



Picture Novella LC

Executive summary of the Final Project

ÁNGELA RIBES DASÍ

Tutor: Ramón Pardo Baldeón

Castellón, May 4th, 2017

Introduction

Online media has more audience than ever (Internet has been the most expanded platform in the last ten years, as the *Estudio General de Medios Octubre 2014 – Mayo 2015* proves) and comic books are also rising (*El sector del libro en España 2013 - 2015*). Although the situation is positive in both areas, Spanish online media do not cover the graphic novel's information as well as they should.

As Thierry Groensteen (2009) says, the graphic novel is changing the way to see the comic as an easy narrative for people less educated and for children, but graphic novel does not receive the media treatment it should. The lack of qualified information and non-differentiation between graphic novel and other illustrated genres are our motivations to develop this business project.

Covering the information of the Spanish graphic novel with qualified contents and using Internet features –as interactivity with social networks or using the online multimediality- is our main purpose.

Project description

This business project named Picture Novella is created by Ángela Ribes Dasí, journalist interested in corporative communication and Cultural journalism. This cybermedia combines literature and Internet –the digital area where the creator is more comfortable- and its name belongs to the graphic novelist Seth who defined his work as a “Picture-Novella” because he wanted to avoid the old term “graphic novel” (Postema, 2014). This progressive and challenging attitude inspired us as a new and original cybermedia.

Fighting the intrusiveness and satisfying the public demand are some of our objectives. Reporting on the Spanish graphic novel and reaching higher audiences during the next years are other purposes also important. We are very concerned about creating a fan community and using all of the web features in order to offer attractive and audiovisual contents too. We hope to reach an acceptable position on the online cultural media's field so as we can recover our

investment in two years and get profits in the next five years, thanks to the advertisements and the online shop.

Picture Novella's philosophy and values are the same as any novel graphic reader. We want to encourage people to read it with qualified journalism contents using an ethical and committed behavior. Also, we have a social commitment defending democratic values and climate change. Our passion and motivation allows us to work in team with honesty and efficiency. We also have a corporate social responsibility to help new graphic novelists.

Our map of audience is our users –Spanish speakers between 17 and 50 years old interested in graphic novels-, information agencies, novelists, publishing houses, associations -as Asociación de Críticos y Divulgadores de Cómic de España-, press councils and an accountant.

Human Resources

Picture Novella will be a Limited Company New Business with three founding partners: an online marketing expert, a computer engineer and a journalist. The reason is that we search quality in all of the cybermedia aspects.

The journalist will carry the 60 % of the capital investment in order to create Picture Novella. Our Personal Income Tax will be 15 % during the firsts two years because we are an entrepreneur Limited Company. After this, we will pay the 20 %. We will be also financed with 800 annual euros during three years by the social security for being younger than 30 years old and creating a new business. The accountant will be subcontracted and also we will have a Fine Arts graduated as a freelance.

Legal form

We want to be a Limited Company New Business because it limits our responsibility in case of debts. The numbers of partners could be increased but nowadays, we will be three shareholder employees.

The initial capital amount is 3.000 euros and the 60 % (1.800 euros) will be provided by the journalist. The computer engineer and marketing expert will provide 600 euros each one (40 %). The share capital will be divided in 300 stock options: 180 for the journalist and 60 for the other shareholder employees. The Sole Administrator will be the journalist, who will call the General Shareholder's meeting.

Business plan

Our service is mainly journalistic but we also want to educate about the graphic novel with informative, interpretative and opinion pieces from Cultural journalism. We want to report with textual, photographic and audiovisual contents, organized in different sections.

The sections are: Online shop (Merchandising and Collecting), News (News, Interviews, Reports and Chronicles), Reviews (with booktubers), TV series & Films and About. We will have a calendar with the 45 weekly articles organized.

The generalist media who could be our competitors are *El Mundo* and *El País*, and the specialized media are *Comidigital*, *La Casa de EL*, *Planeta de Libros*, *Dolmen* and *LaRAÑA*. *Comidigital* and *La Casa de EL* are the most important because they could attract our target audience, but they do not cover a lot of information about the Spanish graphic novel.

Picture Novella will not invest by now in furniture and computer programmes or equipment, but other necessary costs are: rent an office, optical fibre, water, electricity, office supplies, salaries, remunerations of the freelance and the accountant and taxes. All of this will cost monthly over 4.000 and 4.500 euros.

We hope to have 3.500 euros of monthly incomes by advertising and sales. The state and regional grants will help us to keep on going with the business during the first year. In case the incomes are not high enough to cover the first year's costs, the three partners have committed to reduce their salaries.

Our website visits will increase between the first and the third year, and the advertising spaces will be sold more expensive so we hope not to depend on the grants in the future and have returned the investments in the second year.

During the third year, we want to have benefits and social impact, so as we can recruit a graduate in Audiovisual Communication, and before the next ten years we will become in the Spanish graphic novel's information reference and we will have the 12 % of the cultural information market share.

The activities with which we will increase our incomes are: a social media strategy (Facebook, YouTube and Twitter with marketing videos and collaborations with *booktubers* to create engagement and have our visitor's feedback), publicity with the corporate social responsibility (get a positive audience perception thanks to the helped graphic novelists), and Inbound Marketing (it will help us to get more clients with SEO tools, personalized contents and results analysis). We will use promotions and price analysis with Google Shopping too.

Financial plan

The first year's initial capital amount is about 52.000 euros. The next years the cost will be of 50.000 euros approximately and the estimated incomes of 48.000 euros. The three salaries are more than the 75 % cost so we consider to reduce them until Picture Novella gets benefits.

The pessimistic scenario supposes that the incomes will be a 20 % less than the expected, so the result would be 11.600 euros of debt each year. The most likely scenario calculates 2.000 euros of benefits per year and the positive one expects a 20 % more of incomes, so the annual benefits would be 7.600 euros.

In order to fight the possible pessimistic scenario and have always liquidity, we will demand two grants: a regional help from the Conselleria d'Educació, Investigació, Cultura i Esport for media which communicate in Valencian (between 6.000 and 150.000 euros) and another from the Ministerio de Educación, Cultura y Deporte which gives the 80 % of the activity's total cost to promote Reading and Spanish letters.

In case we do not have any economical help, we consider applying an ICO credit for business and entrepreneurs up to 12.500 euros with repayment term of 4 years.

SWOT

Our weaknesses are: we are a new and small business, pioneers in the market, and we do not have experience in the Cultural journalism field. Also, we have a big budget and limited resources and we need an office.

Our biggest threats are: a lack of communication awareness in the novel graphic market, labour intrusiveness and big competitors in the comic area. The purchase behaviour can be very occasional and the politics can influence Picture Novella in the future too.

Our most important strengths are: experience in the corporative communication field, young and inspiring spirit close to the readers and defined products. We have corporate social responsibility, an office to show to the client and abilities to offer our own information. We also have our own office material and lower prices than the competitors.

The best opportunity is that we are the only novel graphic specialized media in Spain. Other opportunities are that digital media are rising and we get close to our target thanks to the social media and other communication strategies. We are very integrated into the society –we have a corporate social responsibility and a big map of audience- and the other media show a lack of objectivity and/or professionalism.

Conclusions

After making this business project we have concluded:

Although the hyperspecialisation of the cybermedia –the themes can be quite limited-, we have found a market niche where Picture Novella can be viable. We want to focus on readers who look for something more than fiction and superheroes' topics; we wish to reach the people who are interested in mature readings.

As we have seen before, the general and specialized media do not work a lot of information about Spanish novel graphic. Thanks to this situation, we have the opportunity to offer new and qualified contents.

We are a new and small business, so we have to keep each client we get. Our market strategy based in low prices, communication strategies and constant cared contents will let us differentiate from the competitors, subsist during the first year and create a consolidated map of audience with also a good image.

We are concerned about the efforts and sacrifices we will have to do during the first years, but we will not forget the possibility of reduce our salaries and applying for an ICO credit, in case of any of the grants were not given to us.

Finally, we will take the quote of Manuel Castells (2001) as an example of what Internet means to Picture Novella: «Internet is more than technology. It is a communication media of interaction and social organization». This business project is a network where users and content creators work at the same time to improve the Spanish cultural legacy that is the graphic novel, because as Paco Roca said: «To doubt is positive, especially for somebody who communicates».