a memorable outing.

Stepping into the theater building, patrons are enveloped by the warm embrace of our vibrant lobby—a bustling nexus of activity and hospitality. Here, they encounter a range of essential services designed to enhance their experience. The ticket office stands as a beacon of efficiency, where knowledgeable staff members stand ready to assist with ticket purchases and inquiries, ensuring a smooth and expedient process for every guest.

Adjacent to the ticket office lies our inviting snack booth, brimming with an array of tantalizing treats to tantalize the taste buds. From freshly popped popcorn to gourmet snacks and refreshing beverages, our concession stand offers a delightful selection to satisfy every craving, elevating the movie-watching experience to new heights of enjoyment.

Moreover, the lobby serves as a haven of convenience, with well-appointed public restrooms ensuring the comfort and well-being of all patrons. Clean, spacious, and thoughtfully maintained, our facilities provide a refreshing respite for guests seeking a brief moment of relaxation before immersing themselves in the cinematic wonders that await.

With tickets in hand and snacks secured, guests make their way through one of two entrances leading to the cinema hall—an expansive sanctuary where the magic of the silver screen comes to life. Here, they are greeted by state-of-the-art technology and immersive audiovisual capabilities, setting the stage for an unforgettable journey into the world of film.

And for those seeking an extra touch of indulgence, our theater boasts a charming café lounge on the opposite end of the building. Spanning an impressive 150 square meters, this intimate retreat offers a cozy haven where guests can linger over a cup of coffee or savor a light meal before or after their cinematic adventure. With its inviting ambiance and welcoming atmosphere, the café lounge provides the perfect setting to relax, recharge, and reflect on the memories made at the movies.

- **Physical Evidence:**

In the context of our cinema project, "physical evidence" is crucial in shaping the customer experience and perception of our brand. It encompasses all the tangible elements that customers interact with, from the moment they arrive at our cinema to the ambiance and branding they encounter. Addressing physical evidence effectively will help us create a memorable and enjoyable experience for our customers, reinforcing our brand identity and enhancing overall satisfaction.

1. **Ambiance**

Creating a pleasant and inviting atmosphere is essential to our cinema's success. We aim to design an environment that is both comfortable and visually appealing. This includes:

- **Store Layout:** Our cinema will feature a well-planned layout that ensures smooth flow and easy navigation. Clear signage will guide customers from the entrance to the ticket counters, concessions, and screening rooms.
- **Decor:** The decor will reflect a modern and stylish aesthetic, with comfortable seating, clean and well-maintained facilities, and thoughtful touches that enhance the overall ambiance. This includes aesthetically pleasing color schemes, lighting that sets the right mood, and decor elements that contribute to a cozy and engaging environment.
- **Atmosphere:** The atmosphere will be tailored to create a sense of excitement and anticipation for moviegoers. This includes background music in common areas, thematic decorations based on current movie releases, and a welcoming lobby area where customers can relax before their screenings.

## **2. Branding Elements**

Branding is a vital part of our cinema's physical evidence. By incorporating consistent branding elements, we can reinforce our brand identity and create a lasting impression

- **Logos and Colors:** Our logo will be prominently displayed throughout the cinema, from the entrance to the ticket counters and promotional materials. The color scheme will be consistently applied to all touchpoints, ensuring a cohesive brand image.
- **Signage:** High-quality signage will be used to communicate important information and promote upcoming movies. This includes digital screens displaying movie trailers, posters, and promotional materials that align with our brand identity.
- **Uniforms:** Staff uniforms will feature our logo and brand colors, contributing to a professional and cohesive appearance that enhances brand recognition.

## **3. Packaging and Presentation**

The way we present our services and products plays a significant role in shaping customer perceptions:

- **Ticketing:** Tickets will be designed to reflect our brand's quality and attention to detail. Whether printed or digital, they will feature our logo, branding elements, and essential information in a clear and visually appealing format.
- **Concessions:** The packaging of snacks and beverages will be designed to match our brand's aesthetic. High-quality, branded packaging will enhance the perceived value of our concessions and contribute to a positive customer experience.
- **Promotional Materials:** All promotional materials, including flyers, brochures, and social media content, will maintain a consistent look and feel that aligns with our brand identity. This consistency will help reinforce our brand's presence and create a professional image.

## 11. Sales

To begin, we need to assess the overall demand. Our target audience consists of residents from Biskra city and the surrounding municipalities, all within a radius of 50 kilometers. The table below provides a breakdown of their numbers:

Municipality	Population	Municipality	Population
<b>Biskra</b>	244773	<b>M'Chouneche</b>	12033
<b>El Hadjeb</b>	12056	<b>Tolga</b>	66479
<b>El Outaya</b>	13297	<b>Bouchagroun</b>	15479
<b>Djemorah</b>	14968	<b>Bordj Ben Azzouz</b>	15624
<b>Branis</b>	5251	<b>Lichana</b>	11740
<b>El Kantara</b>	13589	<b>Foughala</b>	14867
<b>Aïn Zaatout</b>	4491	<b>Ourlal</b>	8863
<b>Sidi Okba</b>	39892	<b>M'Lili</b>	7734
<b>El Haouch</b>	6326	<b>Mekhadma</b>	6508
<b>Chetma</b>	16366	<b>Oumache</b>	12472
<b>Ain Naga</b>	14324	<b>Lioua</b>	25496
<b>Total</b>		<b>582628</b>	

**Table II:8: The population of the municipality of Biskra and its surrounding areas until December 31<sup>st</sup> 2015**

**(The Directorate of Programming and Budget Monitoring for the Biskra Province)**

### 1 Demand Estimation and Market Analysis

Based on our survey of 200 people, we found that:

- 91.5% of respondents indicated they would visit our cinema once it launches.

- The majority of respondents (63.1%) are between the ages of 15-60 years.
- 21.427% of the population surveyed are children aged 5-14 years, who would need to be accompanied by a parent.
- From our survey, 33% of respondents are very interested in bringing their children to our cinema, and 36% are interested, totaling 69% of current and future parents who will consider bringing their kids.

**Population and Demand Calculations:**

Total Population of Biskra: 582,628

Category	Population	Potential Visitors
<b>Total Population of Biskra</b>	582,628	
<b>Adults and Older Children (15-60 years)</b>	367,638	336,389
<b>Younger Children (5-14 years)</b>	124,839	86,139
<b>Total Estimated Demand</b>		<b>422,528</b>

**Table II:9: Population and Demand Calculations**

**Prepared by the student following statistics from (andi, 2018; ONS, 2018 )**

**2 Competitor Analysis**

**Regional Theater Biskra Chebah El Mekki (2023 Data):**

- Total attendees: 24,892
- Percentage of child attendees: 85.92%
- Number of shows per year: 80
- Percentage of child-focused shows: 85.92%
- Average attendees per show: 312.28
- Seating capacity: 489
- Show timing: Primarily during school breaks and national/religious holidays

**Total Supply Potential of the Competitor:**

- Calculation if operating every day for a year:

<b>Metric</b>	<b>Value</b>
<b>Total Attendees (2023)</b>	24,892
<b>Child Attendees (%)</b>	85.92%
<b>Shows per Year</b>	80
<b>Child-focused Shows (%)</b>	85.92%
<b>Average Attendees/Show</b>	312.28
<b>Seating Capacity</b>	489
<b>Total Seats (Annual)</b>	178,485

**Table II:10: Total Supply Potential of the Competitor**

Prepared by the student

**3 Market Gap Analysis****Market Gap Calculation:**

- Total Demand: 422,528
- Total Supply (Competitor): 178,485

<b>Metric</b>	<b>Value</b>
<b>Total Demand</b>	422,528
<b>Competitor Supply</b>	178,485
<b>Market Gap</b>	244,043

**Table II:11: Our Market Gap**

Prepared by the students

### Summary

- **Total Estimated Demand:** 422,528 potential visitors annually
- **Total Supply from Competitor:** 178,485 seats annually
- **Market Gap:** 244,043 visitors annually

This data indicates a significant market opportunity for our cinema, with a potential gap of 244,043 visitors annually, suggesting ample room for growth and market capture.

## 4 Sales Prediction and Determining of the Turnover

### Screening Schedule and Demand Estimation

For our cinema project, we aim to calculate the potential ticket sales based on our planned screening schedule:

#### Regular Working Hours:

Period	Start time	End time	Total Sessions	Notes
<b>Regular Day</b>	3 :00 PM	11 :00 PM	4 Sessions	All Week
<b>Summer time</b>	1 :00 PM	00 :00 AM	5 Sessions	All week during May to September
<b>Ramadan</b>	-	-	-	Entire month of Ramadan - No work
<b>Eid al-Fitr</b>	-	-	-	Typically 3 days - No work
<b>Eid al-Adha</b>	-	-	-	Typically 4 days - No work

**Table II:12: Operating Schedule**

Prepared by the student



**Regular Days:** 4 screenings per day

**Summer Months (May to end of August):** 5 screenings per day

Each screening can accommodate up to 500 seats. Based on a survey of 200 respondents on the question: "What day or days of the week do you consider most suitable for visiting the cinema and watching a movie?" here are the results:

<b>Day</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Friday</b>	88	44.7%
<b>Saturday</b>	129	65.5%
<b>Sunday</b>	23	11.7%
<b>Monday</b>	24	12.2%
<b>Tuesday</b>	38	19.3%
<b>Wednesday</b>	25	12.7%
<b>Thursday</b>	133	67.5%

**Table II:13: One Session a day Visit Frequency**

**Prepared by the students According to the responses on the survey  
(Appendix)**

### **Ticket Sales Estimation**

Based on the survey data and our screening schedule, the estimated ticket sales per day are:

<b>Day</b>	<b>Number of tickets per week</b>
<b>Friday</b>	894
<b>Saturday</b>	1310
<b>Sunday</b>	234
<b>Monday</b>	244
<b>Tuesday</b>	386
<b>Wednesday</b>	254
<b>Thursday</b>	1350
<b>Total</b>	4672

**Table II:14: Weekly Ticket Sales**

**Prepared by the students According to the responses on the survey**

**(Appendix 01)**

### **Annual Ticket Sales and Revenue**

#### **Summer Sales:**

During summer months (May to August), with 5 screenings per day:

<b>Month</b>	<b>Tickets Sold Per Week</b>	<b>Tickets Sold Per Month</b>
<b>May</b>	6040	24160
<b>June</b>	6040	24160
<b>July</b>	6040	24160
<b>August</b>	6040	24160

**Table II:15: Summer Sales**

**Prepared by the students Acceding to the interview answers (Appendix 01)**

Total tickets sold during summer: 96640 Tickets

**Regular Yearly Sales :**

Regular sales for the rest of the year (excluding Ramadan and holidays which leaves us with 31 weeks):

Month	Total Tickets per Day	Weeks	Total Tickets per Period
Regular	4 672	31	144 832

**Table II:16: Regular Yearly Sales**

**Prepared by the students**

**Total Yearly Ticket Sales**

Year	Regular Sales	Summer Sales	Total Tickets Sold
2025	144 832	96 640	241 472

**Table II:17: Total Yearly Ticket Sales**

**Prepared by the students**

**Note:** According to the manager of TMV Cinema Theater in Algiers, 45% of moviegoers at his theater always buy popcorn. (**Appendix 13**)

**Financial Projections:**

**2025:**

- **Total Tickets Sold:** 241 472
- **Revenue from Tickets:**  $241\,472 \times 800 \text{ DZD} = 197\,620\,685 \text{ DZD}$
- **Revenue from Popcorn:**  $241\,472 \times 0.45 = 111\,161,64 \text{ units} \times 200 \text{ DZD} = 22\,232\,328 \text{ DZD}$
- **Cafeteria Rent:**  $50,000 \times 12 = 600,000 \text{ DZD}$
- **Total Turnover:**  $197\,620\,685 + 22\,232\,328 + 600,000 = 198\,331\,846,44 \text{ DZD}$

**Projected Turnover for the First Six Years:**

Given that the population growth rate in Biskra province is estimated at 2.3% annually, and since our target customers are the residents of Biskra, we anticipate a

corresponding annual increase in demand of 2.3%. The table below outlines the projected turnover for the next six years:

Year	Number of Ticket Sold	Money Generated from tickets (DZD)	Number of popcorn sold	Money Generated from popcorn (DZD)	Cafeteria Rent (DZD)	Turnover (DZD)
2025	247 026	197 620 685	111 161,64	22 232 327	600 000	198 331 846,44
2026	252 707	202 165 961	113 718,35	22 743 671	600 000	202 879 678,90
2027	258 520	206 815 778	116 333,87	23 266 775	600 000	207 532 111,52
2028	264 466	211 572 541	119 009,55	23 801 911	600 000	212 291 550,08
2029	270 548	216 438 709	121 746,77	24 349 355	600 000	217 160 455,73
2030	276 771	221 416 799	124 546,95	24 909 390	600 000	222 141 346,22

**Table II:18: Projected Turnover for the First Six Years**

**Prepared by the students**

### **3. Organizational Plan**

#### **1. Summary of Business**

##### **1 Vision and Objectives**

The vision for Biskra Cinema Theater is to become the premier entertainment and cultural hub in Biskra, offering an unparalleled cinematic experience. Our primary objectives are:

1. **To provide a diverse range of films:** Our programming will include local Algerian cinema, international blockbusters, independent films, cultural documentaries, and classic cinema retrospectives.
2. **To establish a community hub:** The theater will host cultural events, film festivals and other community-centric activities, fostering a sense of community and cultural appreciation.
3. **To support and promote local talent:** We aim to showcase films by local filmmakers, offering a platform for emerging talent and contributing to the growth of the Algerian film industry.

##### **2 Business Model**

Biskra Cinema Theater's business model is designed to generate revenue through multiple streams, ensuring financial sustainability and growth. The key components of our business model are:

1. **Box Office Sales:** Revenue from ticket sales will be the primary source of income, with dynamic pricing strategies to maximize attendance and profitability.
2. **Concessions:** The sale of snacks, beverages, and merchandise will complement ticket sales, with a focus on offering unique and high-quality products.
3. **Special Events:** Hosting film festivals, private screenings, corporate events, and cultural evenings will provide additional revenue streams and increase community engagement.
4. **Membership Programs:** We will offer loyalty programs and memberships that provide perks such as discounted tickets, early access to screenings, and

exclusive events, encouraging repeat customers and building a loyal audience base.

5. **Educational Workshops:** Organizing workshops and seminars related to filmmaking, acting, and film appreciation will not only generate revenue but also establish the theater as an educational resource in the community.

What sets Biskra Cinema Theater apart is its focus on inclusivity, community engagement, and cultural enrichment. By offering a mix of popular and niche films and hosting a variety of events, the theater aims to become a cultural landmark in Biskra.

### **3 Strategy**

#### **Short-term Objectives:**

1. **Establish the Venue:** Secure a centrally located property in Biskra, renovate it to include state-of-the-art projection and sound systems, comfortable seating, and a welcoming ambiance.
2. **Initial Marketing Campaign:** Launch a comprehensive marketing campaign to raise awareness about the new theater. This will include social media campaigns, local media advertisements, community partnerships, and promotional events.
3. **Opening Event:** Host a grand opening event featuring a mix of high-profile films and local productions to attract a diverse audience and generate initial buzz.

#### **Long-term Objectives:**

1. **Build a Loyal Customer Base:** Implement membership and loyalty programs to encourage repeat customers and increase customer retention.
2. **Expand Offerings:** Gradually expand the range of services to include more cultural events, educational workshops, and community programs.
3. **Strengthen Community Ties:** Develop partnerships with local schools, universities, and cultural institutions to promote film education and community engagement.

**Financial Sustainability:** Achieve a balanced mix of revenue streams to ensure financial stability and growth, while continually reinvesting in the theater to improve facilities and services.

**4 Strategic Relationships**

To achieve its vision and objectives, Biskra Cinema Theater will engage in several strategic relationships:

1. **Film Distributor:** Given the monopoly of the sole film distributor in Algeria, it is essential to establish a strong and cooperative relationship. This partnership will ensure a steady supply of both international blockbusters and local films, meeting the diverse tastes of our audience.
2. **Local Filmmakers and Talent:** By collaborating with local artists and filmmakers, we will promote regional cinema and talent, providing them with a platform to showcase their work and connect with audiences.
3. **Educational Institutions:** Partnering with schools and universities will enable us to offer educational programs and workshops, fostering a new generation of film enthusiasts and professionals. These partnerships will also help in promoting our events and building a younger audience base.
4. **Community Organizations:** Working with local cultural and community organizations will allow us to host events and festivals that align with our mission of community engagement, enhancing our visibility and reputation within the community.

Biskra Cinema Theater is poised to become more than just a movie theater; it will be a vibrant cultural hub that enriches the community through film and related arts. By leveraging strategic relationships, focusing on a diversified business model, and continually engaging with the community, the theater aims to achieve financial sustainability and growth. Our vision is to create an inclusive, dynamic, and enriching environment that celebrates cinema and culture, making Biskra Cinema Theater a beloved institution in Biskra.

**2. Products/Services**

Biskra Cinema Theater aims to provide a comprehensive range of entertainment and cultural services, creating a unique and enriching experience for the residents of Biskra. Our offerings encompass a wide variety of film screenings, special events and community engagements. These products and services are designed to cater to diverse audience preferences, ensuring that the theater becomes a cultural hub in the city.

**Classification of Offerings**

Our products and services can be classified as follows:

1. **New Concept:** The theater introduces a multi-faceted entertainment venue that combines traditional movie screenings with cultural and educational events.
2. **Improvement on Existing Products:** By offering state-of-the-art projection and sound technology, a comfortable and modern theater environment, and a diverse film selection, we significantly enhance the typical cinema experience in Biskra.
3. **Superior Delivery and After-Sales Service:** We emphasize customer satisfaction through excellent service, membership programs, and community engagement, ensuring a superior experience before, during, and after each visit.

- **Detailed Product Description**

1. **Film Screenings**

**Physical Description:** Our primary service involves daily screenings of a wide range of films, including:

- **Local Algerian Films:** Highlighting regional talent and stories.
- **International Blockbusters:** Offering the latest releases from Hollywood and other major film industries.
- **Independent Films:** Showcasing unique and thought-provoking works from around the world.
- **Cultural Documentaries and Classics:** Providing educational and nostalgic experiences.

**Usage Details:** Films are scheduled at convenient times throughout the day and evening, with special screenings and events on weekends and holidays. The theater is equipped with the latest projection and sound technology, ensuring a high-quality viewing experience.



**Unique Attributes:** A diverse film selection that caters to all tastes, from mainstream audiences to cinephiles looking for unique cinematic experiences.

**Supply and Distribution Channels:** Films are sourced from the sole film distributor in Algeria, ensuring a steady and reliable supply of both local and international titles.

**Benefits:** Audiences enjoy a varied and high-quality film selection in a comfortable and modern environment, enhancing their overall entertainment experience.

## **2. Concessions**

**Physical Description:** The concessions stand offers a variety of snacks, beverages, and merchandise, including:

- Popcorn, nachos, and other traditional cinema snacks.
- Soft drinks, coffee, and specialty beverages.
- Branded merchandise such as T-shirts, mugs, and posters.

**Usage Details:** Available before, during, and after screenings, providing convenience and enhancing the overall cinema experience.

**Unique Attributes:** High-quality products and unique merchandise that enhance the theater-going experience.

**Supply and Distribution Channels:** Products are sourced from reliable local suppliers to ensure quality and freshness.

**Benefits:** Enhances customer satisfaction and provides additional revenue streams for the theater.

## **3. Special Events**

**Physical Description:** Hosting film festivals, private screenings, corporate events, and cultural evenings.

**Usage Details:** Special events are organized regularly, with detailed schedules and promotional campaigns to attract diverse audiences.

**Unique Attributes:** Events are tailored to different audience segments, providing unique experiences and fostering community engagement.

**Supply and Distribution Channels:** Collaboration with local organizations and cultural institutions to co-host and promote events.

**Benefits:** Attracts a wider audience, increases theater visibility, and strengthens community ties.

#### **4. Membership Programs**

**Physical Description:** Offering loyalty programs and memberships that provide various perks such as discounted tickets, early access to screenings, and exclusive events.

**Usage Details:** Memberships can be purchased online or at the theater, with various tiers offering different levels of benefits.

**Unique Attributes:** Incentives for frequent visitors, fostering a loyal customer base.

**Supply and Distribution Channels:** Managed through a dedicated membership system integrated with the theater's ticketing platform.

**Benefits:** Encourages repeat visits, increases customer loyalty, and provides a steady revenue stream.

#### **Development Process**

The development process for these products and services involves several stages:

1. **Research and Planning:** Identifying audience needs, market trends, and potential partners.
2. **Product Design and Development:** Creating detailed plans for theater renovations, equipment acquisition, and service offerings.
3. **Sourcing and Supply Chain Management:** Establishing relationships with suppliers and the sole film distributor.

4. **Implementation and Testing:** Renovating the venue, installing equipment, and conducting test screenings and events.
5. **Marketing and Promotion:** Launching comprehensive campaigns to raise awareness and attract audiences.
6. **Continuous Improvement:** Regularly gathering feedback and making adjustments to enhance offerings.

**Unique Selling Propositions (USPs)**

1. **Superior Quality:** State-of-the-art technology and a comfortable environment.
2. **Diverse Offerings:** A wide range of films and events catering to all tastes.
3. **Community Engagement:** A focus on local talent and cultural enrichment.
4. **Membership Programs:** Attractive perks and benefits for loyal customers.

**Auxiliary Services**

1. **Customization:** Tailored event packages for private screenings and corporate events.
2. **Customer Support:** Dedicated staff to assist with inquiries and ensure a seamless experience.
3. **Efficient Service:** Quick and convenient concession sales and membership management.
4. **Feedback and Improvement:** Regularly gathering customer feedback to enhance offerings and services.

In conclusion, Biskra Cinema Theater offers a comprehensive and high-quality entertainment experience, uniquely positioned to become a cultural cornerstone in Biskra. Through diverse film screenings, engaging events, educational workshops, and a strong focus on community, the theater will provide significant value to its customers and the local community.

### 3. Legal Structure

We chose to structure our project as a limited liability company (SARL) for several compelling reasons:

1. **Limited Liability Protection:** In an SARL, each partner's liability is limited to the amount they have invested in the company's capital. This significantly reduces the personal financial risk for each partner, providing a layer of protection against potential business losses or debts.
2. **Streamlined Decision-Making:** SARLs typically have a smaller number of shareholders compared to other types of companies. This streamlined structure facilitates quicker consensus and decision-making, as there are fewer individuals involved. This can lead to more efficient management and a more agile business operation.
3. **Suitable for Our Scale:** The SARL structure is particularly advantageous for projects like ours that may not require extensive capital or a large number of investors. It allows us to maintain a closer, more collaborative working relationship among partners, fostering a strong sense of teamwork and shared purpose.
4. **Enhanced Collaboration:** With fewer shareholders, an SARL enables a more intimate and cooperative working environment. This fosters effective communication and collaboration, which are critical for the success of our project.

Overall, establishing our project as an SARL aligns with our goals of minimizing risk, enhancing decision-making efficiency, and fostering a collaborative working environment.

#### **Legal Requirements for the Project**

##### **Required Permits and Licenses:**

###### **Regulatory Framework:**

- The law No. 24-07 dated 20 Shawwal 1445 (April 29, 2024), regulates the practice of various activities related to the cinematographic industry.

**Licenses Needed:**

- License for the operation of cinema halls and theaters.

**Administrative File Formation:**

- A request addressed to the Directorate of Arts Development and Promotion must include:
- A completed form accompanied by a declaration attesting to the accuracy of the information.
- A copy of the articles of association of the company or institution, subject to Algerian law.
- Certificates, degrees, or any documents proving qualifications or professional experience relevant to the cinema activity.
- A commitment by the applicant to respect the terms and conditions related to the operation of cinema halls.
- Any document proving the right to use the hall (ownership deed of the premises or lease agreement).

**Licensing Authority:**

Directorate of Arts Development and Promotion.

**Commercial Registration File:**

The file must contain the following documents:

- A request form provided by the National Center of the Commercial Register.
- Deed of ownership of the commercial premises or a notarized lease agreement (in the name of the company).
- Two copies of the company's articles of association.
- A copy of the announcement of the articles of association in the Official Gazette of Legal Announcements and in a national daily newspaper.
- Extracts of birth certificates and criminal records for managers, administrative officers, and members of the board of directors or supervisory board.
- Receipt of payment for the stamp duty as specified in the applicable tax legislation (4,000 DZD).

- Receipt of payment for the registration fee in the commercial register as defined by current regulations.
- Authorization or license issued by the relevant authorities for practicing regulated activities or professions.
- These steps ensure compliance with legal requirements and establish the legitimacy and operational readiness of the cinema project

**File for Obtaining a Bank Loan****1. Completed Loan Application Form:**

Ensure all sections are thoroughly filled out.

**2. Company Presentation Memo:**

Include a detailed profile of the company.

Provide information on the qualifications of partners and managers.

**3. Detailed Technical and Economic Study:**

Comprehensive analysis showcasing the feasibility and economic viability of the project.

**4. Opening Balance Sheet:**

Present the initial financial position of the company.

**5. Budget and Projected Income Statement:**

Provide financial forecasts for each loan term.

**6. Estimated Operating Budget and Cash Flow Plan:**

Outline the anticipated expenses and income, and provide a cash flow plan.

**7. Certificate of Existence:**

Obtain this document from the tax authorities.

**8. Certificate of Registration:**

Proof of registration with the Social Security Fund.

**9. Identification Numbers:**

Copies of the statistical identification number and the tax identification number.

**10. Property Documentation:**

Copy of the property deed or lease agreement.

**11. Company's Legal Form:**

Provide a copy of the document establishing the legal structure of the company.

**12. Commercial Register:**

Copy of the commercial registration certificate.

**13. Special Operating Permits:**

Copies of all permits obtained from relevant authorities.

**14. Estimated Financial Plan:**

Financial projection for the entire duration of the project.

**15. Detailed Work Breakdown:**

Quantitative and estimated breakdown of all completed and planned work.

**16. Pro Forma Invoice or Preliminary Contract:**

Documents for the acquisition of equipment.

**17. Tax and Quasi-Tax Benefits Decision:**

Decision from the National Agency for Investment Development granting tax benefits.

**18. Property Deed or Benefit Decision:**

Deed or decision related to the granted property.

**19. Building Permit or Certificate of Compliance:**

Copy of the building permit or compliance certificate.

**20. Valuation Report:**

Prepared by an approved office accredited by the Algerian Popular Credit Bank, detailing the value of assets proposed as collateral.

**21. Consultation Statement from the Risk Center:**

Required for loans exceeding 2 million Algerian dinars, from the Bank of Algeria.

#### 4. Management of the company and other key people

##### 1 Partners of the Corporation

The table below provides a detailed overview of the partners of the corporation, highlighting their educational background, professional experience, and nature of their contributions to the company. Both partners bring a wealth of knowledge and expertise in management and entrepreneurship, ensuring a strong foundation for the business. Their equal cash contributions signify a balanced partnership, with each partner holding a 50% share in the corporation.

Name	Mohamed Moslim Merzoug	Ayoub Tiar
<b>Curriculum Vitae</b>	License degree in management	License degree in management
	Entrepreneurship student	Entrepreneurship student
	Accountant	Store manager
	Site manager in construction	Originator of the idea
	Originator of the idea	
<b>Nature of Contribution</b>	Cash contribution	Cash contribution
<b>Contributions Value</b>	11 800 000,00 DZD	11 800 000,00 DZD
<b>Contributions Share</b>	50%	50%

**Table II:19: Founders' Profiles and Contributions**

**Prepared by the students**

##### 2 Workforce Structure:

The following table outlines the workforce structure required for our cinema operations. Each position is specified with its respective tasks, necessary competencies, qualifications, and the number of employees needed. This organized approach ensures that all operational aspects of the cinema are efficiently managed, from technical and financial management to customer service and maintenance. This structured staffing plan is designed to achieve our business goals and provide an exceptional experience for our patrons.



Position	Task	Competencies and Qualifications	Number
<b>Manager</b>	To achieve business goals Inventory management	Master's degree in entrepreneurship	2
<b>Accountant</b>	Responsible for financial management, budget oversight, compliance, reporting, analysis, strategic planning and inventory management	Master's degree in accounting	1
<b>Projectionist</b>	To control the technical room and to display movies	Senior technician in audio visual	1
<b>Versatile agent</b>	To do multiple tasks in need including selling concessions, guarding, supervising and transportations	Good C.V	3
<b>Cashiers</b>	To sell tickets to customers	/	4
<b>Sanitation workers</b>	To clean the movie theater	Seriousness and workmanship	2
<b>Total number of workers</b>			<b>11</b>

Table II:20: Staffing Requirements

Prepared by the students

### 3 Monthly Wage Costs for Cinema Staff:

After establishing the human resource structure within our corporation, it's essential to assess the financial implications. The following table outlines the monthly wage payments for each position in our cinema operation. By calculating the total cost, we gain insights into the financial commitments required to sustain our workforce. This analysis enables effective budgeting and resource allocation to ensure smooth operations and optimal performance.

$$\text{Wage value} + \text{social security contribution (26\% of the wage value)} = \text{Total}$$

**Equation II:1: Total Wage Cost Calculation**

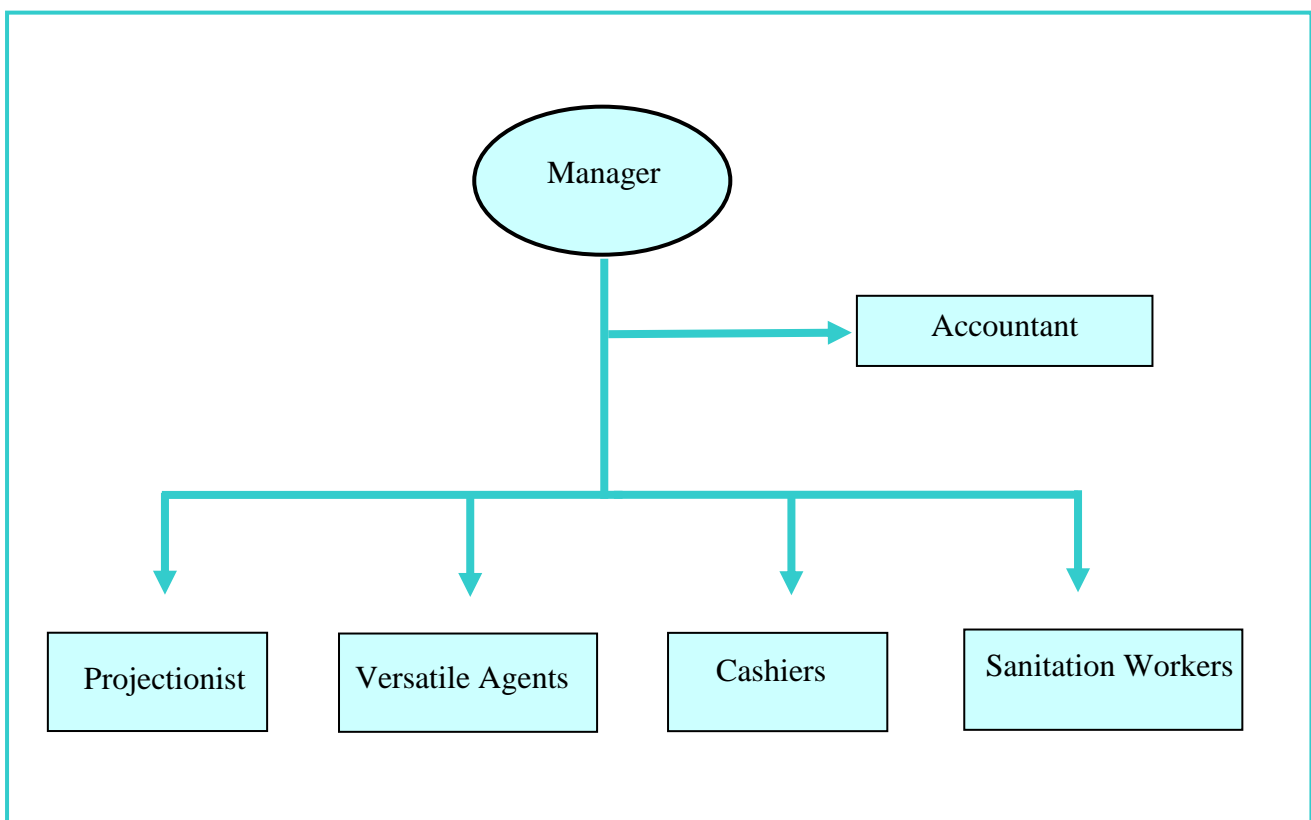
Position	Monthly wage	Insurance	wage cost	Number	Total wage cost
Managers	/	/	/	2	/
Accountant	50 000,00 DZD	12 500,00 DZD	62 500,00 DZD	1	62 500,00 DZD
Projectionist	50 000,00 DZD	12 500,00 DZD	62 500,00 DZD	1	62 500,00 DZD
Versatile agents	30 000,00 DZD	7 800,00 DZD	37 800,00 DZD	3	113 400,00 DZD
Cashiers	25 000,00 DZD	6 500,00 DZD	31 500,00 DZD	4	126 000,00 DZD
Sanitation workers	20 000,00 DZD	5 200,00 DZD	25 200,00 DZD	2	50 400,00 DZD
<b>Total Monthly Wage Cost</b>				10	414 800,00 DZD
<b>Total Annually Wage Cost</b>					4 977 600,00 DZD

**Table II:21: Monthly and Annual Wage Costs**

Prepared by the students

**4 Organizational structure:**

The streamlined operations of the project, coupled with the modest workforce, foster a clear and straightforward delineation of job roles and responsibilities. With no overlap in authority, we have concluded that adopting a simplistic organizational structure is the most efficient approach to project management. This framework facilitates a transparent allocation of tasks among workers, ensuring clarity and coherence in our operations. The ensuing diagram offers a visual representation of our project's organizational hierarchy, providing insight into the structured distribution of roles and responsibilities.



**Figure II:5: The Project's Organizational Structure**

**Prepared by the students**

**4. Operational Plan****1. Production**

The core service of NEBVLA Cinema Theater involves the screening of a diverse range of films. This process includes film selection, procurement, scheduling, and projection.

**1 Production Process:**

Film Selection and Procurement: The film selection team curates a mix of local, international, and independent films. Given the monopoly of the sole film distributor in Algeria, maintaining a strong relationship with this distributor is crucial. Films are ordered and delivered in digital formats.

**Scheduling:**

Films are scheduled for daily screenings. The schedule is designed to cater to different audience segments, with popular blockbusters, local films, and special thematic screenings.







**Projection:**







The projection process involves the following steps:

1. **Digital Projection:** Films are projected using state-of-the-art digital projectors that ensure high-quality visuals.
2. **Sound Systems:** Advanced sound systems provide an immersive audio experience.
3. **Seating Arrangements:** Comfortable seating arrangements are maintained to enhance viewer comfort.
4. **Special Events:** Apart from regular screenings, the theater hosts special events like film festivals, private screenings. These events are meticulously planned and require additional coordination and setup.

**Equipment and Technology:****The Project's Equipment and Machinery Requirements:**

The equipment and machinery essentials for the project are outlined below. Take a look at the following table to understand our specific requirements.




Equipment	Picture	Supplier	Number	Address
<b>LIGHTING EQUIPEMENT</b>				
ETC Element 40 Lighting Console			1	<b>Lotissement Samar, La Cote, Birkhadem 16059</b>
ETC Source 4 Leko front and side light			2	<b>Lotissement Samar, La Cote, Birkhadem 16059</b>
<b>PROJECTION EQUIPEMENT</b>				
Christie CP2230 Digital Cinema Projector			1	<b>9020 Klagenfurt Am Wörthersee Austria</b>

<p>Oppo Blu-Ray DVD Player</p>			<p>1</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>
<p>Projector screen material</p>			<p>1 (size of 12x6)m</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>
<p><b>AUDIO EQUIPEMENT</b></p>				
<p>Yamaha LS9-16 Channel Digital Mixing Console</p>			<p>1</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>

<p>QSC DCA 2422, 3022 Amplifiers</p>			<p>1</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>
<p>JBL SRX700 Monitor Speakers</p>			<p>4</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>
<p>Dolby system 1280 screen channel speaker</p>			<p>2</p>	<p><b>Lotissement Samar, La Cote, Birkhadem 16059</b></p>

<p>Bose surround speakers</p>			<p>20</p>	<p>Lotissement Samar, La Cote, Birkhadem 16059</p>
<p><b>SECURITY EQUIPEMENT</b></p>				
<p>Digital cinema package</p>			<p>1</p>	<p>Lotissement Samar, La Cote, Birkhadem 16059</p>
<p><b>DESK EQUIPEMENT</b></p>				
<p>Sofa</p>		<p><b>ETABLISSEMENT MEREDDEF MESSAOU</b></p>	<p>5</p>	<p>Rue Mohamed Larbi Baarir N 8 Biskra</p>



<p>Office desk</p>		<p><b>ETABLISSEMENT MEREDDEF MESSAOUD</b></p>	<p><b>1</b></p>	<p><b>Rue Mohamed Larbi Baarir N 8 Biskra</b></p>
<p>Office chair</p>		<p><b>ETABLISSEMENT MEREDDEF MESSAOUD</b></p>	<p><b>1</b></p>	<p><b>Rue Mohamed Larbi Baarir N 8 Biskra</b></p>
<p>Laptop</p>		<p><b>ETABLISSEMENT MEREDDEF MESSAOUD</b></p>	<p><b>1</b></p>	<p><b>Rue Mohamed Larbi Baarir N 8 Biskra</b></p>

<p>Desk computer</p>		<p><b>ETABLISSEMENT MEREDDEF MESSAOUD</b></p>	<p><b>1</b></p>	<p><b>Rue mohamed larbi baarir N 8 Biskra</b></p>
<p><b>CONCESSIONS EQUIPEMENT</b></p>				
<p>Popcorn machine</p>		<p><b>EURL MEBARKI FOUZI</b></p>	<p><b>2</b></p>	<p><b>4MQW+HWV , El Eulma 19600</b></p>
<p>Baverage vending machine</p>		<p><b>EURL MEBARKI FOUZI</b></p>	<p><b>2</b></p>	<p><b>4MQW+HWV , El Eulma 19600</b></p>



OTHER EQUIPEMENT				
Display Monitors			2	Lotissement Samar, la cote, Birkhadem 16059
Staff clothes		ZITRO CLOTHING	7	Rue Reouina Mohamed, Biskra
Papers and office supplies		ETABLISSEMENT MEREDDEF MESSAOUD	/	Rue Mohamed Larbi Baarir N 8 Biskra

Table II:22: Project Equipment List

Prepared by the students

**Calculation of Imported Machinery and Equipment Costs:**

- Convert the invoice amount from foreign currency to the national currency using the exchange rate on the invoice date.
- Add transportation and insurance expenses to the invoice amount.
- Multiply the total by 30% to include applicable customs tariffs.
- Add the customs tariff value to the invoice amount, including transportation and insurance expenses, to determine the purchase cost.
- Apply a 19% value-added tax (TVA) rate by multiplying the total amount.
- Calculate the final total.

**The Cost of Purchasing Imported Machinery:**

Product	Price in Foreign Currency	Exchange Rate	Price in National Currency	International Transportation Expenses	Customs Fees	Cost Of Purchase Excluding Fees	Value-Added Tax (Tva)	The Total Purchase Cost Including All Fees
Christie CP2230 Digital Cinema Projector	49 640 \$	145.89 DZD	7 241 979,6 DZD	40 000 DZD	2 172 593,88 DZD	9 454 573,48 DZD	1 796 368,96 DZD	11 250 942,4 DZD

**Table II:23: Imported Product Cost Breakdown**

**Prepared by the students**

The Cost of Purchasing the Imported Machine: 11 250 942,4 DZD

**Cost of Acquiring Local Machines:**

<b>Product</b>	<b>TAX Free Price (HT)</b>	<b>Quantity</b>	<b>Total (HT)</b>	<b>Transportation expenses</b>	<b>Value-added Tax (TVA)</b>	<b>The Total Purchase Cost Including All Fees</b>
<b>Oppo Blu-Ray DVD Player</b>	<b>90 000,00 DZD</b>	<b>1</b>	<b>90 000,00 DZD</b>	<b>5 000,00 DZD</b>	<b>17 000,00 DZD</b>	<b>107 000,00 DZD</b>
<b>Projector screen material</b>	<b>85 000,00 DZD</b>	<b>1</b>	<b>85 000,00 DZD</b>		<b>16 150,00 DZD</b>	<b>101 150,00 DZD</b>
<b>ETC Element 40 Lighting Console</b>	<b>607 000,00 DZD</b>	<b>1</b>	<b>607 000,00 DZD</b>		<b>115 330,00 DZD</b>	<b>722 330,00 DZD</b>
<b>ETC Source 4 Leko front and side light</b>	<b>90 000,00 DZD</b>	<b>2</b>	<b>180 000,00 DZD</b>		<b>34 200,00 DZD</b>	<b>214 200,00 DZD</b>
<b>Yamaha LS9-16 Channel Digital Mixing Console</b>	<b>120 000,00 DZD</b>	<b>1</b>	<b>120 000,00 DZD</b>		<b>22 800,00 DZD</b>	<b>142 800,00 DZD</b>
<b>QSC DCA 2422, 3022 Amplifiers</b>	<b>22 000,00 DZD</b>	<b>1</b>	<b>22 000,00 DZD</b>		<b>4 180,00 DZD</b>	<b>26 180,00 DZD</b>
<b>JBL SRX700 Monitor Speakers</b>	<b>100 000,00 DZD</b>	<b>4</b>	<b>400 000,00 DZD</b>		<b>76 000,00 DZD</b>	<b>476 000,00 DZD</b>
<b>Dolby system 1280 screen channel speaker</b>	<b>185 000,00 DZD</b>	<b>2</b>	<b>370 000,00 DZD</b>		<b>70 300,00 DZD</b>	<b>440 300,00 DZD</b>

<b>Bose surround speakers</b>	<b>55 000,00 DZD</b>	<b>20</b>	<b>1 100 000,00 DZD</b>		<b>209 000,00 DZD</b>	<b>1 309 000,00 DZD</b>	
<b>Digital cinema package</b>	<b>20 000,00 DZD</b>	<b>1</b>	<b>20 000,00 DZD</b>	<b>800,00 DZD</b>	<b>3 800,00 DZD</b>	<b>23 800,00 DZD</b>	
<b>Sofa</b>	<b>50 000,00 DZD</b>	<b>5</b>	<b>250 000,00 DZD</b>	<b>FREE</b>	<b>47 500,00 DZD</b>	<b>297 500,00 DZD</b>	
<b>Office desk</b>	<b>139 000,00 DZD</b>	<b>1</b>	<b>139 000,00 DZD</b>		<b>26 410,00 DZD</b>	<b>165 410,00 DZD</b>	
<b>Office chair</b>	<b>55 000,00 DZD</b>	<b>1</b>	<b>55 000,00 DZD</b>		<b>10 450,00 DZD</b>	<b>65 450,00 DZD</b>	
<b>Laptop</b>	<b>60 000,00 DZD</b>	<b>1</b>	<b>60 000,00 DZD</b>		<b>11 400,00 DZD</b>	<b>71 400,00 DZD</b>	
<b>Desk computer</b>	<b>70 000,00 DZD</b>	<b>4</b>	<b>280 000,00 DZD</b>		<b>53 200,00 DZD</b>	<b>333 200,00 DZD</b>	
<b>Printer</b>	<b>46 500,00 DZD</b>	<b>4</b>	<b>186 000,00 DZD</b>		<b>35 340,00 DZD</b>	<b>221 340,00 DZD</b>	
<b>Closet</b>	<b>60 000,00 DZD</b>	<b>2</b>	<b>120 000,00 DZD</b>		<b>22 800,00 DA</b>	<b>142 800,00 DA</b>	
<b>Papers and office supplies</b>	<b>40 000,00 DZD</b>	<b>1</b>	<b>40 000,00 DZD</b>		<b>7 600,00 DZD</b>	<b>47 600,00 DZD</b>	
<b>Popcorn machine</b>	<b>40 000,00 DA</b>	<b>2</b>	<b>80 000,00 DA</b>		<b>5 000,00 DA</b>	<b>15 200,00 DZD</b>	<b>95 200,00 DZD</b>

<b>Beverage vending machine</b>	<b>1 000 000,00 DZD</b>	<b>2</b>	<b>2 000 000,00 DA</b>		<b>380 000,00 DZD</b>	<b>2 380 000,00 DZD</b>
<b>Display Monitors</b>	<b>150 000,00 DZD</b>	<b>2</b>	<b>300 000,00 DZD</b>	<b>FREE</b>	<b>57 000,00 DZD</b>	<b>357 000,00 DZD</b>
<b>Staff clothes</b>	<b>2 500,00 DZD</b>	<b>7</b>	<b>17 500,00 DZD</b>	<b>FREE</b>	<b>3 325,00 DZD</b>	<b>20 825,00 DZD</b>
<b>Cash register</b>	<b>90 000,00 DZD</b>	<b>2</b>	<b>180 000,00 DZD</b>	<b>FREE</b>	<b>34 200,00 DZD</b>	<b>214 400,00 DZD</b>
<b>Total</b>			<b>6 701 500,00 DZD</b>		<b>1 273 185,00 DZD</b>	<b>7 974 685,00 DZD</b>
				<b>Transportation expenses</b>	<b>The total purchase cost including all fees</b>	<b>The whole purchase cost</b>
				<b>10 800,00 DZD</b>	<b>7 974 685,00 DZD</b>	<b>7 985 485,00 DZD</b>

Table II:24: Local Machine Acquisition Costs

Prepared by the students

Total Cost of Local Machine Purchase, Including Fees and Transportation Expenses:

**7,985,485.00 DZD**

**Key Expenses:****Movie Ticket Pricing Breakdown:**

Item	Percentage	Price per Unit (DZD)
Ticket Price	-	800 DZD
Distribution	50%	400 DZD
National Office of Copyright and Related Rights (ONDA)	10%	80 DZD
TVA	19%	152 DZD
<b>Total</b>	<b>79%</b>	<b>632 DZD</b>

**Table II:25: Breakdown of Ticket Price Components**

Prepared by the students

**Phone and Internet Expenses:**

Our projected monthly phone bill is 3,000.00 DZD, while the internet bill stands at 2,000.00 DZD per month for a 15 Mbps connection.

Combining these expenses, our monthly total for phone and internet bills amounts to 5,000.00 DZD.

As for annual costs...

$$5\,000,00 \times 12 = 60\,000,00 \text{ DZD}$$

**Electricity and Water Expenses:**

Electricity, water, and gas charges are all included within the Cinema Building Rent.

**2. Quality Assurance****1 Maintaining Consistency in Quality****Quality Assurance Procedures:****1. Film Screening Quality:**

- **Projection Calibration:** Regular calibration of projectors to maintain optimal picture quality.
- **Sound Checks:** Daily checks of sound systems to ensure clarity and balance.



- **Seating Maintenance:** Routine inspection and cleaning of seating areas to ensure comfort and hygiene.

**2. Service Quality:**

- **Staff Training:** Continuous training programs for staff to ensure excellent customer service.
- **Customer Feedback:** Collection and analysis of customer feedback to identify areas for improvement.
- **Event Execution:** Detailed planning and coordination of special events to ensure seamless execution.

**Quality Assurance Strategy:**

- **Quality Assurance and Surveillance Plan (QASP):** This comprehensive plan includes:
  - **Design and Implementation:** Quality assurance begins at the design stage of the theater's services and continues through implementation.
  - **Monitoring and Evaluation:** Continuous monitoring of service quality and periodic evaluations to assess performance.
  - **Conflict Resolution:** Procedures in place to handle customer complaints and resolve issues promptly.

**Key Elements of QASP:**

- **Monitoring:** Regular checks and inspections to ensure compliance with quality standards.
- **Evaluation:** Periodic reviews and assessments to measure service effectiveness.
- **Conflict Resolution:** Mechanisms for addressing customer complaints and resolving issues efficiently.
- **PDCA Cycle (Plan-Do-Check-Act):** A cycle of continuous improvement to adapt and respond to changing needs and feedback.

**Execution:**

- **Project Members and Coordinators:** Active involvement of project members and coordinators with diverse expertise to oversee quality assurance.
- **Peer Reviewers:** Engaging peer reviewers for objective assessments and feedback.
- **Tools and Procedures:** Utilizing specific tools and procedures to monitor and control quality throughout the project lifecycle.

**Commitment to Continuous Improvement:**

- **Adaptability:** The ability to adapt processes based on feedback and changing circumstances.
- **Responsiveness:** Quick response to issues and implementation of improvements to enhance service quality.

By implementing these detailed procedures and quality assurance measures, Biskra Cinema Theater ensures that it consistently delivers high-quality services and an exceptional customer experience, establishing itself as a premier entertainment destination in Biskra.

### **3. Location**

#### **1 Project Location and Justification:**

**Location:** HAI EL MOUJAHIDINE within the Hammam Salihine Complex

Note The Rent will cost 275 000,00 DZD (**Appendix 6**)

**Rationale for Selection:**

The decision to establish our cinema project in HAI EL MOUJAHIDINE within the Hammam Salihine Complex was meticulously considered, driven by numerous strategic advantages:

- **Tailored Cinema Building:** The site boasts a purpose-built structure meticulously crafted to fulfill all requisites for a thriving cinema. With carefully designed seating arrangements ensuring an unparalleled viewing experience, coupled with a dedicated entrance and expansive open spaces, we envision utilizing these amenities for parking, relaxation areas, and a cafeteria.

- Centralized Locale: Nestled at the nucleus of the state, the Hammam Salihine Complex stands as a prominent and easily reachable landmark. Its central positioning promises maximum visibility and accessibility, positioning us favorably in the eyes of potential patrons.
- Accessibility: Access to the area is facilitated by a robust network of public transportation, catering to diverse segments of the state's populace. This ease of access is pivotal in attracting a broad audience base and maintaining consistent foot traffic.
- Established Infrastructure: The Hammam Salihine Complex enjoys a well-established reputation, drawing substantial footfall owing to its diverse array of amenities and services. By integrating our cinema within this dynamic complex, we leverage existing customer traffic and infrastructure to our advantage.

These factors synergistically create an optimal setting for launching our cinema project, offering both practical conveniences and strategic advantages in alignment with our overarching business objectives.



**Figure II:6: Project Site Map Visual**

**Project Facilities and Renovation Costs:**

Below is a comprehensive table detailing the project facilities along with their respective area sizes and renovation expenses:

<b>Facility</b>	<b>Area Size</b>	<b>Renovation Costs</b>
<b>Cafeteria</b>	<b>(10,10x7,80)m<sup>2</sup>= 78,78m<sup>2</sup></b>	<b>1 004 296,00 DZD</b>
<b>W.C(1)</b>	<b>(7,80x6,70)m<sup>2</sup>=52,26m<sup>2</sup></b>	<b>1 312 878,00 DZD</b>
<b>W.C(2)</b>	<b>(6,60x4,20)m<sup>2</sup>=24,72</b>	<b>1 346 196,00 DZD</b>
<b>Administration</b>	<b>(8,30x7,60)m<sup>2</sup> + (3,00x11,00)m<sup>2</sup>= 96,08 m<sup>2</sup></b>	<b>1 229 160,00 DZD</b>
<b>Lobby</b>	<b>(19,35x4,80)m<sup>2</sup>= 92,88 m<sup>2</sup></b>	<b>610 314,00 DZD</b>
<b>External Area</b>	<b>600 m<sup>2</sup></b>	<b>4 636 000,00 DZD</b>
<b>Parking Lot</b>	<b>2000 m<sup>2</sup></b>	<b>/</b>
<b>Grand Hall</b>	<b>(25,15x19,25) m<sup>2</sup></b>	<b>3 279 062,00 DZD</b>
<b>Cinema Building Interface</b>	<b>/</b>	<b>1 402 535,00 DZD</b>
<b>Total Amount</b>	<b>H.T</b>	<b>14 820 441,00 DZD</b>
	<b>T.V.A</b>	<b>2 815 883,79 DZD</b>
	<b>T.T.C</b>	<b>17 636 324,79 DZD</b>

**Table II:26: Facility Renovation Costs**

**Reference: (Appendix 10)**

The architectural layout presented below depicts the design blueprint of the project building:

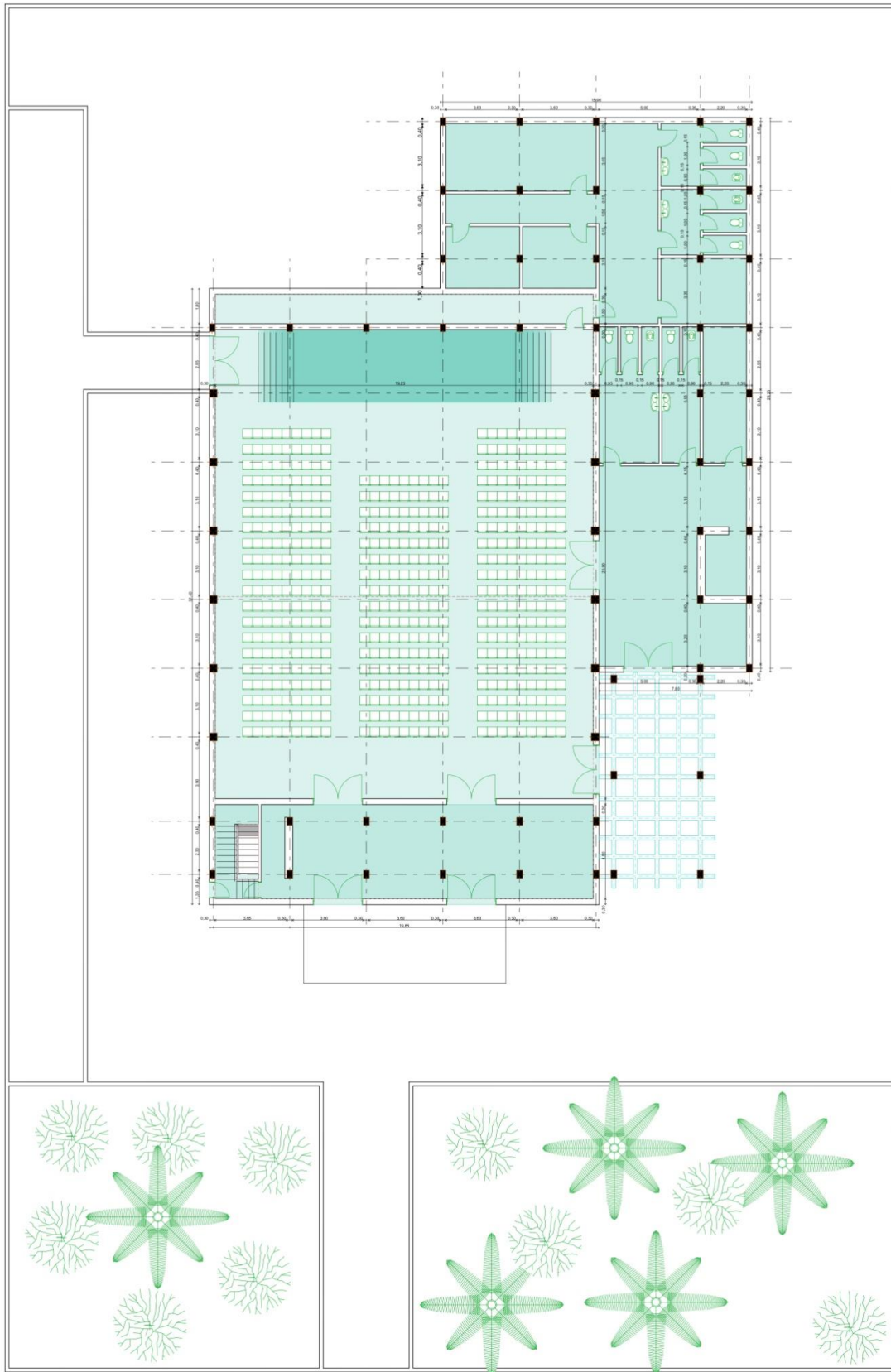


Figure II:7: NEBVLA Architectural Renovation Plan (Appendix 10)

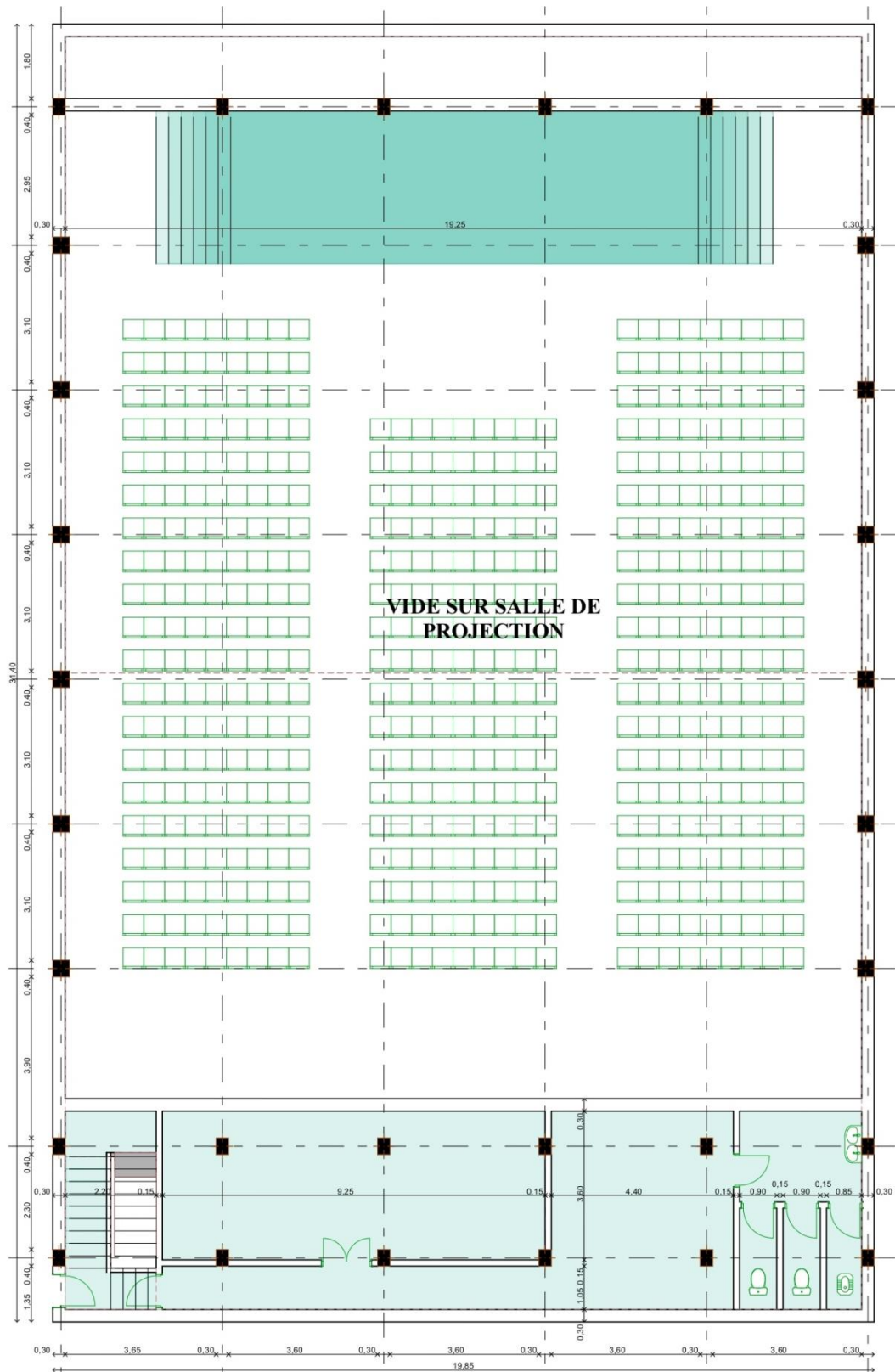


Figure II:8: NEBVLA Architectural Renovation Plan (Appendix 10)



## **4. Personnel**

Personnel planning is crucial for business success, encompassing the distinction between regular staff and freelancers to facilitate strategic adjustments. This section outlines the fluctuating employee numbers due to retirements or resignations, necessary workforce for production including seasonal workers, effective scheduling, and detailed job descriptions.

### **1 Distinction Between Regular Staff and Freelancers**

#### **Regular Staff:**

- Managers
- Accountant
- Projectionist
- Versatile Agents
- Cashiers
- Sanitation Workers

#### **Freelancers/Seasonal Workers:**

- Additional versatile agents or cashiers during peak seasons or special events.
- Technical support staff for maintenance or upgrades.
- Marketing personnel for promotional campaigns.

### **2 Addressing Employee Fluctuations**

To manage employee fluctuations due to retirements, resignations, or varying seasonal demands, a proactive recruitment and training strategy is essential:

- **Recruitment Strategy:** Maintain a talent pool and establish a recruitment pipeline.
- **Training Programs:** Implement cross-training for versatile agents to handle multiple roles.

- **Retention Plan:** Regular performance reviews and career development opportunities.

### **3 Effective Scheduling**

Effective scheduling across functional areas like production and marketing is vital to prevent disruptions or inflated costs caused by staff shortages or surpluses:

- **Production Scheduling:** Ensures that projectionists and versatile agents are available during peak show times.
- **Marketing Scheduling:** Aligns with promotional events and campaigns, requiring additional support from freelancers or seasonal workers.

### **4 Job Descriptions**

Job descriptions play a pivotal role in outlining staffing requirements, detailing key elements like job title, objectives, tasks, qualifications, and responsibilities. Regular updates ensure accuracy and alignment with evolving roles.

#### **1. Manager**

**Job Title:** Manager

**Objectives:** Oversee all cinema operations to achieve business goals and ensure customer satisfaction.

**Tasks:**

- Develop and implement business strategies.
- Manage day-to-day operations of the cinema.
- Oversee financial planning and budgeting.
- Coordinate marketing efforts and promotional activities.
- Supervise and train staff.
- Ensure compliance with safety and health regulations.

**Qualifications:**

- Master's degree in entrepreneurship.
- Strong leadership and management skills.



- Excellent communication and problem-solving abilities.
- Experience in business strategy and operations.
- Ability to work under pressure and manage multiple tasks.

**Responsibilities:**

- Achieve financial targets and business goals.
- Maintain high standards of customer service.
- Ensure efficient and effective operations.
- Lead and motivate staff to perform their best.
- Monitor and report on business performance.

**2. Accountant**

**Job Title:** Accountant

**Objectives:** Manage financial records, oversee budgeting, and ensure compliance with financial regulations.

**Tasks:**

- Prepare and maintain financial records.
- Conduct financial analysis and reporting.
- Oversee budget preparation and financial planning.
- Ensure compliance with financial regulations and audits.
- Assist in strategic financial decision-making.

**Qualifications:**

- Master's degree in accounting.
- Proficiency in accounting software and financial analysis.
- Strong analytical and numerical skills.

- Attention to detail and thorough understanding of financial regulations.
- Good communication and organizational skills.

**Responsibilities:**

- Maintain accurate financial records.
- Provide financial reports and analysis.
- Ensure timely and accurate budget preparation.
- Comply with financial regulations.
- Support strategic financial planning.

**3. Projectionist****Job Title:** Projectionist**Objectives:** Operate and maintain cinema projection equipment to ensure high-quality film presentations.**Tasks:**

- Operate film and digital projection equipment.
- Perform routine maintenance and troubleshooting of projection equipment.
- Ensure high-quality film and digital presentations.
- Coordinate with technical support for equipment upgrades.
- Maintain projection room and equipment cleanliness and order.

**Qualifications:**

- Senior technician in audiovisual.
- Technical expertise in projection equipment.
- Problem-solving skills for troubleshooting technical issues.
- Attention to detail for ensuring high-quality presentations.

- Ability to work independently and under pressure.

**Responsibilities:**

- Deliver high-quality film presentations.
- Maintain and troubleshoot projection equipment.
- Coordinate technical support and upgrades.
- Ensure projection room is clean and orderly.

**4. Versatile Agent****Job Title:** Versatile Agent

**Objectives:** Support various operational tasks within the cinema to ensure smooth and efficient service.

**Tasks:**

- Sell concessions to customers.
- Perform security duties, including guarding premises.
- Supervise activities within the cinema.
- Assist with transportation and logistics.
- Provide general support across various departments as needed.

**Qualifications:**

- Good C.V with experience in customer service or relevant fields.
- Strong interpersonal and multitasking skills.
- Flexibility to adapt to various tasks.
- Ability to work under pressure and handle diverse responsibilities.
- Basic knowledge of cinema operations.

**Responsibilities:**

- Maintain high standards of customer service.
- Adhere to operational protocols.
- Provide assistance across departments as needed.
- Ensure customer satisfaction.

**5. Cashier****Job Title:** Cashier

**Objectives:** Sell tickets to customers and handle transactions efficiently and accurately.

**Tasks:**

- Sell tickets to customers.
- Handle cash and electronic transactions.
- Provide information about movie schedules and promotions.
- Assist with customer inquiries and resolve issues.
- Maintain cleanliness and orderliness of the ticket counter.

**Qualifications:**

- Basic math skills for handling transactions.
- Strong customer service skills.
- Ability to work efficiently in a fast-paced environment.
- Good communication skills.
- Experience in retail or customer service preferred.

**Responsibilities:**

- Ensure accurate and efficient ticket sales.

- Handle customer transactions and inquiries.
- Maintain a clean and orderly ticket counter.
- Provide information and resolve issues for customers.

### **6. Sanitation Worker**

**Job Title:** Sanitation Worker

**Objectives:** Maintain cleanliness and hygiene within the cinema premises.

**Tasks:**

- Clean and maintain the cinema premises.
- Ensure restrooms and common areas are tidy.
- Dispose of waste and manage recycling.
- Perform routine cleaning tasks during and after operating hours.
- Report any maintenance or repair needs.

**Qualifications:**

- Seriousness and workmanship.
- Attention to detail and cleanliness.
- Ability to work independently and efficiently.
- Physical stamina for performing cleaning duties.
- Experience in cleaning or janitorial services preferred.

**Responsibilities:**

- Maintain a high standard of cleanliness.
- Ensure hygiene in all areas of the cinema.
- Dispose of waste properly.
- Perform cleaning tasks diligently and efficiently.

- Report any maintenance issues.

These detailed job descriptions ensure that all employees understand their roles, objectives, and responsibilities, contributing to the overall success and smooth operation of the cinema.

## **5. Inventory**

### **1 Inventory Management Strategies:**

While a cinema operation does not have traditional inventory like a retail business, it does involve the management of several key resources that can be considered as inventory. These include concessions (snacks and beverages), cleaning supplies, marketing materials, and technical supplies for projection and maintenance. Effective inventory management of these resources is crucial for smooth operations and customer satisfaction.

### **2 Types of Inventory:**

#### **1. Concessions Inventory:**

- Popcorn, candies, beverages, nachos, etc.

#### **2. Cleaning Supplies:**

- Detergents, sanitizers, trash bags, brooms, etc.

#### **3. Marketing Materials:**

- Posters, flyers, promotional items.

#### **4. Technical Supplies:**

- Light bulbs for projectors, cables, maintenance tools.

### **3 Average Inventory Value:**

To maintain an efficient operation, the average inventory value for each type of inventory must be monitored and managed. This involves balancing the cost of holding inventory with the need to have sufficient stock on hand to meet customer demand.

- **Concessions:** High turnover items with moderate average value. Regular monitoring ensures fresh stock and minimizes waste.
- **Cleaning Supplies:** Moderate turnover with low to moderate average value. Regular restocking ensures cleanliness and hygiene.
- **Marketing Materials:** Low turnover with low average value. Managed according to promotional schedules and campaign needs.
- **Technical Supplies:** Low turnover with high average value. Essential for maintaining uninterrupted service.
- **Projected Inventory Turnover Rate:** Inventory turnover rate indicates how often inventory is used or sold within a period. Higher turnover rates are generally desirable as they imply efficient inventory management and fresher stock.

#### **4 Seasonal Fluctuations in Inventory Needs:**

Demand for inventory can vary significantly with seasons, holidays, and special events. Effective inventory management must account for these fluctuations to avoid stock outs or overstock situations.

- **Concessions:** Increased demand during holidays, weekends, and blockbuster movie releases. Planning for seasonal variations ensures sufficient stock.
- **Cleaning Supplies:** Fairly consistent demand, with slight increases during high traffic periods.
- **Marketing Materials:** Fluctuates with the release of new films and promotional events. Aligning inventory with marketing calendars is crucial.
- **Technical Supplies:** Generally stable, but periodic checks and maintenance schedules can cause spikes in demand.

#### **5 Lead Time for Inventory Procurement:**

- Lead time is the duration between placing an order and receiving it. Understanding and managing lead time is crucial for maintaining optimal inventory levels.

- **Concessions:** Typically, short lead times, but variability must be considered for special items.
- **Cleaning Supplies:** Short to moderate lead times, regular procurement schedules.
- **Marketing Materials:** Moderate lead times, requiring coordination with marketing campaigns.
- **Technical Supplies:** Long lead times for specialized equipment, necessitating advance planning and safety stock.

## **6 Inventory Management Strategy:**

### **1. Just-In-Time (JIT) Inventory:**

- For concessions and cleaning supplies, a JIT approach minimizes holding costs and ensures freshness.

### **2. Safety Stock:**

- Maintaining a small buffer stock of critical technical supplies and high-demand concessions to avoid stock outs.

### **3. Automated Inventory Tracking:**

- Using inventory management software to track stock levels, sales patterns, and reorder points.

### **4. Supplier Relationships:**

- Building strong relationships with reliable suppliers to ensure timely delivery and negotiate better terms.

### **5. Regular Audits:**

- Conducting regular inventory audits to verify stock levels, identify discrepancies, and adjust orders accordingly.

In summary, while a cinema does not have a traditional inventory like a retail store, effective management of concessions, cleaning supplies, marketing materials, and technical supplies is essential. By understanding the types of inventory,



maintaining optimal inventory values, managing turnover rates, anticipating seasonal fluctuations, and planning for lead times, the cinema can ensure smooth operations, reduce costs, and enhance customer satisfaction.

## **6. Suppliers**

### **1 Identifying Key Suppliers and Their Vital Details:**

#### **Machinery Suppliers:**

##### **Foreign Machinery Supplier:**

- Christie CP2230 Digital Cinema Projector
  - **Details:**
    - **Contact Information:** Available upon request.
    - **Inventory Supplied:** Advanced cinema projection systems, high-definition screens, and state-of-the-art sound systems.
    - **Delivery Policies:** Standard international shipping policies apply; usually requires 4-6 weeks for delivery.
    - **Supplier Reliability and History:** Established international supplier with a track record of reliability and high-quality equipment.
    - **Contingency Plans:** Maintain a list of alternate suppliers and stock essential spare parts.
    - **Supply Cost Stability:** Subject to international market fluctuations and exchange rates.
    - **Payment Terms:** Typically requires a 50% down payment with the remaining balance due upon delivery.
    - **Mitigation Strategies for Supply Fluctuations:** No long-term strategy required; this projector boasts a lifespan of 12 years.

##### **Local Machinery Suppliers (23 in total):**

- **Details:**
  - **Contact Information:** Available upon request.

- **Inventory Supplied:** Assorted cinema equipment such as lighting fixtures, security systems, desk furnishings, popcorn and beverage vending machines, and other supplementary components.
- **Delivery Policies:** Faster delivery times (1-2 weeks) due to local proximity.
- **Supplier Reliability and History:** Generally reliable; preferred local businesses with good reputations.
- **Contingency Plans:** Use multiple local suppliers to avoid dependency on a single source.
- **Supply Cost Stability:** More stable pricing due to local sourcing.
- **Payment Terms:** Typically flexible, with some requiring prepayments while others operate on a 'Cash On Delivery' (COD) basis.
- **Mitigation Strategies for Supply Fluctuations:** Establish standing orders and maintain regular communication to anticipate changes.

### **Movie Suppliers**

#### **Foreign Movie Distributor (Ryad Ayadi Distributor of films and general manager of MD Ciné):**

- **Details:**
  - **Contact Information:** Ryad Ayadi, General Manager of MD Ciné, contact details available upon request.
  - **Inventory Supplied:** Blockbuster movies and other foreign films.
  - **Delivery Policies:** Digital delivery systems with agreed-upon release schedules.
  - **Supplier Reliability and History:** Highly reliable, specializes in blockbuster movies.
  - **Contingency Plans:** There are no other distributors.
  - **Supply Cost Stability:** Not negotiable.

- **Payment Terms:** During the first month of the movie's airing, the supplier receives a 50% share of every ticket sold. This share decreases to 40% for the second month and further to 30% for subsequent months if we choose to continue airing it.
- **Mitigation Strategies for Supply Fluctuations:** Develop relationships with multiple distributors to ensure a steady supply of popular films.

**Local Movie Supplier (The Ministry of Culture and Arts):**

- **Details:**
  - **Contact Information:** Ministry of Culture and Arts, contact details available upon request.
  - **Inventory Supplied:** Algerian movies.
  - **Delivery Policies:** Facilitated through cultural agreements; generally flexible.
  - **Supplier Reliability and History:** Highly reliable; government-backed.
  - **Contingency Plans:** Coordinate with local film production companies.
  - **Supply Cost Stability:** Generally stable, often negotiated for cultural promotion.
  - **Payment Terms:** Typically involves minimal costs or revenue-sharing agreements.
  - **Mitigation Strategies for Supply Fluctuations:** Engage with independent local filmmakers to expand the catalog.

**Concessions and Cleaning Supplies****Concessions such as popcorn ingredients and beverages (Local Retailers):**

- **Details:**
  - **Contact Information:** Available upon request.
  - **Inventory Supplied:** Popcorn kernels, oil, seasoning, beverages.

- **Delivery Policies:** Weekly or bi-weekly deliveries based on consumption rates.
- **Supplier Reliability and History:** Reliable with consistent delivery schedules.
- **Contingency Plans:** Maintain relationships with multiple local suppliers to avoid disruptions.
- **Supply Cost Stability:** Stable, with occasional price fluctuations due to seasonal factors.
- **Payment Terms:** Usually "Cash On Delivery" (COD)
- **Mitigation Strategies for Supply Fluctuations:** Stockpile essential non-perishable items.

**Cleaning Supplies (Local Retailers):**

- **Details:**
  - **Contact Information:** Available upon request.
  - **Inventory Supplied:** Detergents, sanitizers, trash bags, brooms, etc.
  - **Delivery Policies:** Regular deliveries scheduled to ensure continuous supply.
  - **Supplier Reliability and History:** Highly reliable with established delivery routes.
  - **Contingency Plans:** Use multiple suppliers and keep a minimum inventory level.
  - **Supply Cost Stability:** Relatively stable, subject to minor market fluctuations.
  - **Payment Terms:** Flexible, typically "Cash On Delivery" (COD).
  - **Mitigation Strategies for Supply Fluctuations:** Maintain a buffer stock to handle sudden shortages.

**Marketing Materials****Local Retailers:**

- **Details:**
  - **Contact Information:** Available upon request.
  - **Inventory Supplied:** Posters, flyers, promotional items.
  - **Delivery Policies:** Fast turnaround times, usually within a week.
  - **Supplier Reliability and History:** Reliable, with a track record of high-quality production.
  - **Contingency Plans:** Have multiple suppliers for competitive pricing and reliability.
  - **Supply Cost Stability:** Generally stable, with occasional promotional discounts.
  - **Payment Terms:** "Cash On Delivery" (COD).
  - **Mitigation Strategies for Supply Fluctuations:** Plan campaigns well in advance and order materials early.

**Mobile Application Development****Local Freelancers:**

- **Details:**
  - **Contact Information:** Available upon request.
  - **Inventory Supplied:** Mobile application development and maintenance.
  - **Delivery Policies:** Project-based timelines with clear milestones.
  - **Supplier Reliability and History:** Reliable, selected based on portfolio and previous work.
  - **Contingency Plans:** Maintain a list of vetted freelancers and small development firms.
  - **Supply Cost Stability:** Project-based costing with defined budgets.

- **Payment Terms:** "cash on delivery" (COD).
- **Mitigation Strategies for Supply Fluctuations:** Maintain a network of freelancers for backup support.

## 2 Overall Supplier Strategy

- **Supplier Reliability and History:** Select suppliers with proven track records and reliable service histories.
- **Contingency Plans for Supply Shortages:** Develop relationships with multiple suppliers to provide alternatives in case of shortages.
- **Supply Cost Stability:** Negotiate long-term contracts where possible to stabilize costs and budget effectively.
- **Payment Terms:** Favorable terms such as net 30 or milestone-based payments to manage cash flow.
- **Mitigation Strategies for Supply Fluctuations:** Maintain buffer stocks, plan well in advance, and diversify the supplier base to mitigate risks.

By establishing strong relationships with these suppliers and implementing comprehensive inventory management strategies, the cinema can ensure smooth operations, maintain high service quality, and enhance customer satisfaction.

## 5. Financial plan

In this section, we will translate the insights from the previous discussions into actionable value-based outcomes to inform our investment decision.

### 1. Assessing Project Costs

#### 1 Identifying Annual Operating Costs

This involves summarizing all expenses related to the project's operations, as outlined in the previous diagrams and detailed in the following table.

Operational Costs	Amount (DZD)
Wage Cost	4 977 600,00
Rent	3 300 000,00
Distribution (50%) + ONDA (10%) + TVA (19%)	168 971 646
Phone and Internet bills	60 000,00
Insurance	315 000,00
ads	508 000,00
App	200 000,00
Popcorn	6 683 520,00
Other costs	190 000,00
<b>Total</b>	<b>185 205 766,00 DZD</b>

Table II:27: Operational Expenses Breakdown

Source: prepared by the students

## 2 Investment Structure

This includes all the expenses incurred from the inception of the project idea up until the opening day on January 1st 2025. The following table details these costs:

Investment Cost	Amount
Renovations	17 636 324,79
Equipment	18 774 077,4
<b>Total</b>	<b>36 410 402,19</b>

Table II:28: Investment Cost Expenditure

Source: prepared by the students

## 3 Depreciation of Investments

Depreciation is calculated based on the productive lifespan of the investment, considering both fixed and variable depreciation. In the case of infrastructure, the lifespan is typically 20 years, while for machinery and equipment, it ranges from 1 to 15 years, depending on the technical specifications outlined in each investment's

technical profile. At the end of each productive lifespan, we reassess its value. The following table illustrates the depreciation of project installations over a 6-year period:



Statement	Asset value	Productive life	Depreciation installment (year 01)	Asset value (year 02)	Depreciation installment (year 02)	Asset value (year 03)	Depreciation installment (year 03)	Asset value (year 04)	Depreciation installment (year 04)	Asset value (year 05)	Depreciation installment (year 05)	Asset value (year 06)	Depreciation installment (year 06)
Renovations	17 636 324,79	20	881 816,24	16 754 508,55	881 816,24	15 872 692,31	881 816,24	14 990 876,07	881 816,24	14 109 059,83	881 816,24	13 227 243,59	881 816,24
ETC Element 40 Lighting Console	607 000,00	10	60 700,00	546 300,00	60 700,00	485 600,00	60 700,00	424 900,00	60 700,00	364 200,00	60 700,00	303 500,00	60 700,00
ETC Source 4 Leko front and side light	180 000,00	15	12 000,00	168 000,00	12 000,00	156 000,00	12 000,00	144 000,00	12 000,00	132 000,00	12 000,00	120 000,00	12 000,00
Christie CP2230 Digital Cinema Projector	11 250 924,40	12	937 577,03	10 313 347,37	937 577,03	9 375 770,33	937 577,03	8 438 193,30	937 577,03	7 500 616,27	937 577,03	6 563 039,23	937 577,03

## Chapter II:

## Field work and Data Analysis

Oppo Blu-Ray DVD Player	90 000,00	7	12 857,14	77 142,86	12 857,14	64 285,71	12 857,14	51 428,57	12 857,14	38 571,43	12 857,14	25 714,29	12 857,14
Projector screen material	85 000,00	10	8 500,00	76 500,00	8 500,00	68 000,00	8 500,00	59 500,00	8 500,00	51 000,00	8 500,00	42 500,00	8 500,00
Yamaha LS9-16 Channel Digital Mixing Console	120 000,00	10	12 000,00	108 000,00	12 000,00	96 000,00	12 000,00	84 000,00	12 000,00	72 000,00	12 000,00	60 000,00	12 000,00
QSC DCA 2422, 3022 Amplifiers	22 000,00	12	1 833,33	20 166,67	1 833,33	18 333,33	1 833,33	16 500,00	1 833,33	14 666,67	1 833,33	12 833,33	1 833,33
JBL SRX700 Monitor Speakers	400 000,00	10	40 000,00	360 000,00	40 000,00	320 000,00	40 000,00	280 000,00	40 000,00	240 000,00	40 000,00	200 000,00	40 000,00

Dolby system 1280 screen channel speaker	370 000,00	12	30 833,33	339 166,67	30 833,33	308 333,33	30 833,33	277 500,00	30 833,33	246 666,67	30 833,33	215 833,33	30 833,33
Bose surround speakers	1 100 000,00	10	110 000,00	990 000,00	110 000,00	880 000,00	110 000,00	770 000,00	110 000,00	660 000,00	110 000,00	550 000,00	110 000,00
Digital cinema package	20 000,00	15	1 333,33	18 666,67	1 333,33	17 333,33	1 333,33	16 000,00	1 333,33	14 666,67	1 333,33	13 333,33	1 333,33
Sofa	250 000,00	15	16 666,67	233 333,33	16 666,67	216 666,67	16 666,67	200 000,00	16 666,67	183 333,33	16 666,67	166 666,67	16 666,67
Office desk	139 000,00	15	9 266,67	129 733,33	9 266,67	120 466,67	9 266,67	111 200,00	9 266,67	101 933,33	9 266,67	92 666,67	9 266,67

## Chapter II:

## Field work and Data Analysis

Office chair	55 000,00	7	7 857,14	47 142,86	7 857,14	39 285,71	7 857,14	31 428,57	7 857,14	23 571,43	7 857,14	15 714,29	7 857,14
Laptop	60 000,00	5	12 000,00	48 000,00	12 000,00	36 000,00	12 000,00	24 000,00	12 000,00	12 000,00	12 000,00	0,00	12 000,00
Desk computer	280 000,00	8	35 000,00	245 000,00	35 000,00	210 000,00	35 000,00	175 000,00	35 000,00	140 000,00	35 000,00	105 000,00	35 000,00
Popcorn machine	80 000,00	7	11 428,57	68 571,43	11 428,57	57 142,86	11 428,57	45 714,29	11 428,57	34 285,71	11 428,57	22 857,14	11 428,57
Beverage vending machine	2 000 000,00	10	200 000,00	1 800 000,00	200 000,00	1 600 000,00	200 000,00	1 400 000,00	200 000,00	1 200 000,00	200 000,00	1 000 000,00	200 000,00
Display Monitors	300 000,00	20	15 000,00	285 000,00	15 000,00	270 000,00	15 000,00	255 000,00	15 000,00	240 000,00	15 000,00	225 000,00	15 000,00

printer	186 000,00	5	37 200,00	148 800,00	37 200,00	111 600,00	37 200,00	74 400,00	37 200,00	37 200,00	37 200,00	0,00	37 200,00
closet	120 000,00	20	6 000,00	114 000,00	6 000,00	108 000,00	6 000,00	102 000,00	6 000,00	96 000,00	6 000,00	90 000,00	6 000,00
Cash register	180 000,00	15	12 000,00	168 000,00	12 000,00	156 000,00	12 000,00	144 000,00	12 000,00	132 000,00	12 000,00	120 000,00	12 000,00
<b>Total</b>			<b>2 471 869,46</b>		<b>2 471 869,46</b>		<b>2 471 869,46</b>		<b>2 471 869,46</b>		<b>2 471 869,46</b>		<b>2 471 869,46</b>

**Table II:29: Investment Depreciation Table**

**Prepared by the students**

## 2. Preparing Financial Statements for the Project

### 1 Preparation of the Project's Opening Budget

Assets		Expenses	
The Statement	Year(n-1)	The Statement	Year(n-1)
Non-current assets		Non-current expenses	
Renovations	17 636 324,79		
Equipments	18 774 077,4		
Total non-current assets	39 710 402,19	Contributions	23 600 000
		Bank loan	20 000 000
Current assets			
Bank	3889 597,81		
Total current assets	3889 597,81		
<b>Total</b>	<b>43 600 000,00</b>	<b>Total</b>	<b>43 600 000,00</b>

Table II:30: The Project's Opening Budget

Prepared by the students

**2 Preparing the Income Statement**

After assuming a 2.3% increase in the determination of the revenue figure for the project's operations, we also assume the same percentage increase in determining the increase in its operational expenses. The following table represents the projected income statement for the project for the next six years.

## Chapter II:

## Field work and Data Analysis

The Elements	2025	2026	2027	2028	2029	2030
<b>Turnover</b>	182 905 081,73	187 098 098,61	191 387 554,88	195 775 668,64	200 264 709,02	204 856 997,32
<b>Production for the fiscal year (1)</b>	182 905 081,73	187 098 098,61	191 387 554,88	195 775 668,64	200 264 709,02	204 856 997,32
<b>Purchases: Distributor ONDA</b>	80 036 377,34 16 007 275,47	81 877 214,02 16 375 442,80	83 760 389,95 16 752 077,99	85 686 878,91 17 137 375,78	87 657 677,13 17 531 535,43	89 673 803,70 17 934 760,74
<b>External services and other consumptions</b>	11 256 520,00	11 410 240,96	11 567 497,50	11 728 370,94	11 892 944,47	12 083 263,03
<b>Internet and phone bills</b>	60 000,00	60 000,00	60 000,00	60 000,00	60 000,00	60 000,00
<b>Rent</b>	3 300 000,00	3 300 000,00	3 300 000,00	3 300 000,00	3 300 000,00	3 300 000,00
<b>Insurance</b>	315 000,00	315 000,00	315 000,00	315 000,00	315 000,00	315 000,00
<b>Ads</b>	508 000,00	508 000,00	508 000,00	508 000,00	508 000,00	508 000,00
<b>App</b>	200 000,00	200 000,00	200 000,00	200 000,00	200 000,00	200 000,00
<b>Popcorn</b>	6 683 520,00	6 837 240,96	6 994 497,50	7 155 370,94	7 319 944,47	7510263,026
<b>Other costs</b>	190 000,00	190 000,00	190 000,00	190 000,00	190 000,00	190 000,00
<b>consumptions for the fiscal year (2)</b>	107 300 172,81	109 662 897,79	112 079 965,43	114 552 625,64	117 082 157,03	119 691 827,47



<b>The value added for operation (2-1)</b>	75 604 908,92	77 435 200,82	79 307 589,44	81 223 043,00	83 182 551,99	85 165 169,85
<b>Employee expenses</b>	6 237 600,00	6 237 600,00	6 237 600,00	6 237 600,00	6 237 600,00	6 237 600,00
<b>Taxes, duties, and similar payments</b>	/	/	/	/	/	/
<b>The gross surplus from operations (4)</b>	69 367 308,92	71 197 600,82	73 069 989,44	74 985 443,00	76 944 951,99	78 927 569,85
<b>Operational revenues</b>						
<b>Other operational expenses</b>						
<b>Provisions for depreciation and provisions</b>	2443150,73	2443150,73	2443150,73	2443150,73	2443150,73	2443150,73
<b>Recovery of impairments of assets and provision</b>	/	/	/	/	/	/
<b>Operating result (5)</b>	66 924 158,19	68 754 450,09	70 626 838,71	72 542 292,27	74 501 801,26	76 484 419,12
<b>Financial revenues</b>	0	0	0	0	0	0
<b>Financial expenses</b>	5406010,73	5406010,73	5406010,73	5406010,73	5406010,73	0
<b>Financial result (6)</b>	-5406010,73	-5406010,73	-5406010,73	-5406010,73	-5406010,73	0

<b>The ordinary result before tax (7) - (6 + 5)</b>	61 518 147,46	63 348 439,36	65 220 827,98	67 136 281,54	69 095 790,53	76 484 419,12
<b>Taxes payable on ordinary results</b>	15 994 718,34	16 470 594,23	16 957 415,28	17 455 433,20	17 964 905,54	19 885 948,97
<b>Deferred taxes (changes) related to ordinary results</b>						
<b>Total ordinary activity revenues</b>						
<b>Total ordinary activity expenses</b>						
<b>Net result from ordinary activities (8)</b>	<b>45 523 429,12</b>	<b>46 877 845,13</b>	<b>48 263 412,71</b>	<b>49 680 848,34</b>	<b>51 130 884,99</b>	<b>56 598 470,15</b>

Table II:31: Six-Year Income Statement Table

Prepared by the student

## 3 Preparing the Closing Budget

Assets		Expenses	
Non-Current Assets	34 400 882,35	Non-Current expenses	89 123 429,12
Renovations	16 754 508,55	Personal Funds	23 600 000,00
Equipment	17 646 373,80	Result	45 523 429,12
		Bank Loan	20 000 000,00
Current Assets	70 717 265,10	Current Expenses	15 994 718,34
Bank	70 717 265,10	Tax	15 994 718,34
<b>Total</b>	<b>105 118 147,45</b>	<b>Total</b>	<b>105 118 147,46</b>

Table II:32: The Project's Closing Budget

Prepared by the student

## 3. Project Financing Structure

The project is financed through a partnership between the stakeholders and the bank. The partners' contribution accounts for 51.3%, while the bank provides a loan representing 48.7% of the investment value, with an interest rate of 9%, to be repaid over a period of 5 years. The following table illustrates each partner's contribution:

Contributors	Contribution Share	Amount
Mohamed Moslim	25,65%	11 800 000,00
Merzoug		
Ayoub Tiar	25,65%	11 800 000,00
Bank Al Salam	48,70%	20 000 000,00
<b>Total</b>	<b>100%</b>	<b>43 600 000,00</b>

Table II:33: Contributors and Their Contributions

Prepared by the student

## 1 Loan Repayment

	Time stand	Loan value	Loan installment	Profits margin	Total paid amount	The remaining loan value
0	01/01/2025	20 000 000,00			0,00	20 000 000,00
1	01/04/2025	20 000 000,00	802 841,42	450 000,00	1 252 841,42	19 197 158,58
2	01/07/2025	19 197 158,58	820 905,35	431 936,07	1 252 841,42	18 376 253,23
3	01/10/2025	18 376 253,23	839 375,72	413 465,70	1 252 841,42	17 536 877,51
4	01/01/2026	17 536 877,51	858 261,68	394 579,74	1 252 841,42	16 678 615,83
5	01/04/2026	16 678 615,83	877 572,56	375 268,86	1 252 841,42	15 801 043,27
6	01/07/2026	15 801 043,27	897 317,95	355 523,47	1 252 841,42	14 903 725,32
7	01/10/2026	14 903 725,32	917 507,60	335 333,82	1 252 841,42	13 986 217,72
8	01/01/2027	13 986 217,72	938 151,52	314 689,90	1 252 841,42	13 048 066,20
9	01/04/2027	13 048 066,20	959 259,93	293 581,49	1 252 841,42	12 088 806,27
10	01/07/2027	12 088 806,27	980 843,28	271 998,14	1 252 841,42	11 107 962,99
11	01/10/2027	11 107 962,99	1 002 912,25	249 929,17	1 252 841,42	10 105 050,74
12	01/01/2028	10 105 050,74	1 025 477,78	227 363,64	1 252 841,42	9 079 572,96
13	01/04/2028	9 079 572,96	1 048 551,03	204 290,39	1 252 841,42	8 031 021,93
14	01/07/2028	8 031 021,93	1 072 143,43	180 697,99	1 252 841,42	6 958 878,50
15	01/10/2028	6 958 878,50	1 096 266,65	156 574,77	1 252 841,42	5 862 611,85
16	01/01/2029	5 862 611,85	1 120 932,65	131 908,77	1 252 841,42	4 741 679,20
17	01/04/2029	4 741 679,20	1 146 153,64	106 687,78	1 252 841,42	3 595 525,56
18	01/07/2029	3 595 525,56	1 171 942,09	80 899,33	1 252 841,42	2 423 583,47
19	01/10/2029	2 423 583,47	1 198 310,79	54 530,63	1 252 841,42	1 225 272,68
20	01/01/2030	1 225 272,68	1 225 272,68	27 568,64	1 252 841,32	0,00

Table II:34: Loan Repayment Schedule

Prepared by the student

## 2 Project Insurance Expenses

The project insurance expenses have been estimated at DZD 315,000.00 excluding taxes. VAT:  $DZD\ 315,000.00 \times 19\% = 59,850.00\ DZD$

The total amount including all fees is 374,850.00. DZD

## 4. The Financial Assessment of the Project

## 1 The Payback Period:

To calculate the payback period, we first compute the cumulative net cash flows for 6 years, until the year of bank loan repayment, where: We have an  $IO = 39,710,402.19\ DZD$  and a discount rate of 9%."

**The Net Cash Flow = The Net Result + Depreciation Allowances.**

The following table illustrates the cash flows for the first (6) years of the project's lifespan:

<b>Years</b>	<b>Updated Cash Flow</b>	<b>Cumulative Cash Flow</b>
<b>2025</b>	44 273 960,73	44 273 960,73
<b>2026</b>	41 758 297,46	86 032 258,19
<b>2027</b>	39 380 277,04	125 412 535,23
<b>2028</b>	37 132 841,66	162 545 376,89
<b>2029</b>	35 009 251,55	197 554 628,44
<b>2030</b>	35 204 589,46	232 759 217,90

**Table II:35: The Net Cash Flows of the Project Over a Period of (06) Years**

**Prepared by the student**

By examining the current cumulative cash flows, we note that our project's payback period falls in the first Year.

Thus, we will attempt to calculate it by cumulative net cash flows for 12 months of the first year, the following table illustrates the cash flows for the first 12 months of the project's lifespan:

<b>Months</b>	<b>Updated Cash Flow</b>	<b>Cumulative Cash Flow</b>
<b>January</b>	4 021 552,35	4 021 552,35
<b>February</b>	4 021 552,27	8 043 104,62
<b>March</b>	4 021 552,20	12 064 656,82
<b>April</b>	4 021 552,14	16 086 208,96
<b>May</b>	4 021 552,08	20 107 761,03
<b>June</b>	4 021 552,03	24 129 313,06
<b>July</b>	4 021 551,98	28 150 865,04
<b>August</b>	4 021 551,93	32 172 416,97
<b>September</b>	4 021 551,89	36 193 968,86
<b>October</b>	4 021 551,85	40 215 520,71
<b>November</b>	4 021 551,82	44 237 072,52
<b>December</b>	4 021 551,78	48 258 624,31

**Table II:36: 2025's Net Cash Flows of the Project**

**Prepared by the student**

By examining the current cumulative cash flows, we note that our project's payback period falls between the 10<sup>th</sup> and 11<sup>th</sup> month, in this case we calculate the duration using the tripartite method, yielding:

$$(39\,710\,402,19 \times 1) / 44\,273\,960,73 = 0,89$$

We multiply  $0,89 \times 12 = 10,76$

We also multiply  $0,76 \times 30 = 22,8$

In this case our payback period is: 10 months and 22 days

## **2 Break-even Point**

It is calculated using the following relationship:

$$\text{(Fixed costs / Contribution Margin)} \times \text{Price}$$

### **Fixed costs:**

Purchases: 91 292 897,34

External services and other consumptions: 11 256 520,00 DZD

Employee expenses: 6 237 600,00 DZD

Provisions for depreciation and provisions: 2443150,73 DZD

### **Variable costs:**

Taxes payable on ordinary results: 15 994 718,34 DZD

$$\text{SR} = 198\,331\,846,44 \times (91\,292\,897,34 + 11\,256\,520,00 + 6\,237\,600,00 + 2443150,73) / 198\,331\,846,44 - 15\,994\,718,34 = 182\,337\,128,10$$

To determine the exact time of payback, we perform the following calculation:

$$182\,337\,128,10 \times 12 / 198331846,44 = 7,63$$

The break-even point, where the project's revenues equal its expenses, is: 182 337 128,10

**and it is achieved after 7 months and 18 days.**

**Chapter Conclusion**

The exploration of entrepreneurship in this segment underscores its multifaceted nature, emphasizing innovation, proactive initiative, and skill development as core components. It delves into the significance of a well-crafted business plan as a strategic roadmap, outlining objectives and key sections essential for sustainable growth. Furthermore, the emphasis on a structured marketing plan highlights its role in attracting and retaining customers by aligning product offerings with market needs and competitive positioning.

Additionally, the organizational plan addresses crucial structural and operational aspects, ensuring alignment with strategic objectives and promoting operational efficiency. The operational plan further emphasizes strategic alignment and contingency planning for resilience and adaptability in dynamic business environments.

Finally, the financial plan underscores the importance of financial planning in securing investment and ensuring long-term sustainability through realistic projections and risk mitigation strategies. Collectively, these elements provide a robust theoretical foundation essential for the establishment and success of a cinema theater in Biskra, offering a comprehensive blueprint for business creation and growth while contributing positively to the local economy.

# *General Conclusion*



## **General Conclusion**

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### **General Conclusion**

This study on establishing the "NEBVLA" movie theater in Biskra, Algeria, weaves together cultural heritage and modern entrepreneurship. Aiming to rejuvenate Biskra's once-thriving cinema scene, the project addresses a clear market gap left by the decline of local theaters in the late 20th century due to economic and technological shifts.

The "NEBVLA" movie theater project represents a fusion of cultural revival and entrepreneurial innovation. With careful planning and strategic execution, it aspires to create a premier entertainment destination that honors Biskra's rich cultural heritage while meeting contemporary needs. This initiative stands as a symbol of hope and creativity, enriching the community and inspiring future entrepreneurial endeavors in the region.

Algeria's cultural entertainment and leisure sector presents a fertile investment opportunity, given the scarcity of such facilities and the high market demand. However, launching a project in this domain necessitates a thorough feasibility study. This study outlines the process of preparing a comprehensive business plan for establishing a cinema theater. It begins with developing a marketing plan to understand the operational environment, assess market size, devise demand fulfillment strategies, and capture market share.

Next, the organizational plan addresses the human resource needs and structures them to align with the production process. The operational plan follows, detailing the resources and equipment required, along with their optimal utilization to achieve the marketing plan's objectives. Finally, the financial plan specifies the necessary financial resources to support the preceding plans, determining the overall investment feasibility.

The "NEBVLA" movie theater project seeks to blend cultural heritage with modern business practices, aiming to create a vibrant cultural and entertainment hub in Biskra. Through meticulous planning and strategic execution, this initiative not only aspires to revive Biskra's cinematic legacy but also to foster economic growth and inspire future entrepreneurial ventures in the region. The project highlights the significant impact that entertainment and cultural venues can have on local

## General Conclusion

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communities by providing much-needed recreation, enhancing quality of life, and creating new economic opportunities. By reviving the movie-going culture in Biskra, the NEBVLA project aims to contribute positively to the city's cultural identity and socioeconomic development.

### First: Study Results

Drawing from our theoretical exploration of business plans and the practical execution of the NEBVLA project, we can derive several key findings:

#### 1. Theoretical Results:

- **Prospective Study:** A business plan acts as a forward-looking blueprint for the project, providing a clear roadmap for future actions and decisions.
- **Comprehensive Coverage:** A well-crafted business plan encompasses all critical facets of the project, including marketing, production, organizational, and financial elements, ensuring a holistic approach to project development.
- **Strategic Marketing:** The marketing plan is founded on meticulously developed scientific strategies, helping to identify target markets, understand customer needs, and position the project effectively.
- **Investment Outline:** The production plan details the investment costs associated with the project, providing a clear understanding of the financial requirements and helping to secure necessary funding.
- **Legal and Organizational Structure:** The project's legal form and organizational structure are selected by management to align with the specific activities of the project, ensuring compliance with regulations and efficient operations.
- **Financial Evaluation:** The financial plan functions as a gauge for assessing the effectiveness and progress of the other plans, offering metrics and benchmarks for performance evaluation.

## General Conclusion

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- **Preventative Planning:** Effective planning minimizes the occurrence of unforeseen contingencies, helping to manage risks and maintain project stability.
- **Meticulous Preparation:** Ensuring the detailed preparation of all components of a business plan, including marketing, production, organizational, and financial aspects, is crucial to mitigating potential risks and consequences.
- **Alignment with Strategic Goals:** A well-defined business plan ensures that all project activities are aligned with the overall strategic goals, enhancing coherence and focus.
- **Resource Optimization:** Detailed planning allows for optimal utilization of resources, reducing waste and increasing efficiency in achieving project objectives.
- **Market Analysis:** Comprehensive market analysis within the business plan helps to identify opportunities and threats, allowing for strategic positioning and competitive advantage.
- **Feasibility Assessment:** The business plan includes a thorough feasibility assessment, evaluating the practicality and potential success of the project based on various factors such as market demand, competition, and financial projections.
- **Communication Tool:** The business plan serves as an essential communication tool, conveying the project's vision, goals, and strategies to stakeholders, investors, and team members.
- **Innovation and Adaptation:** A dynamic business plan encourages innovation and adaptation, allowing the project to respond to changing market conditions and emerging trends effectively.

### 2. Practical Results:

Applying our theoretical study to the implementation of the NEBVLA theater project has yielded several practical insights:

## General Conclusion

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- **Theory to Practice Translation:** We successfully translated theoretical concepts into practical business plans, bridging the gap between academic knowledge and real-world application.
- **Marketing Plan Success Factors:** The success of marketing plans is significantly linked to strategic pricing and the selection of an optimal location, both of which are critical for attracting and retaining customers.
- **High Investment and Operational Costs:** Entertainment projects entail substantial investment and operational costs, necessitating careful financial planning and management, as highlighted in the production plan.
- **High Returns on Investment:** Despite high costs, entertainment projects can yield significant returns, demonstrating the potential profitability of well-executed ventures.
- **Importance of Work Schedules:** Efficiently organized work schedules are a key factor in project success, ensuring smooth operations and productivity.
- **Validation through Financial Planning:** The financial plan serves as a critical tool for validating the success or failure of previous plans, providing a quantitative measure of project viability and performance.
- **Community Engagement:** Engaging with the local community through surveys and interviews provided valuable insights into consumer preferences and expectations, enhancing the relevance and appeal of the project.
- **Stakeholder Collaboration:** Collaborating with various stakeholders, including local businesses and government entities, facilitated smoother project execution and resource acquisition.
- **Risk Management:** Identifying and addressing potential risks early on through comprehensive planning helped mitigate issues that could have impacted the project's success.
- **Adaptability and Flexibility:** The ability to adapt plans based on real-time feedback and market conditions proved essential in navigating the dynamic landscape of the entertainment industry.

## General Conclusion

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- **Cultural Integration:** Integrating local cultural elements into the project design and programming helped create a unique and appealing entertainment experience for the Biskra community.
- **Economic Impact:** The project demonstrated its potential to stimulate local economic activity by creating jobs, attracting tourists, and boosting related businesses.
- **Long-Term Sustainability:** Emphasizing sustainability in operational practices, such as energy-efficient technologies and environmentally friendly policies, contributed to the project's long-term viability.
- **Customer Experience Focus:** Prioritizing customer experience through high-quality service, comfortable facilities, and diverse programming enhanced customer satisfaction and loyalty.
- **Technological Integration:** Leveraging modern technology for ticketing, promotions, and customer engagement improved operational efficiency and audience reach.
- **Continuous Improvement:** Implementing feedback mechanisms to continuously gather customer and stakeholder input allowed for ongoing improvements and innovation.

By integrating these theoretical and practical insights, the NEBVLA project not only aims to rejuvenate the cinema culture in Biskra but also sets a benchmark for future entrepreneurial endeavors in the region.

### Secondly: Proposals

Upon completing this study, we have identified significant obstacles that investors may face. Therefore, we propose the following recommendations to assist investors:

**Government Incentives and Support:** Collaborate with governmental bodies to introduce incentives such as tax breaks, grants, or subsidies for cultural and entertainment ventures. This can encourage investment and alleviate financial burdens, making the project more economically viable.

## General Conclusion

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**Community Engagement Initiatives:** Implement community engagement programs to garner local support and involvement in the project. This can include organizing events or outreach programs to raise awareness, gather feedback, and foster a sense of ownership among residents.

**Reducing Bureaucratic Hurdles and Administrative Complexities:** Streamline administrative processes and reduce bureaucratic red tape to facilitate smoother project execution and reduce delays.

**Strategic Partnerships and Sponsorships:** Forge strategic partnerships with local businesses, cultural institutions, or educational organizations to leverage their resources, expertise, and networks. Additionally, seek sponsorship opportunities from corporate entities or philanthropic foundations to secure additional funding and promotional support for the project.

**Investor Education and Networking:** Provide seminars to potential investors on the opportunities and benefits of investing in cultural and entertainment ventures. Facilitate networking events or forums where investors can connect, share insights, and explore collaboration opportunities to collectively drive the success of the project.

**Sustainable Development Practices:** Incorporate sustainable development practices into the project's design, operations, and management. This includes implementing energy-efficient technologies, adopting eco-friendly materials, and promoting waste reduction and recycling initiatives to minimize environmental impact and enhance long-term sustainability.

**Reducing Bureaucratic Hurdles and Administrative Complexities:** Streamline administrative processes and reduce bureaucratic red tape to facilitate smoother project execution and reduce delays.

**Intensive Use of the Internet for Communication:** Leverage digital platforms for efficient communication and coordination between customers, suppliers, investors, and management. This can enhance transparency, reduce response times, and improve overall project management.

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**Reducing Fees and Taxes:** Advocate for lower fees and taxes that currently increase investment costs. Reducing these financial burdens can make the investment environment more attractive and accessible to potential investors.

### **Thirdly: Study Perspectives:**

Thirdly, as we wrap up this inquiry, it's clear that our exploration has unveiled exciting opportunities for future investigations. Among these prospects are:

1. Exploring the feasibility of integrating virtual reality (VR) and augmented reality (AR) technologies into cinema experiences to enhance viewer engagement and immersion. This study could investigate the potential impact of VR/AR on audience attendance, revenue generation, and overall cinematic enjoyment.
2. Conducting market research and feasibility studies for the establishment of themed cinemas catering to specific genres or niche interests, such as retro/classic films, independent cinema, or interactive movie experiences. This exploration could provide insights into untapped market segments and innovative cinema concepts.
3. Investigating the potential synergies between cinema theaters and emerging digital streaming platforms to develop hybrid business models that combine traditional theatrical releases with online distribution channels. This analysis could shed light on new revenue streams and distribution strategies in the evolving entertainment landscape.
4. Examining the role of sustainability and eco-friendliness in cinema operations, including initiatives such as energy-efficient technology, waste reduction measures, and environmentally conscious design. This research could contribute to the development of eco-friendly practices within the entertainment industry and promote environmental stewardship.
5. Analyzing the cultural and economic impact of international collaborations and co-productions in the film industry, particularly within the context of cross-border partnerships between Algeria and other countries. This

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exploration could uncover opportunities for cultural exchange, talent development, and international film distribution.

6. Exploring the potential for innovative marketing strategies, such as influencer partnerships, experiential events, and community engagement initiatives, to attract diverse audiences and enhance the overall cinema-going experience. This investigation could offer insights into effective promotional tactics in the digital age.
7. Investigating the integration of educational programs and workshops within cinema theaters to promote film literacy, artistic appreciation, and creative expression among audiences of all ages. This study could assess the feasibility of incorporating educational initiatives as part of the cinema's community outreach and enrichment efforts.

These study perspectives offer exciting avenues for further research and exploration within the realm of cinema entrepreneurship and cultural development. Each topic presents unique opportunities to advance knowledge, foster innovation, and contribute to the vibrant landscape of the entertainment industry.



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# *Appendices*

## Appendix (01): Survey Questions

جامعة محمد خيضر - بسكرة  
كلية العلوم الاقتصادية و التجارية و علوم التسيير

قسم علوم التسيير

السنة الثانية ماستر

تخصص مقاولاتية

### الاستبيان

باستبياننا هذا، نهدف إلى جمع الآراء القيمة لإعادة إحياء ثقافة السينما في بسكرة، ومع غياب دور السينما في بسكرة لفترة طويلة، نحن نتطلع إلى فهم تفضيلات وتوقعات المجتمع بشأن تجربة سينمائية جديدة. ينقسم الاستبيان إلى أربعة أقسام، حيث يغطي المعلومات الشخصية، وتجربة السينما، والخدمات التي ستقدمها هذه السينما، والتسعير. ستوجه مداخلتكم لنا في إنشاء وجهة سينمائية متميزة تلبي احتياجات ورغبات سكان بسكرة. شكراً لكم على المساهمة في مستقبل الترفيه في مدينتنا!

تحت

الأستاذ جلاب

الطالبة :

إشراف:

- مرزوق محمد مسلم

- طيار أيوب



الاستبيان							
معلوماتك الشخصية							
العمر	أقل من 18	18-25	25-34	35-44	45-54	55-64	65 أو أكبر
الجنس	أنثى			ذكر			
الوظيفة	موظف بدوام كامل	موظف بدوام جزئي	حرفي	طالب	ربة منزل	متقاعد	
الدخل الشهري	أقل من 20,000 دينار جزائري	من 20,000 إلى 50,000 دينار جزائري	من 50,000 إلى 100,000 دينار جزائري	من 100,000 إلى 150,000 دينار جزائري	أكثر من 150,000 دينار جزائري		
المستوى التعليمي	إبتدائي	متوسط	ثانوي	جامعي			
الحالة الاجتماعية	أعزب	متزوج أو علاقة زوجية	مطلق	أرمل			
إذا كنت متزوجاً، كم عدد الأطفال لديك؟							
هل تعيش في بسكرة	نعم			لا			
ما هي مدينتك أو أين تعيش بالتحديد؟							
يرجى مشاركة تفضيلاتك وعاداتك وتوقعاتك المتعلقة بتجربتك في السينما، بما في ذلك تردد زيارتك، وأنواع الأفلام التي تفضلها، وما يجذبك لزيارة السينما							
هل أنت من محبي الأفلام*	نعم			لا			
ما هو معدل مشاهدتك للأفلام	يوميًا	أسبوعياً	شهرياً	نادرًا	أبدًا		
هل قمت بزيارة صالات السينما في ولايات أخرى؟	نعم			لا			
أذكر الولاية							
هل أعجبتك التجربة؟	نعم			لا			
ما الذي أعجبك في التجربة؟							
هل تفكر في الذهاب إلى صالة سينما إذا تم فتح واحدة في ولاية بسكرة*؟	نعم			لا			
ما هو اليوم أو الأيام التي تراها الأنسب في الأسبوع لزيارة السينما ومشاهدة فيلم؟	الجمعة	السبت	الأحد	الاثنين	الثلاثاء	الأربعاء	الخميس
ما هو الوقت أو الأوقات التي تراها الأمثل في اليوم لزيارة السينما ومشاهدة فيلم؟	الصباح (10 صباحاً - 12 ظهراً)	بعد الظهر (12 ظهراً - 4 عصرًا)	المساء (4 عصرًا - 8 مساءً)	الليل (8 مساءً - 11 مساءً)			
ما هو السبب الرئيسي الذي يدفعك لزيارة صالة السينما؟ (حدد كل الاجابات المناسبة)*	تجربة سينمائية فريدة	ترفيه	تجربة اجتماعية	التجربة الفريدة للفيلم الجديد	البعد الثقافي والتعليمي	هواية	
ما هي العوامل التي تعتبرها الأكثر أهمية عند اختيار سينما؟ (حدد كل الإجابات المناسبة)	الموقع	اختيار الأفلام والبرامج	أسعار التذاكر	خيارات التسهيلات	الراحة والمرافق		
ما هي العوامل التي تعتبرها الأكثر أهمية عند اختيار سينما؟ (حدد كل الإجابات المناسبة)	الموقع	اختيار الأفلام والبرامج	أسعار التذاكر	خيارات التسهيلات	الراحة والمرافق		

								(المناسبة)	
الراحة والمرافق		خيارات التسهيلات		أسعار التذاكر		اختيار الأفلام والبرامج		الموقع	ما هي العوامل التي تعتبرها الأكثر أهمية عند اختيار سينما؟ (حدد كل الإجابات المناسبة)
غير مهتم جداً		غير مهتم		محايد		مهتم		مهتم جداً	هل تفكر في اصطحاب أطفالك إلى السينما؟
مقاعد مريحة ومناسبة للعائلات	جلسات عرض في أوقات مناسبة للأطفال	بيئة آمنة ومريحة للأطفال	توافر الوجبات الخفيفة المفضلة للأطفال	خصومات على التذاكر العائلية	برامج ترفيهية خاصة	محتوى الأفلام الجذاب والمناسب	أفلام مخصصة للأطفال		ما هي العوامل التي ستشجعك على اصطحابهم إلى السينما؟
غير موافق جداً		غير موافق		محايد		موافق		موافق جداً	هل تعتقد أن السينما ستكون إضافة إيجابية للحياة الثقافية والترفيهية في ولاية بسكرة؟*
الخيال العلمي		الرعب		الدراما		الكوميديا		الأكشن	أي أنواع الأفلام تتطلع بشغف لمشاهدتها في السينما الجديدة؟ (حدد كل الإجابات المناسبة)
غير راضٍ جداً		غير راضٍ إلى حد ما		محايد		راضٍ إلى حد ما		راضٍ جداً	كم تتوقع أن تكون راضياً بشكل عام عن تجربة مشاهدة الأفلام في السينما الجديدة؟*
غير محتمل جداً		غير محتمل		محايد		محتمل		محتمل جداً	ما مدى احتمالية أن توصي بالسينما الجديدة لأصدقائك وعائلتك؟
يركز هذا القسم على الخدمات والميزات التي ستقدمها سينماتنا في بسكرة، بما في ذلك أنواع الشاشات ونظام الصوت وأي خدمات إضافية تود رؤيتها									
غير مهتم جداً		غير مهتم		محايد		مهتم		مهتم جداً	مدى اهتمامك بتجربة الخيارات المتميزة لعرض الأفلام مثل في السينما، الجديدة مثل (شاشة ثلاثية الأبعاد، أيماكس؟)
صاله ألعاب "Arcade"		مسرح		قاعة مطالعة		مقهى			ما هي الخدمات أو المرافق الإضافية التي تود رؤيتها متوفرة في السينما الجديدة؟
غير راضٍ جداً		غير راضٍ إلى حد ما		محايد		راضٍ إلى حد ما		راضٍ جداً	كم تتوقع أن تكون راضياً بشكل عام عن تنوع وجودة التسهيلات المقدمة في السينما الجديدة؟
لا				نعم					هل ترغب في المشاركة في استطلاعات أو مجموعات تركيز لتقديم ملاحظات واقتراحات لتحسين تجربة السينما؟
غير مهم جداً		غير مهم		محايد		مهم		مهم جداً	ما مدى أهمية الخيارات المريحة للجلوس؟ مثل الكراسي القابلة للتمدد، كراسي الملاعب)

نشرات أو ملصقات في السينما	تحديثات الموقع الإلكتروني	تحديثات تطبيق الجوال	الإشعارات عبر الهاتف المحمول	وسائل التواصل الاجتماعي (فيسبوك، تويتر، إل)	النشرات الإخبارية عبر البريد الإلكتروني	كيف تفضل تلقي معلومات عن الأفلام القادمة والفعاليات في السينما الجديدة؟ (حدد كل الإجابات المناسبة)
يرجى تقديم آرائك حول التسعير، بما في ذلك أسعار التذاكر والعروض الترويجية وأي خيارات تسعير أخرى قد تؤثر على قرار زيارتك للسينما						
						ما هو مبلغ الدخول الذي تعتبره مناسباً لجلسة سينمائية في ولاية بسكرة (يرجى التحديد)
فعاليات العروض الخاصة	برنامج مكافآت الولاء	تخفيضات في حزم تذاكر	عروض "اشتر واحد واحصل على واحد مجاناً"			ما هي أنواع العروض الترويجية أو الخصومات التي ستشجعك على زيارة السينما الجديدة؟ (حدد كل الإجابات المناسبة)
لا		نعم			هل تفضل نظام تسعير يعتمد على فئات عمرية مختلفة؟	
من خلال منصات بيع تذاكر من طرف ثالث	عبر شبكات التذاكر في السينما		عبر الإنترنت (موقع الويب أو التطبيق المحمول)		كيف تفضل شراء تذاكر السينما؟ (حدد كل الإجابات المناسبة)	
لا		نعم			هل ترغب في وجود خيارات تذاكر موسمية أو باقات خصومات؟	
غير محتمل جداً	غير محتمل	محايد	محتمل	محتمل جداً	ما مدى احتمالية زيارتك للسينما الجديدة إذا كانت تقدم عضوية بناءً على الاشتراك للحصول على تخفيضات أو دخول غير محدود للأفلام؟	

Appendix (2): Request for Assistance to Complete Master's Thesis :Regional Theater

الجمهورية الجزائرية الديمقراطية الشعبية  
République Algérienne Démocratique et Populaire  
وزارة التعليم العالي والبحث العلمي  
Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université Mohamed Khider –Biskra  
Faculté des Sciences Economiques  
Commerciales et des Sciences de gestion



جامعة محمد خيضر - بسكرة  
كلية العلوم الاقتصادية والتجارية وعلوم والتسيير  
عمادة الكلية

الرقم : 00309/ك.ع.إ.ت.ع ت/ 2024

إلى السيد مدير: المسرح الجهوي شباح المكي  
ولاية بسكرة

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

- 1 طيار أيوب
- 2 مسلم محمد
- 3 /

المسجلون بـ: قسم علوم التسيير  
بالسنة: ثانية ماستر مقاولاتية

وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"" إعداد مخطط أعمال قاعة عرض أفلام ""

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 12-03-2024

ع/ عميد الكلية

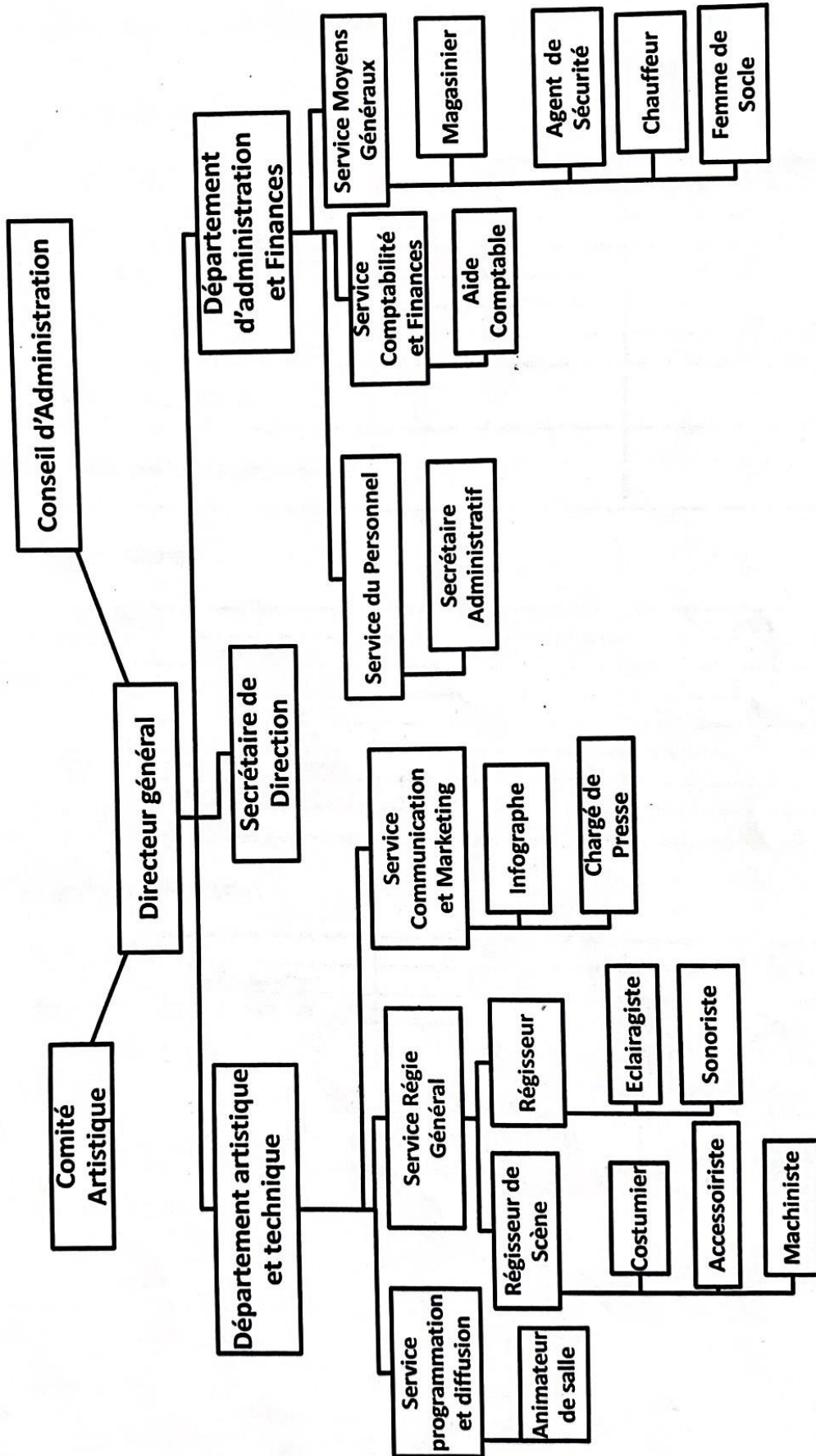


تأشيرة المؤسسة المستقبلة



Appendix (3): Organizational Structure: Regional Theater

# ORGANIGRAMME DU THEATRE REGIONAL BISKRA



Appendix (4): Statistics of Ticket Sales of the Regional Theater

**Théâtre Régional Biskra Chebah El Mekki**

**1- Volet spectacles présentés:**

ANNEE		2022	2023
pièce théâtrale enfant	troupe amateur	7	28
	troupe professionnelle	6	17
	troupe étrangère	0	0
pièce théâtrale adulte	troupe amateur	0	10
	troupe professionnelle	20	13
	troupe étrangère	0	0
pièce représentée à l'étranger		0	0
activité artistique (fête, poésie, conférence.....)		12	12

**2- Volet spectateurs entrés:**

ANNEE		2022	2023
spectateurs enfant	troupe amateur	1324	18359
	troupe professionnelle	0	3030
	troupe étrangère	0	0
spectateurs adulte	troupe amateur	0	0
	troupe professionnelle	1314	200
	troupe étrangère	0	0
spectateurs artistique		0	3303

**3- Volet recettes de la billetterie:**

ANNEE		2022	2023
recettes enfant	troupe amateur	132400	1835900
	troupe professionnelle	0	302950
	troupe étrangère	0	0
recettes adulte	troupe amateur	0	0
	troupe professionnelle	262700	40000
	troupe étrangère	0	0
recettes artistique		0	660450

**4- Volet productions théâtrales:**

ANNEE	2022	2023
production théâtre enfant	2	0
prodcution théâtre adulte	2	2



Appendix (5): Request for Assistance to Complete Master's Thesis :Regional Theater Hamam Al Salhin

الجمهورية الجزائرية الديمقراطية الشعبية  
République Algérienne Démocratique et Populaire  
وزارة التعليم العالي والبحث العلمي  
Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université Mohamed Khider –Biskra  
Faculté des Sciences Economiques  
Commerciales et des Sciences de gestion



جامعة محمد خيضر – بسكرة  
كلية العلوم الاقتصادية والتجارية وعلوم التسيير  
عمادة الكلية

الرقم : 00743 /ك.ع.إ.ت.ع ت /2024

إلى السيد مدير: مركب حمام الصالحين  
ولاية بسكرة

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

- 1 مرزوق محمد مسلم
- 2 طيار أيوب
- 3 /

المسجلون بـ قسم علوم التسيير  
بالسنة: ثانية ماستر مقاولاتية

وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"إعداد مخطط أعمال لقاعة عرض الأفلام السينمائية"

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-05-15

ع/ عميد الكلية



تأشيرة المؤسسة المستقبلية  
المركب المعنى بحمام الصالحين - بسكرة  
Ce 15/05/2024

مؤسسة التسيير السياحي بسكرة  
شركة ذات أسهم رأس مالها 835 400 000 د.ج  
وحدة المركب المعدني حمام الصالحين بسكرة

**اتفاقية رقم : 002 / 2024**

**إيجار قاعة السينما الكائنة**

**بالمركب المعدني حمام الصالحين**

**بسكرة**

هذه الاتفاقية مبرمة بين :

السيد : غريم محمد مدير المركب المعدني – حمام الصالحين بسكرة

( المشار اليه بالمؤجر )

من جهة :

والسيدين : مرزوق محمد مسلم وطيبار أيوب – أصحاب المؤسسة SARL NEVLA بسكرة

( المشار إليهم بالمستأجرين )

من جهة :



## موضوع الإيجار

**المادة الأولى :** إن هذه الاتفاقية تنظم و تحدد إيجار قاعة السينما

**المادة الثانية :** قاعة السينما موضوع الإيجار الكائن بمحاذاة فندق النخيل بالمركب المعدني حمام الصالحين بسكرة مهياة بجميع الظروف المحددة

لاستغلال قاعة السينما

## مدة الإيجار

**المادة الثالثة :** تحدد مدة صلاحية إيجار قاعة السينما بعامين قابلة للتجديد ضمناً يبدأ تاريخ فعالية عقد الإيجار الذي يبرم في الموضوع .

## سعر الإيجار

**المادة الرابعة :** المستأجر ملزم بدفع مبلغ كضمان تنفيذ كافة الشروط مسبقاً بمقدر بـ 20% من المبلغ الكلي للعقد و يسترجع نهاية العقد بعد خصم مصاريف الأضرار الناتجة عن الاستغلال من طرف المستأجر.

**المادة الخامسة :** يحدد سعر إيجار قاعة السينما بـ: منثا وخمس وسبعون ألف دينار ( 275 000,00 دج للشهر الواحد ) شاملة لتكاليف الكهرباء، الغاز و الماء مع الضمان، و يصب في حساب المركب المعدني حمام الصالحين قبل (10) العاشر من كل شهر.

يصب مبلغ الإيجار في كل الحساب البنكي للمركب المفتوح تحت رقم : BADR BISKRA 393 000 682430071

و يتم تقديم الفاتورة للمستأجر كل شهر .

**المادة السادسة :** لا يكون التعاقد ساري المفعول إلا بعد دفع المبلغ النهائي للإيجار.

## تسليم قاعة السينما

**المادة السابعة :** قبل تسليم قاعة السينما للمستأجر تجرى لها معاينة ميدانية ويحرر على إثرها محضر إثبات الحالة يوقع ويلتزم بإرجاعها عند نهاية الإيجار كما استلمها أو أحسن يوم دخوله في الإنتفاع.

**المادة الثامنة :** على المستأجر أن يستلم الملك المسمى قاعة السينما – على الحالة التي هو عليها دون أن يطالب بالتعويضات بسبب عيب غير ظاهر أو خطأ في التعيين

## تسيير مقهى قاعة السينما

**المادة التاسعة :** يمنح المركب المعدني حمام الصالحين التصريح باستغلال وتأجير نشاط المقهى للمستأجر .

## دفع الاستحقاق الشهري و ضرائب التأخر

**المادة العاشرة :** المستأجر ملزم بدفع القسط الشهري في بداية كل شهر وفي حالة التأخر تطبق عليه ضريبة التأخر حسب النسبة القانونية مع احتفاظ المورج بحق الفسخ وعندما يمتد التماطل في التسديد إلى ثلاثة أشهر على الأكثر بفسخ عقد الإيجار تلقائياً ويمكن للمستأجر أن يحتج عن ذلك.

## الضرائب والرسوم والتأمين

**المادة الحادية عشر :** المستأجر ملزم بالإكتتاب في السجل التجاري و التصريح بنشاطه على مستوى مصالح الضرائب الضمان الإجتماعي وكذا تأمين عماله، ضد الأخطار المتوقعة .

## النظافة و الصيانة

**المادة الثانية عشر :** المستأجر ملزم بتنظيف قاعة السينما المستأجرة يوميا و صيانتها متى اقتضت الضرورة ولا يمكنه ان يتخذ اي عذر كعائق عن عدم القيام بها. كما يتعهد ببذل أقصى جهده للمحافظة عليها ويقوم على نفقته بجميع الإصلاحات التي تطرأ بها بعد الشروع في عملية كرائتها ولا يجوز له أن يطالب المؤجر بتعويض عنها.

**المادة الثالثة عشر :** لا يمكن للمستأجر أن يعترض عن مراقبة أو إجراء دورية داخل المساحة المستأجرة

**المادة الرابعة عشر :** يتحمل المستأجر جميع النفقات الداخلية و الخارجية ولا يحق له أن يرفع دعوى ضد المؤجر أو أن يطالب تعويض في حالة التحاق أي ضرر بمساحة التسلية فعليه إذن تأمينها من كل الأضرار.

## الفسخ

**المادة الخامسة عشر :** - يفسخ عقد الإيجار في الحالات التالية :

- عدم تسديد الإيجار الشهري في أوانه.
- مخالفة مضمون مادة واحدة من دفتر الشروط أو عقد الإيجار المبرم بين الطرفين.
- نهاية الإيجار .
- ممارسة نشاط تجاري غير مرخص به من طرف المؤجر.

**المادة السادسة عشر :** يمكن للمستأجر أن يطلب من المؤجر فسخ عقد الإيجار قبل نهايته بموجب إرسال يوجهه يعبر فيه عن نيته في الفسخ.

**المادة السابعة عشر :** تسري فعالية فسخ عقد الإيجار بعد شهر من تاريخ وصول إرسال المستأجر الى المؤجر .

**المادة الثامنة عشر :** يمكن للمؤجر أن يطلب من المستأجر فسخ عقد الإيجار و إخلاء قاعة السينما المستأجرة قبل نهاية مدتها، في هاته الحالة تمنح له مهلة أقصاها شهر ويجوز له أ، يحتج عن رغبة المؤجر في ذلك.

## أحكام عامة

**المادة التاسعة عشر :** يمكن للمستأجر أن يشغل أي شخص موضوع ثقته وتحت مسؤوليته. لا يمكن للمستأجر التنازل عن حقه في الإيجار بمقابل أو مجانا لأي شخص آخر.

**المادة عشرون :** يمنع على المستأجر استعمال نشاط قاعة السينما لأغراض منافية للقانون والأخلاق والأداب العامة.

**المادة الواحدة وعشرون :** كل نزاع بين المؤجرة المتعاقدين يكون من اختصاص الجهة القضائية المختصة للفصل فيه (محكمة بسكرة).

**المادة الثانية والعشرون :** يخضع هذا الإيجار إلى أحكام قانون رقم 02/05 المؤرخ في 2005/02/06 المعدل و المتمم للأمر رقم 9/75 بتاريخ 1975/09/26 المتضمن للقانون التجاري.

بسكرة في : 2004/05/23

مدير مؤسسة SARL NEVLA

مدير المركب المعدني حمام الصالحين بسكرة

## Appendix (7): Invoice Bill for Equipment



Adresse : Lotissement Samar, La côte, Birkhadem 16059

Ville : Alger – 16000

Téléphone : 05 60 02 31 00

E-mail : absolut.alg@gmail.com

Nif : 18719200460611300000

Client : SARL NEBVLA

Ville : Biskra – 07000

Téléphone : 05 60 73 39 81

Date : 24/05/2024

### Facture Proforma

L'article	Quantité	Prix unitaire	Total
ETC Elément 40 Console d'éclairage	1	607 000,00 DA	607 000,00 DA
ETC Source 4 Leko devant et côté lumière	2	90 000,00 DA	180 000,00 DA
Console de mixage numérique Yamaha LS9-16 canaux	1	120 000,00 DA	120 000,00 DA
Amplificateurs QSC DCA 2422, 3022	1	22 000,00 DA	22 000,00 DA
Moniteur de contrôle JBL SRX700	4	100 000,00 DA	400 000,00 DA
Haut-parleur de canal d'écran du système Dolby 1280	2	185 000,00 DA	370 000,00 DA
Bose surround speakers	20	55 000,00 DA	1 100 000,00 DA
Matériau de projection	1	90 000,00 DA	90 000,00 DA
Oppo Blu-Ray DVD Player	1	85 000,00 DA	85 000,00 DA
		TOTAL HT	2 974 000,00 DA
		TVA 19%	565 060,00 DA
		TOTAL TTC	3 539 060,00 DA

La présente facture est arrêtée a la somme de ( en TTC ) : trois million cinq cent trente neuf mille et soixante dinars algériens .

## Appendix (8): Invoice Bill for Equipment

### EURL Mebarki Fouzi

Commerce en gros les machines de production – matériel électronique – matériel informatique

13 RUE DE LA REPUBLIQUE el eulma

## FACTURE PROFORMAT

Réf bancaire :

Banc : BADR

N°Cpte : 01220052200352410423

Agence : SETIF

Client :

NIS :

Nom : SARL Nebvla

NIF :

N°TEL :

Adresse :

N°	Code	L'article	Quantité	Prix unitaire	Total
1	75412305800	Pop corn machine Ohio	2	40 000,00 DA	80 000,00 DA
2	562221823152	Distributeur snack et boisson Landa	2	1 000 000,00 DA	2 000 000,00 DA
TOTAL HT					2 080 000,00 DA
TVA 19%					395 200,00 DA
TOTAL TTC					2 475 200,00 DA

Arrêté La Présente Facture Proformat à la somme de : deux millions quatre cent soixante-quinze mille deux cents DA.



**Appendix (9): Invoice Bill for Equipment**

**ETABLISSEMENT MEREDDEF MESSAOUD**

Commerce en gros Papeterie - matériel électronique - matériel informatique - matériel bureautique et leurs accessoires et fournitures

Rue mohamed larbi baarir N 8 Biskra TEL 033537434

R-Com :[07/00-1252908A16 le 07/04/2016] C-Art :[07017102545] NIF :[194070105438120] NIS :[199407010543826]

**FACTURE PROFORMAT**

MEREDDEF MOHAMED SAMI

N° : 00020/2024 du :02/06/2024

Réf Bancaire : BANC: B E A N° CPT: 00200056056220035140 AGENCE: BISKRA	Client : Code : 0135 Nom : SARL NEBVLA N° RC : N° Art : N I F : ADRESSE :	N° TEL :     N I S :
---	---	-------------------------------------

N°	Code	DESIGNATIONS	Unite	T.V.A	QTE	Prix_U	MONTANT
1	6900789099902	FAUTEUIL 5 PSC	U	19%	1	250 000.00	250 000.00
2	6900789097588	bureau directeur 2M/1M	U	19%	1	139 000.00	139 000.00
3	6900789167748	Chaise PDG	U	19%	1	55 000.00	55 000.00
4	6900789138144	LAPTOP LENOVO I3 10eme 4G/1T/15.6	U	19%	1	60 000.00	60 000.00
5	6900789124031	Pc de bureau HP I5-6400	U	19%	4	70 000.00	280 000.00
6	0000000000002	IMPRIMENT CANON 3010	u	19%	4	46 500.00	186 000.00
7	00000000000113	armoir bureau	u	19%	2	60 000.00	120 000.00
8	00000000000003	RAM PAPIER A4	u	19%	15	800.00	12 000.00
9	00000000000005	STILO	u	19%	25	40.00	1 000.00
10	6900789144787	effaceur	U	19%	6	70.00	420.00
11	00000000000020	AGRAFE 24/6	u	19%	11	40.00	440.00
12	00000000000189	scotch P/M 19/33	u	19%	8	30.00	240.00
13	6900789087251	Organiseur de bureau	U	19%	2	12 500.00	25 000.00
14	00000000000015	Enveloppes f 16	u	19%	50	10.00	500.00
15	00000000000007	BOITE D'ARCHIVE P/M	u	19%	5	80.00	400.00

Total Qte : 136 Total\_HT 1 130 000.00

Tva 19% 214 700.00

Net a payer 1 344 700.00

arrêté La Présente Facture Proformat à La somme de: Un Millions Trois Cent Quarante Quatre Mille Sept Cent DA et 00 Cts



## Appendix (10): Renovation Costs

Projet : Rénovation du bâtiment Cinema au Complexe Thermal Hammam Salihine, Biskra  
Devis Quantitatif & Estimatif

Biskra, 26/05/2024

N°	Désignation	U	Q	P.U	Montant
<b>Travaux de rehabilitation à l'intérieur du Batiment Cinema</b>					
<b>A Grande Salle (25,15x19,25)m<sup>2</sup></b>					
1	Dépose de l'ancien faux plafond y compris TDP	M <sup>2</sup>	484,14	300,00	145.242,00
2	F/P faux plafond modulaire y compris Tts de bonne exécution	M <sup>2</sup>	484,14	5.000,00	2.420.700,00
3	Peinture satiné sur mur	M <sup>2</sup>	532,80	400,00	213.120,00
4	Rénovation du réseau d'électricité y compris filerie et accessoires	FF	1	500.000,00	500.000,00
<b>B Cafétéria (10,10x7,80)m<sup>2</sup></b>					
1	Dépose de l'ancien revêtement de sol et du comptoir y compris TDP	M <sup>2</sup>	96,78	300,00	29.034,00
2	Dépose de l'ancienne plinthe y compris TDP	ML	35,8	100,00	3.580,00
3	F/P faux plafond en BA09 y compris Tts de bonne exécution	M <sup>2</sup>	78,78	3.500,00	275.730,00
4	F/P Dalle de sol 60x60 1er choix	M <sup>2</sup>	78,78	400,00	31.512,00
5	F/P plinthe vernisée 8cm	ML	35,80	400,00	14.320,00
6	Revêtement du comptoir	FF	1	200.000,00	200.000,00
7	Décoration fond de mur de la cafetière 3,10*3,50 m <sup>2</sup>	U	1	200.000,00	200.000,00
8	Rénovation du réseau d'électricité y compris filerie et accessoires	FF	1	200.000,00	200.000,00
9	Peinture satiné sur mur	M <sup>2</sup>	125,30	400,00	50.120,00
<b>C Salle d'eau (01) (7,80x6,70)m<sup>2</sup></b>					
1	Dépose de l'ancien revêtement de sol et des siège y compris TDP	M <sup>2</sup>	57,26	300,00	17.178,00
2	Dépose de l'ancienne plinthe y compris TDP	ML	53,00	100,00	5.300,00
3	F/P faïence 30x60 1er choix y compris grattage des murs	M <sup>2</sup>	156,80	3.000,00	470.400,00
4	F/P Lavabo collectif à deux (02) bac selon choix du BET	U	2	40.000,00	80.000,00
5	F/P siège anglaise monobloc y compris raccordement au réseau EP	U	5	25.000,00	125.000,00
6	F/P porte préfabriquée 0,80x2,20 au choix du BET	U	5	50.000,00	250.000,00
7	F/P porte préfabriquée 0,90x2,20 au choix du BET	U	3	55.000,00	165.000,00
8	Réparation du réseau EP y compris tuyauterie, accessoires et robinets	FF	1	100.000,00	100.000,00
9	Rénovation du réseau d'électricité y compris filerie et accessoires	FF	1	100.000,00	100.000,00
<b>D Salle d'eau (02) (6,60x4,20)m<sup>2</sup></b>					
1	Dépose de l'ancien revêtement de sol et des siège y compris TDP	M <sup>2</sup>	33,72	300,00	10.116,00
2	Dépose de l'ancienne plinthe y compris TDP	ML	46,80	100,00	4.680,00
3	F/P faïence 30x60 1er choix y compris grattage des murs	M <sup>2</sup>	163,80	3.000,00	491.400,00
4	F/P Lavabo collectif à deux (02) bac selon choix du BET	U	2	40.000,00	80.000,00
5	F/P siège anglaise monobloc y compris raccordement au réseau EP	U	6	25.000,00	150.000,00
6	F/P porte préfabriquée 0,80x2,20 au choix du BET	U	6	50.000,00	300.000,00
7	F/P porte préfabriquée 0,90x2,20 au choix du BET	U	2	55.000,00	110.000,00
8	Réparation du réseau EP y compris tuyauterie, accessoires et robinets	FF	1	100.000,00	100.000,00
9	Rénovation du réseau d'électricité y compris filerie et accessoires	FF	1	100.000,00	100.000,00
<b>E Administration (8,30x7,60)m<sup>2</sup> + (3,00x11,00)m<sup>2</sup></b>					
1	Dépose de l'ancien revêtement de sol et des siège y compris TDP	M <sup>2</sup>	96,10	300,00	28.830,00
2	Dépose de l'ancienne plinthe y compris TDP	ML	94,20	100,00	9.420,00
3	Peinture satiné sur mur	M <sup>2</sup>	561,40	400,00	224.560,00
4	F/P faux plafond en BA09 y compris Tts de bonne exécution	M <sup>2</sup>	96,10	3.500,00	336.350,00
5	Rénovation du réseau d'électricité y compris filerie et accessoires	FF	1	300.000,00	300.000,00
6	F/P porte préfabriquée 0,90x2,20 au choix du BET	U	6	55.000,00	330.000,00



F Hall d'entrée (19,35x4,80)m <sup>2</sup>					
1	Dépose de l'ancien revêtement de sol y compris TDP	M <sup>2</sup>	92,88	300,00	27.864,00
2	Dépose de l'ancienne plinthe y compris TDP	ML	48,30	100,00	4.830,00
3	Peinture satiné sur mur	M <sup>2</sup>	169,05	400,00	67.620,00
4	Réaménagement du guichet	FF	1	200.000,00	200.000,00
5	F/P porte préfabriquée 0,90x2,20 au choix du BET	U	2	55.000,00	110.000,00
6	F/P coin pop corn	FF	1	200.000,00	200.000,00
Travaux d'aménagement extérieur					
1	Décappage général	M <sup>2</sup>	600,00	200,00	120.000,00
2	F/P bordure de trottoir type2 selon plan d'aménagement	M <sup>2</sup>	520,00	800,00	416.000,00
2	F/P pavé autobloquant au choix du BET	M <sup>2</sup>	400,00	3.000,00	1.200.000,00
3	F/P Tartan 1er choix en gazon naturel	M <sup>2</sup>	200,00	3.000,00	600.000,00
4	Réseau d'irrigation du gazon selon plan	FF	1	300.000,00	300.000,00
5	F/P Réseau d'éclairage extérieur au choix du BET	FF	1	2.000.000,00	2.000.000,00
Façade cinéma					
1	Dépose des portes d'entrée 2,20x2,20	U	8	3.000,00	24.000,00
2	F/P de portes d'entrée 2,20x2,20 au choix du BET	U	8	100.000,00	800.000,00
3	Ravalement de la façade principale	M <sup>2</sup>	138,95	1.500,00	208.425,00
4	Peinture vinylique sur façade	M <sup>2</sup>	833,7	300,00	250.110,00
5	F/P projecteurs y compris cables et raccordement	U	4	30.000,00	120.000,00
				TOTAL HT	14.820.441,00
				TVA 19%	2.815.883,79
				TOTAL TTC	17.636.324,79

Le Maître d'œuvre


مكتب الدراسات التقنية المعمارية والعمرائية  
 تحت رقم 07/07/00104 Ltd



L'Entreprise



Appendix (11): Loan Repayments Schedule Bank Al Salam

مصرف السلام الجزائر	
محاسبة تمويل بالإعتماد الإيجاري	

المبلغ المطلوب: 20 000 000,00  
المدّة: 5 سنوات  
مبلغ التأمين السنوي: -

ITC	TVA	HT	هامش الجدية 0%	الأقساط 20
1 490 881,29	238 039,87	1 252 841,42	-	





Tableau d'amortissement

Numéro	Date	Restant d0	Marge HT	Principal HT	Loyer HT	TVA	LOYER TTC
0	01/01/2025	20 000 000,00					
1	01/04/2025	20 000 000,00	450 000,00	802 841,42	1 252 841,42	238 039,87	1 490 881,29
2	01/07/2025	19 197 158,58	431 936,07	820 905,35	1 252 841,42	238 039,87	1 490 881,29
3	01/10/2025	18 376 253,23	413 465,70	839 375,72	1 252 841,42	238 039,87	1 490 881,29
4	01/01/2026	17 536 877,51	394 579,74	858 261,68	1 252 841,42	238 039,87	1 490 881,29
5	01/04/2026	16 678 615,83	375 268,86	877 572,56	1 252 841,42	238 039,87	1 490 881,29
6	01/07/2026	15 801 043,27	355 523,47	897 317,95	1 252 841,42	238 039,87	1 490 881,29
7	01/10/2026	14 903 725,32	335 333,82	917 507,60	1 252 841,42	238 039,87	1 490 881,29
8	01/01/2027	13 986 217,72	314 689,90	938 151,52	1 252 841,42	238 039,87	1 490 881,29
9	01/04/2027	13 048 066,20	293 581,49	959 259,93	1 252 841,42	238 039,87	1 490 881,29
10	01/07/2027	12 088 806,27	271 998,14	980 843,28	1 252 841,42	238 039,87	1 490 881,29
11	01/10/2027	11 107 962,99	249 929,17	1 002 912,25	1 252 841,42	238 039,87	1 490 881,29
12	01/01/2028	10 105 050,74	227 363,64	1 025 477,78	1 252 841,42	238 039,87	1 490 881,29
13	01/04/2028	9 079 572,96	204 290,39	1 048 551,03	1 252 841,42	238 039,87	1 490 881,29
14	01/07/2028	8 031 021,93	180 697,99	1 072 143,43	1 252 841,42	238 039,87	1 490 881,29
15	01/10/2028	6 958 878,50	156 574,77	1 096 266,65	1 252 841,42	238 039,87	1 490 881,29
16	01/01/2029	5 862 611,85	131 908,77	1 120 932,65	1 252 841,42	238 039,87	1 490 881,29
17	01/04/2029	4 741 679,20	106 687,78	1 146 153,64	1 252 841,42	238 039,87	1 490 881,29
18	01/07/2029	3 595 525,56	80 899,33	1 171 942,09	1 252 841,42	238 039,87	1 490 881,29
19	01/10/2029	2 423 583,47	54 530,63	1 198 310,79	1 252 841,42	238 039,87	1 490 881,29
20	01/01/2030	1 225 272,68	27 568,64	1 225 272,68	1 252 841,32	238 039,85	1 490 881,17

25 056 825,00  
 1351 502,68  
 256785,11  
 1608288,15

Montant :	20 000 000,00
1er Loyer	0%
Montant total sollicité :	20 000 000,00
Taux de marge	9,00%
Durée en années :	5
Durée en mois :	60
Type de remboursement	Trimestriel
Nb échéances / an :	4
Différé en années	
Assurance Annuelle	
Montant Total assurance	315 000 -
Date de déblocage :	01/01/2025

21 575 000,00

Appendix (12): Request for Assistance to Complete Master's Thesis TMV  
Cinema

الجمهورية الجزائرية الديمقراطية الشعبية  
République Algérienne Démocratique et Populaire  
وزارة التعليم العالي والبحث العلمي  
Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université Mohamed Khider – Biskra  
Faculté des Sciences Economiques  
Commerciales et des Sciences de gestion



جامعة محمد خبصر - بسكرة  
كلية العلوم الاقتصادية والتجارية وعلوم والتسيير  
عمادة الكلية

الرقم : 00625 / ك.ع.إ.ت.ع ت / 2024

إلى السيد مدير: قاعة سينما TMV - Garden City  
الشرافة- ولاية الجزائر

طلب مساعدة لاستكمال مذكرة التخرج

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

- 1- طيار أيوب
- 2- مرزوق محمد مسلم
- 3- /

المسجلون بـ قسم علوم التسيير

بالسنة: ثانية ماستر مقاولاتية

وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة بـ:

"" إعداد مخطط أعمال لقاعة عرض الأفلام ""

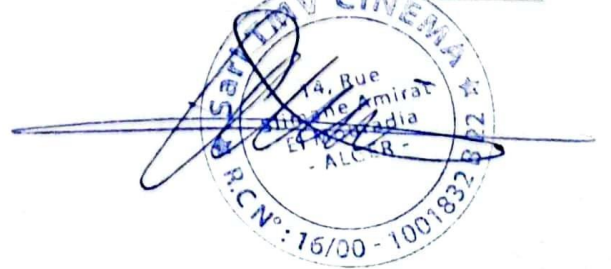
وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-05-05

ع/ عميد الكلية



تأشيرة المؤسسة المستقلة



## Appendix (13): TMV Cinema Interview

<b>أسئلة الاستبيان</b>
<b>طاقة الاستيعاب والجمهور</b>
ما هي طاقة الاستيعاب الحالية للسينما؟
ما هي العوامل التي تجذب الجمهور؟
<b>إدارة السينما</b>
ما هي المصالح والأدوار اللازمة لإدارة السينما بفعالية؟
ما هي الطرق والتقنيات المعتمدة لتقدير الطلب على السينما؟
ما هي الطرق والاستراتيجيات المعتمدة لتحديد تسعير تذكرة السينما؟
ما هي المصاريف والتكاليف التي يتضمنها تحديد سعر التذكرة؟
ما هو سعر كراء المبنى؟
<b>الموظفين والتجهيزات</b>
كم عدد الموظفين الذين يعملون في صالة السينما حاليًا؟ وما هي تخصصاتهم الرئيسية؟
ما هي التجهيزات والمعدات المتوفرة في صالة السينما؟ وهل تختلف من عرض إلى آخر؟
من هم موردي المعدات والمواد اللازمة لصالة السينما؟
<b>الأفلام والتسويق</b>
من هم موردي الأفلام التي يتم عرضها في صالة السينما؟ وكيف يتم اقتناؤها؟
هل يمكنكم تقديم إحصائيات حول الإيرادات والتحويلات اليومية/الشهرية لصالة السينما؟
في حالة عدم توفر الإحصائيات، هل يمكنكم تقديم معدلات تقديرية أو تقريبية للإيرادات والتحويلات؟
كيف تتم عملية اختيار الأفلام التي يتم عرضها في صالة السينما؟ وما هي العوامل المؤثرة في هذا الاختيار؟
هل تعتمدون على عقود مع شركات الإنتاج أو الموزعين للحصول على الأفلام؟ وما هي شروط هذه العقود؟
هل توجد رسوم أو عمولات تُدفع لشركات الإنتاج أو الموزعين عند عرض الأفلام في صالة السينما؟
ما هي أساليب التسويق والترويج المستخدمة لجذب الجمهور إلى صالة السينما؟ وما هي النتائج التي تم تحقيقها بهذه الأساليب؟
ما هي تكلفة عرض فلم واحد
<b>الخدمات الإضافية والتذاكر</b>
هل تقدمون خدمات إضافية للزوار مثل العروض الترويجية أو التذاكر المخفضة؟ وما هي الإجراءات لتقديم هذه الخدمات؟
هل تتوفر لديكم خدمات الدعم الفني أو الاستشارات للمستأجرين الجدد لمساعدتهم في تشغيل صالة السينما بنجاح؟
في حالة وجود خدمة الفشار، ما هي الكمية المباعة؟
<b>التذاكر والشروط</b>
متى تكون أوقات الذروة في مبيعات التذاكر للعروض السينمائية؟
ما هي تسعيرة الوحدة لتذاكر الدخول إلى السينما؟
ما هي الشروط الخاصة بحجز السينما واستخدامها؟
هل تقدمون الإحصائيات عن الطلب على العروض والفعاليات في السينما؟
<b>التظاهرات الحالية</b>
ما هي التظاهرات التي تغطيها السينما حاليًا؟

## Appendix (14): Regional Theater Biskra Interview

<b>أسئلة الاستبيان</b>
<b>طاقة الاستيعاب والجمهور</b>
ما هي طاقة الاستيعاب الحالية للسينما؟
ما هي العوامل التي تجذب الجمهور؟
<b>إدارة السينما</b>
ما هي المصالح والأدوار اللازمة لإدارة السينما بفعالية؟
ما هي الطرق والتقنيات المعتمدة لتقدير الطلب على السينما؟
ما هي الطرق والاستراتيجيات المعتمدة لتحديد تسعير تذكرة السينما؟
ما هي المصاريف والتكاليف التي يتضمنها تحديد سعر التذكرة؟
ما هو سعر كراء المبنى؟
<b>الموظفين والتجهيزات</b>
كم عدد الموظفين الذين يعملون في صالة السينما حاليًا؟ وما هي تخصصاتهم الرئيسية؟
ما هي التجهيزات والمعدات المتوفرة في صالة السينما؟ وهل تختلف من عرض إلى آخر؟
من هم موردي المعدات والمواد اللازمة لصالة السينما؟
<b>الأفلام والتسويق</b>
من هم موردي الأفلام التي يتم عرضها في صالة السينما؟ وكيف يتم اقتناؤها؟
هل يمكنكم تقديم إحصائيات حول الإيرادات والتحويلات اليومية/الشهرية لصالة السينما؟
في حالة عدم توفر الإحصائيات، هل يمكنكم تقديم معدلات تقديرية أو تقريبية للإيرادات والتحويلات؟
كيف تتم عملية اختيار الأفلام التي يتم عرضها في صالة السينما؟ وما هي العوامل المؤثرة في هذا الاختيار؟
هل تعتمدون على عقود مع شركات الإنتاج أو الموزعين للحصول على الأفلام؟ وما هي شروط هذه العقود؟
هل توجد رسوم أو عمولات تُدفع لشركات الإنتاج أو الموزعين عند عرض الأفلام في صالة السينما؟
ما هي أساليب التسويق والترويج المستخدمة لجذب الجمهور إلى صالة السينما؟ وما هي النتائج التي تم تحقيقها بهذه الأساليب؟
ما هي تكلفة عرض فلم واحد
<b>الخدمات الإضافية والتذاكر</b>
هل تقدمون خدمات إضافية للزوار مثل العروض الترويجية أو التذاكر المخفضة؟ وما هي الإجراءات لتقديم هذه الخدمات؟
هل تتوفر لديكم خدمات الدعم الفني أو الاستشارات للمستأجرين الجدد لمساعدتهم في تشغيل صالة السينما بنجاح؟
في حالة وجود خدمة الفشار، ما هي الكمية المباعة؟
<b>التذاكر والشروط</b>
متى تكون أوقات الذروة في مبيعات التذاكر للعروض السينمائية؟
ما هي تسعيرة الوحدة لتذاكر الدخول إلى السينما؟
ما هي الشروط الخاصة بحجز السينما واستخدامها؟
هل تقدمون الإحصائيات عن الطلب على العروض والفعاليات في السينما؟
<b>التظاهرات الحالية</b>
ما هي التظاهرات التي تغطيها السينما حاليًا؟



## Abstract

This thesis explores the revival of cinema culture in Biskra, Algeria, through the establishment of the "NEBVLA" movie theater. Combining cultural heritage with modern entrepreneurship, the project aims to rejuvenate Biskra's cinematic legacy while addressing contemporary market demands. Through a descriptive approach and various data collection methods, including surveys and interviews, the study develops a comprehensive business plan for the "NEBVLA" cinema. This plan integrates market analysis, strategic planning, and financial projections to create a viable framework for the project's implementation.

In conclusion, the "NEBVLA" movie theater project represents a fusion of cultural heritage and entrepreneurial innovation, aiming to stimulate local economic growth and enrich community well-being. By revitalizing Biskra's cinema culture, the project sets a precedent for future entrepreneurial endeavors in the region.

**Keywords:** Cinema entrepreneurship, Cultural revival, Business Plan, Marketing plan, Organizational plan, Operational plan, Financial plan, Biskra.

## المخلص

تستكشف هذه الأطروحة إحياء ثقافة السينما في بسكرة، الجزائر، من خلال إنشاء سينما "NEBVLA". يهدف المشروع إلى إحياء التراث السينمائي لبسكرة مع تلبية متطلبات السوق المعاصرة، من خلال دمج التراث الثقافي مع ريادة الأعمال الحديثة من خلال نهج وصفي وطرق جمع بيانات متنوعة تشمل الاستطلاعات والمقابلات، تطور الدراسة خطة عمل شاملة لسينما "NEBVLA". تتضمن هذه الخطة تحليل السوق، التخطيط الاستراتيجي، والإسقاطات المالية لإنشاء إطار عمل قابل للتنفيذ للمشروع.

في الختام، يمثل مشروع سينما "NEBVLA" دمجا بين التراث الثقافي والابتكار الريادي، بهدف تحفيز النمو الاقتصادي المحلي وتحسين رفاهية المجتمع. من خلال إحياء ثقافة السينما في بسكرة، يضع المشروع سابقة للمبادرات الريادية المستقبلية في المنطقة.

**الكلمات المفتاحية:** ريادة الأعمال السينمائية، إحياء الثقافة، خطة التسويق، الخطة التنظيمية، الخطة التشغيلية، الخطة المالية، بسكرة.