

Central Florida Digital Media Initiative

- *Defining the Strategic Direction*

Digital Media Advisory Board Discussion

February 14, 2002

transforming results
PWC CONSULTING



The primary objective was to create a strategic plan that addressed six key questions

The major questions we addressed included:

- What is digital media?
- What is the size Central Florida's digital media industry?
- With which regional centers is Central Florida competing to attract digital media companies?
- What are the specific needs/requirements of digital media companies that Central Florida needs to address?
- What is Central Florida's value proposition within the digital media industry?
- What are the key next steps that the region needs to undertake to implement the defined strategy?

The Central Florida Digital Media strategic direction was prepared over a period of eight weeks

PwC Consulting was asked to assist the Central Florida region in the development of a strategic plan in Digital Media for the region. Working closely with regional industry leaders, the following tasks were undertaken to develop the plan:

- **Determine the opportunities that exist within Digital Media**
 - Review industry trends and projections and assess the market opportunities
- **Assess Central Florida's current positioning in digital media**
 - Interview the major players within the region to assess Central Florida's opportunities and weaknesses in digital media
 - Size the digital media industry in Central Florida's 21 counties
 - Determine the primary areas of clustering
 - Review Central Florida's positioning compared to other regions
 - Evaluate the region's core strengths and weaknesses
- **Develop the strategic direction that the region should pursue in digital media**
 - Develop Central Florida's core positioning in digital media
 - Identify Central Florida's relative strategic advantage compared to other regions
- **Recommend the initiatives that the region should pursue to implement the strategic plan**
 - Document the strategy
 - Identify areas that need to be addressed to pursue the strategic plan
 - Set out an implementation plan

The study benefited from the input and insight of more than 90 individuals representing digital media within Central Florida

- **ActiveTek**, Sandy Mills
- **Advanced Distributed Learning**
 - Janet Weisenford
 - Dr. David Ryan Jones
- **Bonefish Films**, Houston Winn
- **Camber Corporation**, Clara Steier
- **CEA Advisors**
 - Brian Crino
 - Scott Feuer
- **Central Florida High Tech Corridor Council**, Randy Berridge
- **CFIC**, Richard Fox
- **City of Orlando**, Sherry Gutch
- **Cyberscapes, Inc.**, Peter Kageyama
- **Digital Owl**, Kirstie Chadwick
- **Digitec Post Production**
 - Charlie Crangle
 - Jack McGrath
- **DirectNet Advertising**, Eric Obeck
- **Disney Animation**, Andrew Millstein
- **Engineering & Computer Simulations, Inc.**, Waymon Armstrong
- **Enzian**, Shannon Lacek
- **Florida Films**, William Suchy
- **Full Sail Real Education**, Eric Noteboom, Digital Media Program
- **Glue Digital**, Eve Cline
- **Gold Standard Multimedia**, Russell Thomas
- **Governor's Office of Film & Entertainment**, Rebecca Dirden Mattingly
- **Grace Ventures**, Steve Collings
- **GRC International an AT&T company**, Edward Babiuch
- **Group One**, Frederick Pazuar
- **Hydorgen Media**, James Guild
- **IDEAL Technology Corp.**, Douglass Hock
- **I.d.e.a.s.@Disney MGM/Studios** Robert Allen
- **Incubator at UCF**, Tom O'Neill
- **Itec Entertainment**
 - Marc Plogstedt
 - Bill Coan
 - Jeff Jensen
- **Jagged Peak**, Paul Demirdjian
- **JHT Multimedia**, James Jardon
- **Kosmo Studios Inc.**, John Kaminski
- **Lockheed Martin Information Systems**, Jay Hixson
- **Metro Orlando Economic Development Commission**
 - Suzy Allen
 - Maureen Brockman
 - Trish Duncan
 - Ray Gilley
 - Philis Intro
 - John Krug
 - John McClure
 - Sheila Morton
 - Katherine Ramsberger
 - Charles Sloan

Note: Interviewees are sorted alphabetically by organization

The study benefited from the input and insight of more than 90 individuals representing digital media within Central Florida

- **Milcom**, Darrell Kelley
- **National Center for Simulation**
 - Russ Hauck
 - Howard Okraski
- **Navy AWC**, Jacquie Foxx
- **New York New Media Association**, Alice O'Rourke
- **Nickelodeon Studios**, Scott Fishman
- **Orange County**, John Lewis
- **Orlando Sentinel Communications**, Kathleen Waltz
- **Pamplin-Fisher Co.**, Pat Bishop
- **Prasara Technologies**
 - Robert Montgomery
 - Scott Wilcox
- **RDV Sports**
 - John Weisbrod
 - Kevin Cosgrove
- **Real Estate Channel**, Michael Gerrity
- **Renaissance/Big Diesel**, Craig Richards
- **RFP Communications**, Suzie Boland
- **Seminole Community College**, Mike Kappers, Multimedia Technology Graphic Design Program
- **SSP Media**, Bob Singerman
- **Stonehenge Capital**, Steve Bennett
- **Strategic Services International**, Judson French
- **STRICOM**, Michael Macedonia
- **Tampa Bay Partnership**
 - Mike Evans
 - Karen Raihill
- **TeraNex**, Mike Barron
- **The Digital Hub Ireland**, Sinead Parker (PwC)
- **Tiburon Electronic Arts**, John Schappert
- **Ticketmaster**, Donna Dowless
- **Time Warner Cable**, John Rigsby
- **Universal Studios**
 - Marc Watson
 - Mark Woodbury
 - Scott Trowbridge
- **University of Central Florida**
 - Sterling van Wagenen, Department
 - Dr. Michael Moshell, CREAT Digital Media Program
 - Christopher Stapleton, CREAT Digital Media Program & Institute for Simulation and Training
 - M.J. Soileau, Research
 - Thomas Keon, College of Business Administration
 - Brian Goldiez, Institute for Simulation and Training
- **Valencia Community College**
 - Ralph Clemente
 - Dr. Sandy Shugart, President
 - Rick Rietveld, Performing Arts Program
 - Jim Flanagan, Digital Media Program
- **Vcom3D**, Carol Wideman
- **WIFT**, Tammy Stone

Note: Interviewees are sorted alphabetically by organization

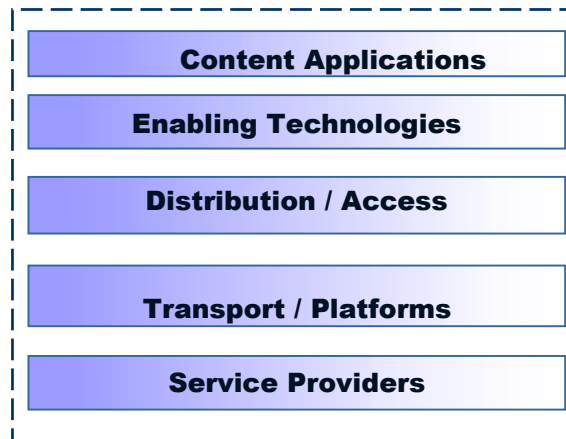
Digital media primarily reflects the application of innovative digital technologies to the creation and distribution of content

Digital media is the integrated process of creating, packaging and delivering interactive and experiential content for entertaining, teaching, informing and marketing to the consumer and business user, across multiple digitally-enabled platforms using advanced technologies and applications

Digital media builds upon the traditional Media and Entertainment industry,...

- Filmed Entertainment
- Television Broadcast
- Radio Broadcast
- Recorded Music
- Publishing
- Gaming
- Location Based Entertainment
- Advertising

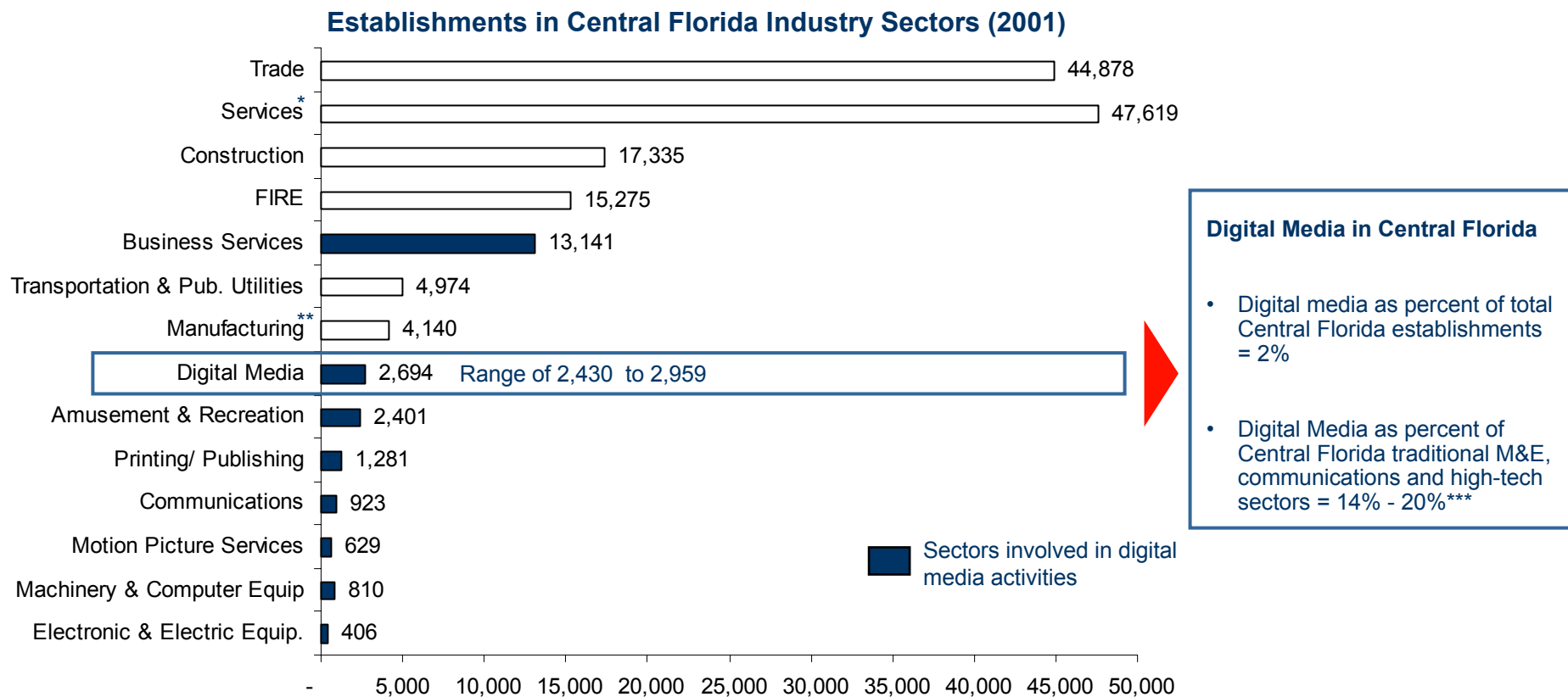
...leveraging value enhancing digital technologies ...



...to create, package and deliver interactive and experiential content

- Entertaining
- Training and Learning
- Informing
- Marketing and Selling

With approximately 3,000 establishments in Central Florida, digital media is an already prominent sector



Note: * Services excludes Business Services, Motion Pictures, Amusement & Recreation

** Manufacturing excludes Printing and Publishing, Machinery & Computer Equipment, and Electronic and Electric Equipment

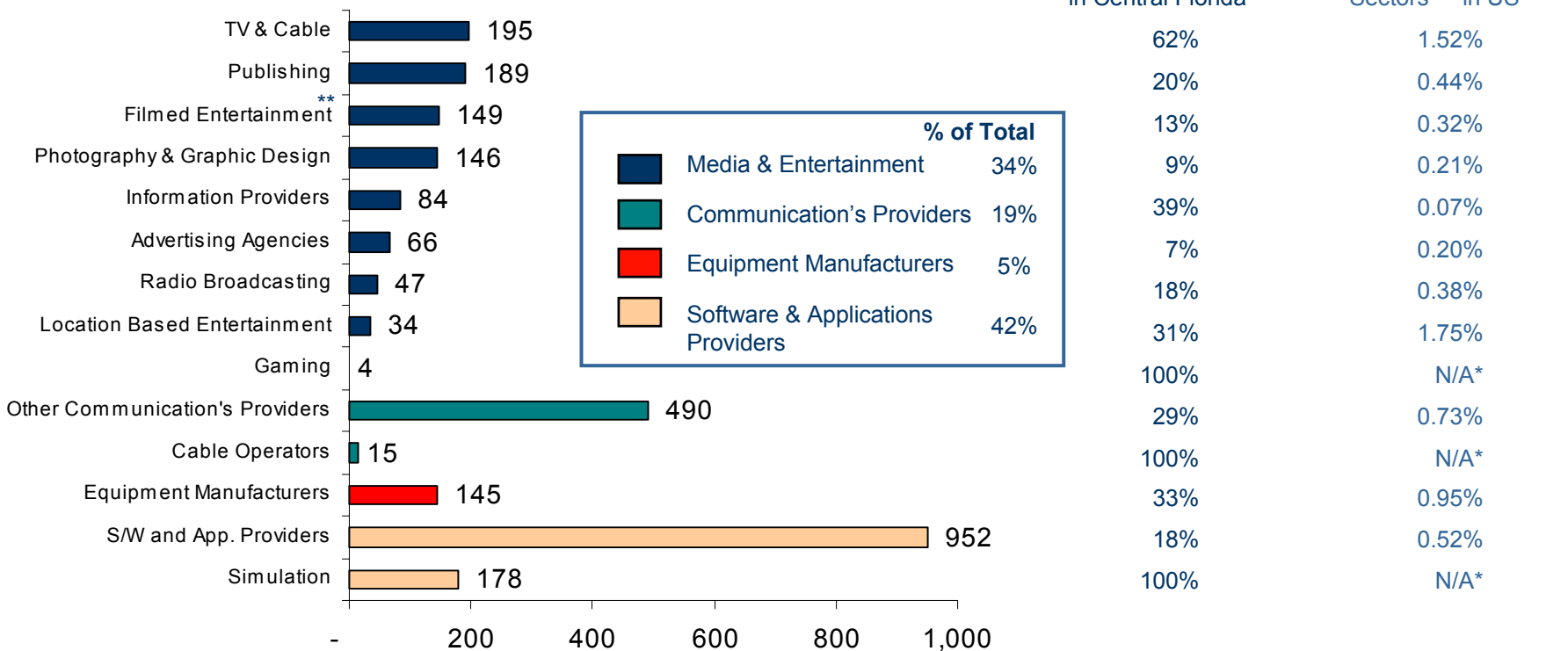
*** Range represents digital media as a percentage of traditional establishments as represented by government reported data and PwC Analysis

Source: Bureau of Labor Statistics/ES-202, PwC Consulting

Clustering is primarily focused towards content creation and applications development

Central Florida Digital Media Establishments by Sector (2001)

Total Establishments = 2,430 to 2,959 (Midpoint = 2,694)



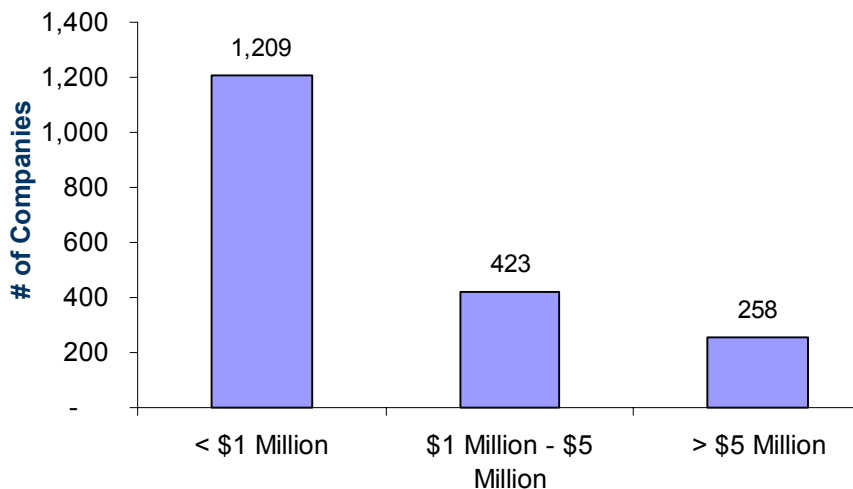
Note: * US industry comparisons are not available for Gaming and Simulation sectors; ** Filmed Entertainment does not include 921 small production companies with revenues under \$1 million; *** Traditional sector represents total companies within the sector SIC codes

Source: PwC Consulting

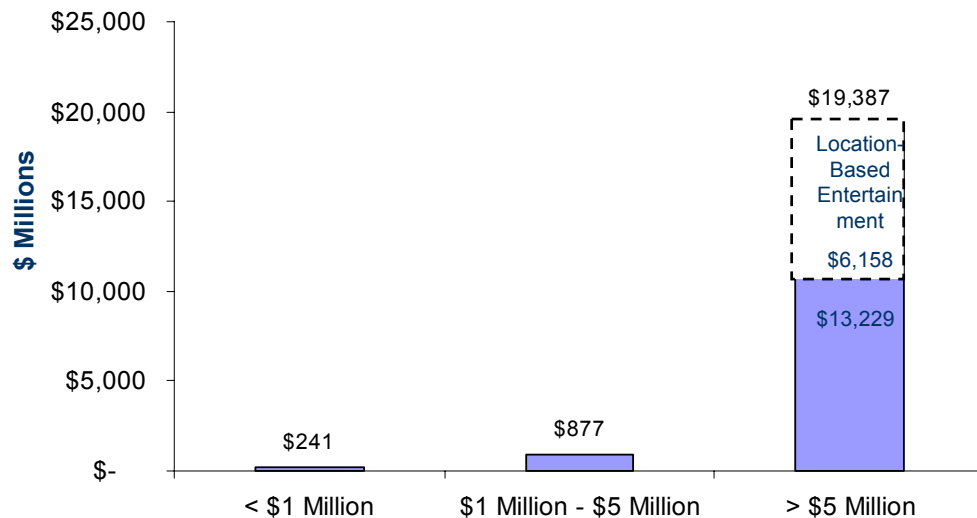
Digital media is an emerging cluster as characterized by the size of the companies

Central Florida Digital Media Company Composition

Distribution of total number of companies* by size (2001)



Distribution of Revenues by Company Size (2001)



Percentage of Total (excluding location-based entertainment)

2 % 6 % 92 %

Percentage of Total 64 % 22 % 14 %

Percentage of Total (excluding location-based entertainment) 64 % 22 % 14 %

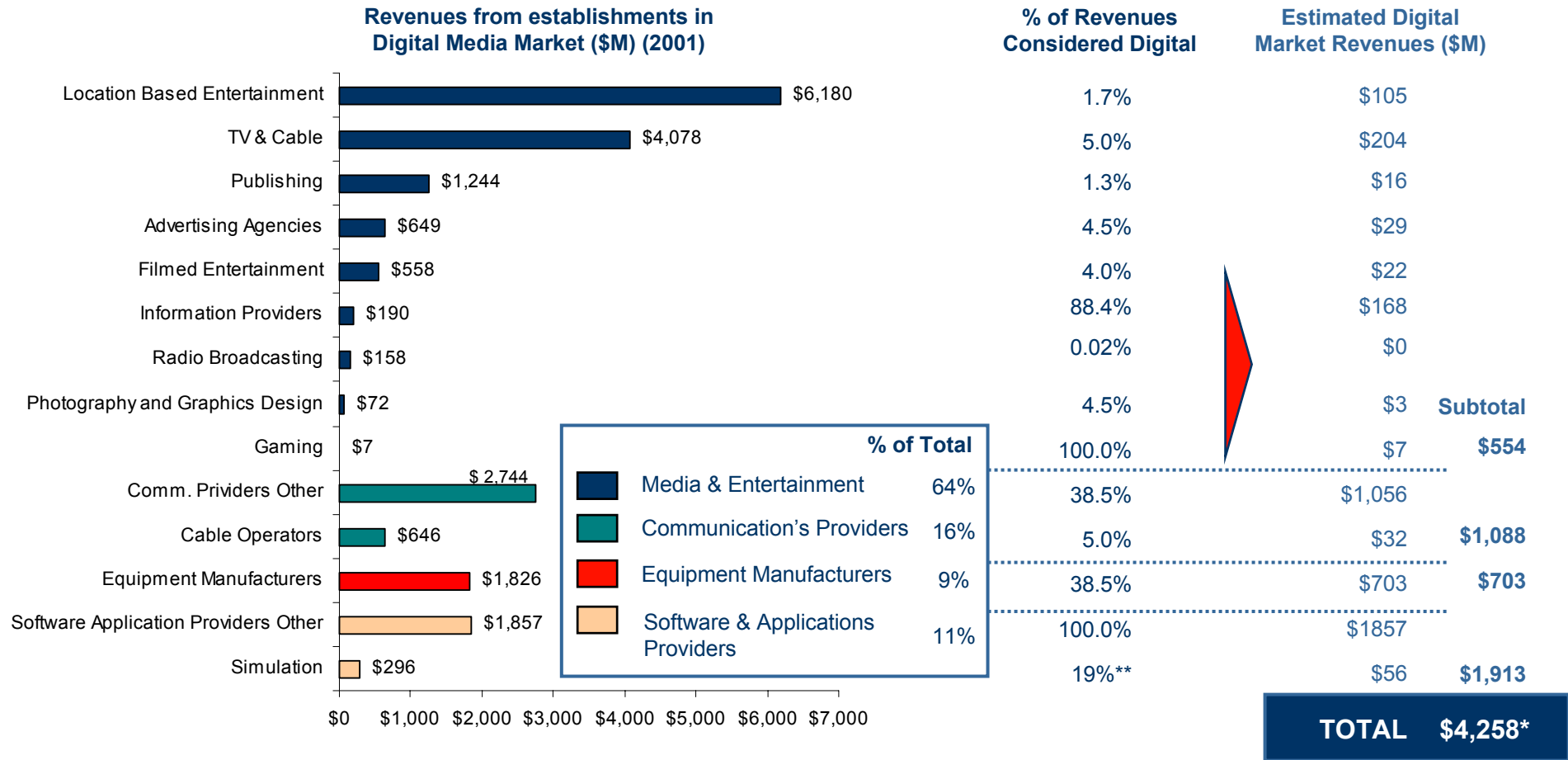
Avg. Emp. per Company \$million	\$0.2	\$2.1	\$77.9
Avg. Emp. per Company \$million (excluding location-based entertainment)	\$0.2	\$2.1	\$52.5

Note: *Distribution of Revenues are only provided for those companies that reported revenues

Source: PwC Consulting

Digital media establishments in Central Florida generated sales of approximately \$4.3 billion in digital media revenues in 2001

Central Florida Digital Media Revenues

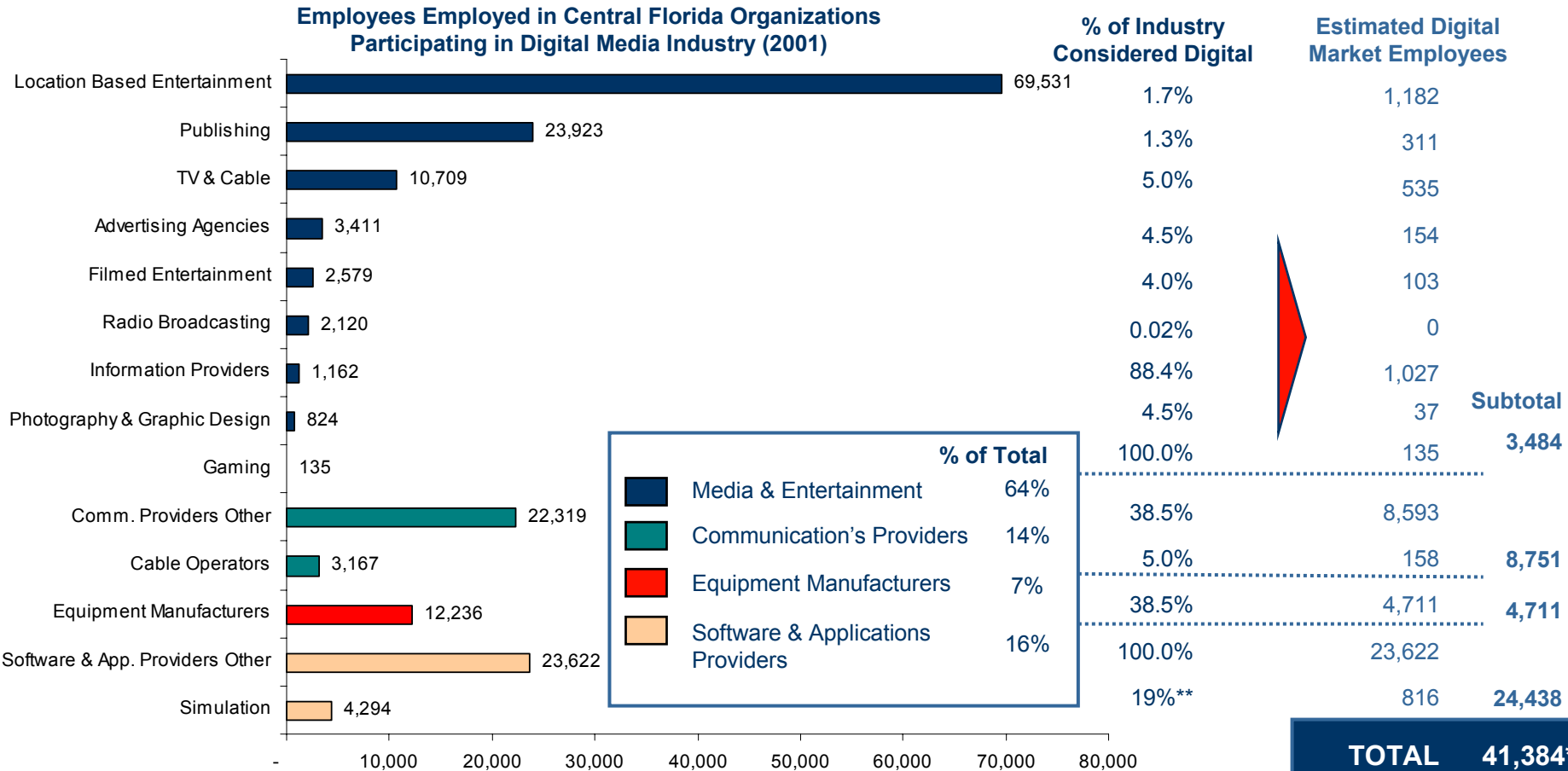


*Note: An estimate of digital media revenues as a percentage of total industry revenues was used as the factor to estimate digital media revenues within the region; ** Includes Entertainment and Education related simulation revenues

Approximately 41,000 people are estimated to work for organizations directly participating in digital media related employments

Central Florida Digital Media Employees

Employees Employed in Central Florida Organizations Participating in Digital Media Industry (2001)



*Note: The factor used to estimate digital media employees is the same as that used to estimate revenues. It should be noted that while many companies may not be generating significant revenues they are building up their digital capabilities, therefore the employee number is potentially understated** Includes Entertainment and Education related simulation

Source: PwC Consulting

Central Florida will implement six key recommendations to support its digital media strategic goals and objectives

Central Florida will:

1. Emphasize a **digital media focus** on content creation and technological developments
 - i. special focus should be given to leveraging the core strengths across industry sectors
 - ii. emphasis should also be given to increasing the growth of core clusters
2. Develop a **Central Florida Digital Media Institute**
3. Emphasize the attractiveness of investing in the region to help stimulate **investment** growth in digital media
4. Integrate **education** as a catalyst to the region's digital media initiative
5. Provide the guidelines required to organize the region's digital media focus, including the **leadership** of the initiative and identifying organizations for future **collaboration**
6. Increase awareness and enhance the **positioning** of Central Florida's digital media initiative

An immediate plan and preliminary budget has been developed to support the next steps required to pursue recommendations

Note: The numbering of the recommendations is provided as a reference for the following pages which will address each in turn. The recommendation numbers do not indicate a prioritization

Emphasize a focus on the content creation and technological developments within digital media

Rationale:

Central Florida wishes to effectively develop a focus within the growing digital media industry through an integrated strategy. The region is best positioned to pursue opportunities in developing content applications and enabling technologies for entertainment and educational content by leveraging skills from the media & entertainment and simulation sectors

Key actions in support of this recommendation

- **Confirm agreed upon strategic focus for the cluster and make decision regarding the region's commitment to pursuing the digital media strategy**
 - Conduct a few group sessions with stakeholders to gain consensus on the strategic priorities for the region, including:
 - > Digital media product and industry focus
 - > Nature of companies to attract to region
 - > Physical nature of Digital Media Institute
 - > Extent of commitment
- **Clearly establish the goals and objectives for Digital Media Institute**
- **Commit to developing business plan**
 - Objectives of plan
 - Roles and responsibilities
 - Timing
 - Go/No-Go decision factors


Central Florida’s proposed digital media focus draws upon the region’s strengths and industry opportunities

Digital Media Positioning	Central Florida’s Core Positioning*	Supporting Industry Sectors for Competitive Differentiation
1. Media industry sectors	<ul style="list-style-type: none"> • Location-based entertainment • Film 	<ul style="list-style-type: none"> • Simulation, modeling & training / Defence • Tourism / Conventions & conferences • High-tech
2. Industry value chain	<ul style="list-style-type: none"> • Content creation • Packaging and Marketing 	
3. Value enablers	<ul style="list-style-type: none"> • Content applications • Enabling technologies 	
4. Content types	<ul style="list-style-type: none"> • Education/Training 	

Note: * The focus is intended to identify opportunities for differentiation against other regions and not intended to eliminate any sectors completely

Comparing Central Florida’s positioning within traditional media against digital media opportunities, highlights filmed entertainment and television as potential areas of focus

Media Sectors	Estimated Digital Media Size 2005 (\$B) and CAGR [2000-2005]	Opportunities	Challenges
Film <ul style="list-style-type: none"> Digital Filmed Entertainment 	\$8.13 [39%]	<ul style="list-style-type: none"> Growth will continue beyond 2005 as Ecinema develops 	<ul style="list-style-type: none"> Incumbent regional players High entry costs especially for entertainment Distribution channels
Television <ul style="list-style-type: none"> Digital Cable Rev. iTV 	\$16.33 [68%]	<ul style="list-style-type: none"> Growth will continue beyond 2005 as channels expand Educational content becomes even more attractive 	<ul style="list-style-type: none"> High entry costs especially for entertainment
Publishing <ul style="list-style-type: none"> Web/Online Information Services 	\$72.63* [11%]	<ul style="list-style-type: none"> Location less critical Extension of content to new platforms i.e., audio, video 	<ul style="list-style-type: none"> Large global players Well established market Few significant market changes for digital media
Location-based <ul style="list-style-type: none"> Simulation 	\$0.29 [12%]	<ul style="list-style-type: none"> Increased innovation for live events – sports, conferences, theatre 	<ul style="list-style-type: none"> Limited major players – teams, conference organizers

 Strong Opportunities

* Includes Web/Online Information Services and eBooks.

Source: Simba, PwC Consulting

A review of market developments and interviews confirmed the primary opportunities for Central Florida lie in enabling technologies and content creation

End User Interface: Capital intensive sector already well penetrated by the leading electronics manufacturers, high R&D

Distribution: Capital intensive, dominated by well penetrated cable, telephony and satellite providers, slower growth

Packaging and marketing: Area of growth and development critical to reach and attract limited viewer time

Content Creation: Largest growth area to meet additional distribution capabilities, emerging content sectors

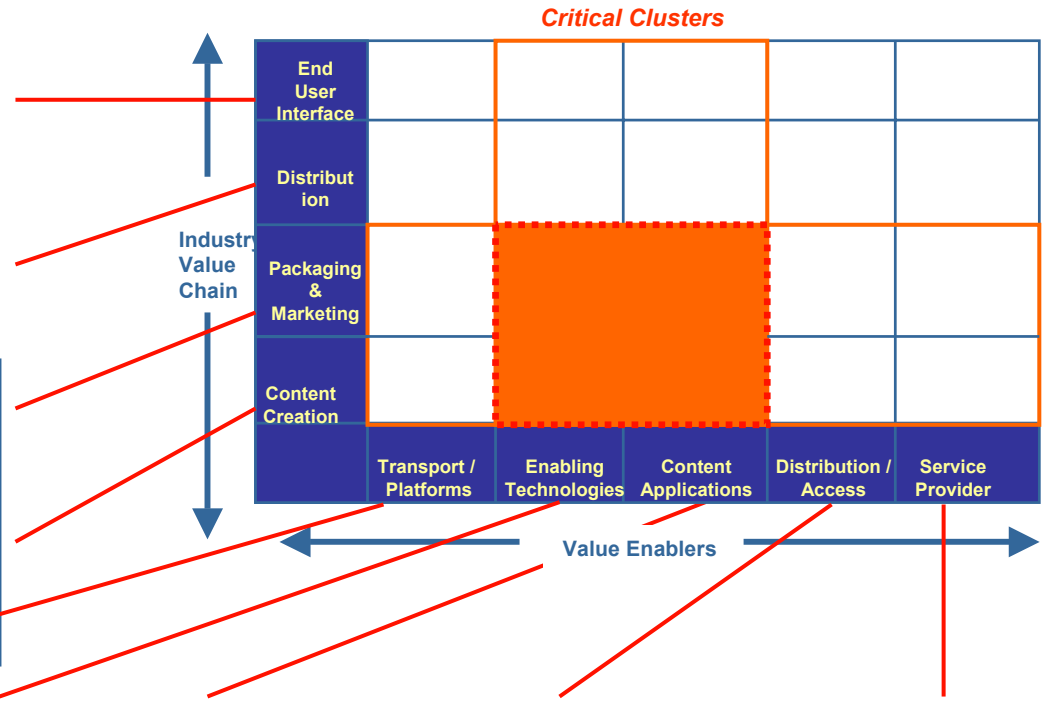
Transport/ Platforms: Capital intensive, 'new' platforms well developed

Enabling technologies: High growth area, Central Florida presence, closely aligned with other core sectors (simulation, defence)





Content Applications: Value enhancing software, limited barriers to entry, geography less important

Distribution/ access: Technologies well in place, barriers to entry high, not a Central Florida strength

Service providers: Opportunity to grow around a core sector, not an industry differentiator



Similarly, Central Florida is better positioned to pursue educational and entertainment content areas

Key Content Sectors	Size 2005 (\$B) and CAGR [2000-2005]*	Opportunities	Challenges	Central Florida's Opportunity Assessment
Entertainment	\$61.17 [24%]	<ul style="list-style-type: none"> Strong growth associated with the deployment of broadband and increasing channel capacity Digital cable & satellite requires significant content to fill channels 	<ul style="list-style-type: none"> Significant development cost Branding critical (cable, film, music) Increased competition Limited viewer capacity and available spend 	
Informative	\$64.73 [9%]	<ul style="list-style-type: none"> Location not a barrier Advanced acceptance of information Niche market focus 	<ul style="list-style-type: none"> Market largely saturated by global publishing players Increasing pricing pressures Significant digital penetration to date 	
Education/ Training	\$17.50 [68%]	<ul style="list-style-type: none"> Nascent market Large growth area Limited regional clustering developed to date Growing sophistication for experiential content 	<ul style="list-style-type: none"> Requires corporate and public support Requires critical mass to justify economies 	
Marketing/ selling	\$18.20 [17%]	<ul style="list-style-type: none"> Growing need for innovative differentiation Proximity to agencies important, although diminishing 	<ul style="list-style-type: none"> Well established traditional advertising and marketing sector 	

* These revenues are based upon size of digital market and are not specific to content creation **Includes: Digital Recorded Music, Interactive Entertainment, Digital Filmed Entertainment, eBooks, Digital Cable, Digital Radio Broadcast, iTV. Source: Simba, Eduventures, PwC Consulting

Interview findings indicated that Central Florida’s strengths in other sectors further enhances the competitive positioning of the region in digital media

- **Several industry clusters were identified through interviews as providing potential synergies and opportunities in digital media**

- Simulation, modeling & training / Defence
- Tourism / Conventions & conferences
- High-tech

Industry Sectors	Size (2000 employees)	% of Central Florida
Tourism	125,804*	5.0%
Communications Services	40,430	1.6%
Information Technology	40,000	1.6%
Microelectronics	17,000	0.7%
Optics/Photonics	7,000	0.3%
Simulation, Modeling & Training	4,294	0.2%
Security Systems and Services	3,940	0.2%
Aerospace and Defence	1,826	0.1%

*Includes direct employment for tourism only within Metro Orlando MSA, which houses the largest portion of tourism related employment

Source: Dun & Bradstreet, The Florida High Tech Corridor, Orange County Convention and Visitors Bureau, PwC Consulting Analysis

Develop a Central Florida Digital Media Institute

Rationale:

Central Florida should create a physical location for visionaries and talent to congregate and generate innovative content and applications. The benefits of developing a Digital Media Institute include a tangible physical facility, reflects commitment from key sectors, fosters collaboration and provides economic benefits

Key actions in support of this recommendation

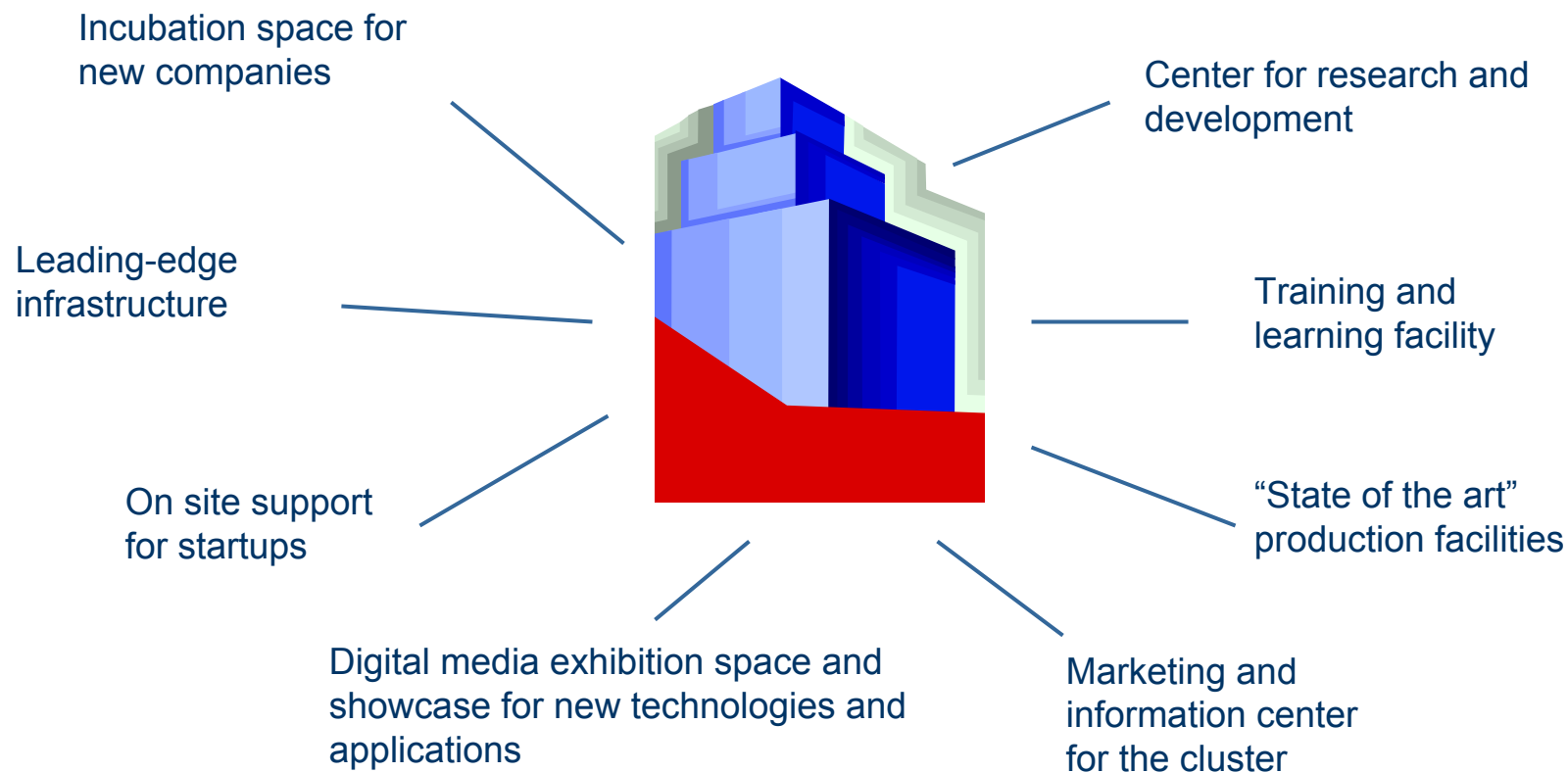
- **Agree on the nature and form of the Digital Media Institute, including goals and objectives, actions to be taken to support the goals, service components and infrastructure requirements and location**
- **Develop detailed business plan and financial projections**
- **Identify potential sources of public and private funding**
- **Create marketing document for target audience, customized by key segments**
 - Public and business leaders (to obtain approval and funding)
 - Investors (to obtain funding)
 - Industry players, skilled workers, entrepreneurs (to market opportunities and attract them to the region)
- **Secure approval and buy-in for construction of institute**
- **Obtain funding commitment from education sector, government organizations and private sector**
- **Develop RFP for construction and operation of Digital Media Institute**
- **Select partner/developer for Digital Media Institute**

Central Florida should create a physical location for visionaries and talent to congregate and generate innovative content and applications

- **The benefits of developing a Digital Media Institute as a center for the region's digital media industry are multiple**
 - Reflects commitment from key sectors, i.e., government, private industry and education
 - Provides a physical presence that industry can migrate towards instead of a more virtual organization
 - Becomes a center to attract new potential investors to region
 - Fosters collaboration between creative, technological, academic, financial and community leaders by providing neutral meeting ground
 - > Provides the infrastructure to link people, technology, capital/financial resources and industry knowledge for the generation of new ideas and businesses
 - > Provides a forum for private industry to share ideas on needs and trends within the industry
 - > Acts as a catalyst for the emergence of new ideas, products, companies and talent
 - Creates economic benefits through the creation of jobs, higher wages and revenues
 - Allows for rapid transfer of research and development results to commercial and governmental applications
 - Provides workforce development through on-the-job and hands-on training in state-of-the-art facilities in the creation, production and distribution of digital media products
 - Enables development of pilot projects to address social and economic issues, such as those experienced throughout the local K - 12 educational system

A digital media institute could house a combination of services depending on the goals and objectives of the facility

Potential Components of the Digital Media Institute



Emphasize the attractiveness of investing in the region to help stimulate investment growth in digital media

Rationale:

Accessing financial resources for early stage/seed companies is a major challenge in Central Florida. The region has to make a concerted effort in both marketing to and educating investors on the opportunities available within the region, and in bolstering the current infrastructure

Key actions in support of this recommendation

- Develop venture fund driven by standard investing principles focused within the region on early-stage/seed companies, with participation from entities such banks, insurance firms, major corporations, universities and pension funds
- Establish dialog with traditional financial institutions to assist start-ups in receiving early stage funding, e.g. develop small business loan programs for qualified digital media companies
- Coordinate forums to apprise venture capitalists and other potential investors and entrepreneurs of developments within the region
- Develop strong external positioning to encourage new investors to look at the region for digital media investments
- Provide increased communication on availability and applicability of public sector and military programs, such as Dual Use Application Programs and Small Business Innovation Research Program
- Pursue further public sector initiatives, such as, increase in funding for incubation efforts, provision of additional tax incentives and financial rebates, subsidized real-estate for incubators

Attracting funding to digital media will be critical to establishing the Digital Media Institute and further developing the sector

- **While venture funding is limited in the region, digital media represents 32% of the total venture deals in Central Florida from 1995 to 2001**
- **Digital media investments in Central Florida align with the identified industry clusters around content creation and software and applications**
- **Venture investments within the region are primarily concentrated toward expansion stage companies, consistent with the national trend**
- **Central Florida and Florida State have not yet developed business and tax policies targeted at digital media firms, whereas other emerging and leading digital media regions have been more aggressive in providing incentives to stimulate growth in the industry**
- **Central Florida must consider an overall financial package that addresses private and public funding options for new and established firms, in addition to assessing the multiple policy alternatives available to stimulate growth in the local digital media industry**

Integrate education as a catalyst to the region's digital media initiative

Rationale:

Education is key to developing the required skills within the digital media industry from entry level positions to the development on new ideas, technologies and business concepts

Key actions in support of this recommendation

- **Identify and recruit educational institutions within the region to collaborate across the various educational levels, i.e. continuing education at the corporate level, community colleges, undergraduate, graduate and post-graduate universities**
- **Determine involvement of educational system in digital media initiative**
- **Conduct a detailed needs assessment across the industry sectors to identify specific skill gaps for the defined strategy**
- **Roll-out near-term education and development opportunities**
 - Establish training goals and specify skill sets to be developed
 - Outline curriculum topics
 - Develop workshops for workforce on select industry topics
 - Develop courses on selected topics, such as, strategic planning and management, how to access financial resources, etc


























A broad range of technical, creative and managerial skills are required to succeed in the digital media industry

Digital Media Professional Categories	Critical Skills Required				
	Business Management & Entrepreneurship	Multi disciplined skills in arts and technology	Artistic/ Creative Skills	Engineering/ Technical Skills	Education/ Psychology Skills
<ul style="list-style-type: none"> ● Content Creation <ul style="list-style-type: none"> – Above the line talent – Production team (artistic) – Production team (technical/engineering) 	<ul style="list-style-type: none"> ● Project Management ● Business Management ● Business Management 	<ul style="list-style-type: none"> ● Scriptwriting, Media Design ● Graphic Design, Animation, Writing ● S/W and H/W engineering & programming 	<ul style="list-style-type: none"> ● Scriptwriting, Media Design ● Photography, Illustration, Writing ● Understanding of artistic requirements 	<ul style="list-style-type: none"> ● Technical Directors ● 3D Modeling, Acoustic Modeling ● IT, Software Design, Post Production 	<ul style="list-style-type: none"> ● Theories of Education & Learning ● Instructional Design & Technology ● Testing & Evaluation
<ul style="list-style-type: none"> ● Mediation and Distribution <ul style="list-style-type: none"> – Includes professionals involved in asset management, e-commerce, marketing and distribution systems 	<ul style="list-style-type: none"> ● Distribution/ Marketing 	<ul style="list-style-type: none"> ● Interactive and one-to-one marketing 	<ul style="list-style-type: none"> ● Marketing 	<ul style="list-style-type: none"> ● Network & Information Systems Technologies 	<ul style="list-style-type: none"> ● Understanding how people access and interface with information
<ul style="list-style-type: none"> ● Venue and Consumer Interface <ul style="list-style-type: none"> – Include professionals involved in digital cinema, iTV and web-based systems, kiosk interfaces and immersive systems 	<ul style="list-style-type: none"> ● Operation of venues 	<ul style="list-style-type: none"> ● Venue & User Interface Design 	<ul style="list-style-type: none"> ● Venue & User Interface Design 	<ul style="list-style-type: none"> ● Software Engineering, Display Systems, etc 	<ul style="list-style-type: none"> ● User Advocacy, Instructional Design

Source: UCF, PwC Consulting




Interviewees indicated that Central Florida will need to improve its managerial, creative and multi-disciplinary skill base

Central Florida Assessment of Critical Skill Requirements Based on Interview Findings

Professional Categories	Critical Skills Required				
	Business Management & Entrepreneurship	Multi disciplined skills in arts and technology	Artistic/ Creative Skills	Engineering/ Technical Skills	Education/ Psychology Skills
<ul style="list-style-type: none"> Content Creation <ul style="list-style-type: none"> - Above the line talent - Production team (artistic) - Production team (technical/engineering) 	  	  	  	  	  
<ul style="list-style-type: none"> Mediation and Distribution <ul style="list-style-type: none"> - Includes professionals involved in asset management, e-commerce, marketing and distribution systems 					
<ul style="list-style-type: none"> Venue and Consumer Interface <ul style="list-style-type: none"> - Include professionals involved in digital cinema, iTV and web-based systems, kiosk interfaces and immersive systems 					

Source: UCF, PwC Consulting

Perceived Gap in Central Florida Workforce

-  Low
-  Medium
-  High

Metro Orlando schools provide a wealth of AS level production talent, but the programs lack depth in management and above the line content creation

Schools	Degree		Curriculum					Management Skills	Industry Exposure	Physical & Intellectual Resources
	Undergraduate A.S.	Post-Graduate Graduate	Content Creation			Mediation & Distribution**	Venue & Consumer Interface**			
			Above the line Talent	Production (artistic)	Production ((technical)					
Full Sail CC	●		◐	○	◐	●	●	●	● Job Placement	◐
Seminole CC	●		●	◐	●	●	●	●	○ Work Study Prog. Internships Network events Research Assist. Job Placement	●
Valencia	●		◐	◐	◐	●	●	◐	● Internships Network Events	●
University of Central Florida		●	◐	○	○	◐	○	●	● Research Assistantships	◐
University of South Florida		●	◐	○	○	●	◐	●	○ Work Study Prog. Internships Network events Job Placement	◐
UCLA		●	○	○	◐	●	●	○	○ Work Study Prog. Internships Network events Research Assistantships	○
USC		●	○	○	◐	●	●	○	◐ Work Study Prog. Network events Internships	○

Source: UCF, PwC Consulting
 Note: * While UCLA and USC offer undergraduate and post-graduate programs, this assessment covers only their graduate digital media programs
 ** Mediation and Distribution skills were only assessed to the degree that the digital media program provided access to these courses. If these skills were offered purely through the computer science and engineering programs in the schools, they were not included in the analysis

- Comprehensive Offering
- ◐ Adequate Offering
- Limited Offering

A graduate program and research lab/incubator may help retain talent and stimulate innovation

- **The role of central Florida's community colleges and undergraduate programs should remain distinct from that of a digital media graduate program**
 - Community colleges and undergraduate programs provide the practical creative technical skills and creative digital arts skills needed to fuel the industry with a talented workforce
 - Graduate program should support the industry through a different role, such as providing innovation and research in addition to entrepreneurial and management skills
- **Graduate programs allow for cross-fertilization of ideas and create an environment conducive to cutting edge research and innovation**
- **A digital media graduate program if pursued, should be developed to serve as a center for combining activities across multiple disciplines such as film, business, and simulation and modeling**
- **The establishment of a digital media graduate program will enable the region to establish research leadership in selected interdisciplinary digital media areas, and potentially increase externally-supported research funded by the public and private sectors**

Provide the guidelines required to organize the region's digital media focus, including the leadership of the initiative and identifying organizations for future collaboration

Rationale:

Strong leadership and collaboration between critical stakeholders, including private industry, education and public sector, is key to the success of the initiative. Collaboration leverages and pools scarce resources in addition to fostering the creation of new ideas and businesses

Key actions in support of this recommendation

- **Appoint Digital Media Institute Board, ensuring participation from key groups including:**
 - State and local government
 - Universities and educational institutions
 - Private industry including, digital media, M&E, high-tech, tourism
 - Development agencies
 - Financial institutions, i.e., banks, venture capitalists, incubators
 - Professional services firms, i.e. consultants, lawyers, accountants
- **Identify and appoint key sponsor to champion the digital media initiative**
- **Set overall organizational principles and determine legal structure**
- **Appoint Executive Management team to act as lead for Digital Media Institute Board**
- **Appoint permanent staff to run day to day operations (including marketing, financial administration, coordination of efforts, etc)**

The region should seek a high-level of collaboration and a unified strategy between existing participants and key industry sectors

Representative Players

Public Sector

- Chambers of Commerce
- City of Orlando
- City of Tampa
- Enterprise Florida
- Hillsborough County
- Metro Orlando Economic Development Commission
- Naval Air Warfare Center
- Orange County

Regional Industry Groups

- Central Florida Technology Partnership
- Florida High Tech Corridor Council
- IT Florida
- National Center for Simulation
- Tampa Bay Partnership
- Tampa Bay Technology Forum

Innovation Commercialization Centers

- Central Florida Innovation Corporation (CFIC)
- Incubator at University of Central Florida
- Incubator at University of South Florida
- MILCOM
- TechVillage Tampa Bay

Educational Institutions

- Full Sail
- Seminole Community College
- University of Central Florida
- University of South Florida
- Valencia Community College

Other Industry Sectors

- Conventions & Conference
- Education
- High-tech
- Simulation, modeling & training
- Tourism

Each of these participants have significant value to contribute into an integrated offering

Potential Roles	Training & Education	Financial Support	Research & Development	Support Services	Policy & Economic Development
Description	<ul style="list-style-type: none"> • Provide digital media related <ul style="list-style-type: none"> - Courses - Workshops - Degrees 	<ul style="list-style-type: none"> • Provide funding for development of Digital Media Institute • Assist start-ups in obtaining access to funding 	<ul style="list-style-type: none"> • Participate in R&D activities within Digital Media Institute • Provide feedback on industry trends to drive R&D activities 	<ul style="list-style-type: none"> • Services for start-ups, such as, business planning assistance, networking events • Promotion, marketing and showcasing of industry's capabilities 	<ul style="list-style-type: none"> • Further policy development for the region • Provide industry advocacy in Tallahassee
Sector Participants	<ul style="list-style-type: none"> • Universities • Community Colleges 	<ul style="list-style-type: none"> • Public sector • Private industry • Financial sector • Regional industry groups 	<ul style="list-style-type: none"> • Universities • Community Colleges • Private industry 	<ul style="list-style-type: none"> • Innovation Commercialization Centers • Regional industry groups • Public sector 	<ul style="list-style-type: none"> • Public sector • Regional industry groups

Central Florida must create a single organizing body that brings together the various interested parties focused towards a single mission

Organizational Component for Digital Media Institute	Roles and Responsibilities/Composition
<ul style="list-style-type: none"> • Sponsor 	<ul style="list-style-type: none"> • Key sponsor to champion the initiative and obtain buy-in from the public sector • The effort requires either a strong sponsor with public and private support, or two strong sponsors, one providing public support and the other a strong “visionary” from the private sector
<ul style="list-style-type: none"> • Board 	<ul style="list-style-type: none"> • Act as leaders of the digital media initiative • Board must be considered independent and provide a cross-representation between: <ul style="list-style-type: none"> – State and local government – Development agencies – Private sector including, digital media, media & entertainment, high-technology, tourism – Education – Financial Institutions (banks, VC’s, incubators) – Professional services firms (consultants, lawyers, accountants) • Limit size to 10 to 12 members
<ul style="list-style-type: none"> • Executive team 	<ul style="list-style-type: none"> • Full-time Executive Director and management team to plan, operate and manage the initiative on behalf of the board

Increase awareness and enhance the positioning of Central Florida's digital media initiative

Rationale:

A successful communications plan is essential to favorably position Central Florida as a region for creative, advanced and interactive content and application in digital media. The region has to develop a strong brand related to its chosen strategy, while leveraging the strengths of existing core industries e.g. tourism, simulation and high-tech

Key actions in support of this recommendation

- **Socialize the digital media focus for the region to local players**
- **Create name and brand for selected focus cluster (in line with current regional branding)**
- **Consider conducting a more detailed survey to further understand the industry's features and needs**
 - Provide more accurate revenue and employee data
 - Creates awareness amongst the digital media community
 - Provides additional feedback on policy priorities and skill requirements
- **Develop marketing and communications plan**
 - Establish key messages, channels and roll-out timing for target segments
 - Determine marketing events
 - Identify performance metrics to track success of marketing rollout
 - Establish budget
- **Launch marketing effort within the region and outside the region to industry players, investors, workforce, entrepreneurs, business leaders**

A specific marketing initiative should be developed to address key regional and external stakeholders and audiences

Target Audiences

Within Central Florida

Outside the Region

	Within Central Florida	Outside the Region
Industry Players →	<ul style="list-style-type: none"> • Film & TV production sectors • Software & Applications sectors • Gaming • Simulation • Tourism • Education 	<ul style="list-style-type: none"> • Existing companies in target sectors <ul style="list-style-type: none"> – E-learning content and applications developers – Other software and applications vendors – Gaming developers – Distributors
Skilled Workers →	<ul style="list-style-type: none"> • Experienced hires • New graduates (digital media, computer science, engineering, film) 	<ul style="list-style-type: none"> • Experienced hires • New graduates (digital media, computer science, engineering, film)
Entrepreneurs →	<ul style="list-style-type: none"> • Individuals looking to invest in innovative business ideas 	<ul style="list-style-type: none"> • Individuals looking to invest in innovative business ideas
Investors →	<ul style="list-style-type: none"> • Angel investors • Venture capital funds • Incubators • Banks 	<ul style="list-style-type: none"> • Angel investors • Venture capital funds • Banks
Business Influencers →	<ul style="list-style-type: none"> • Local business influencers 	<ul style="list-style-type: none"> • Industry analysts • Industry reporters
Students →	<ul style="list-style-type: none"> • Community college • Undergraduate, graduate and post-graduate 	<ul style="list-style-type: none"> • Community college • Undergraduate, graduate and post-graduate

The messages should be consistent across audiences while addressing the unique needs of the various segments

Stakeholders	Needs	Message
Industry Players	<ul style="list-style-type: none"> • Knowledge of industry players • Availability of skilled workers • Networking forums • Sources of financing • Business planning support • Available incentives • R&D and incubator services 	<p>Primary message</p> <ul style="list-style-type: none"> • Central Florida positioned as the leading center for e-learning content and applications development <ul style="list-style-type: none"> – Presence and strengths of existing clusters that participate in e-learning – Wealth of skills and talent – Strong promotion of success stories within sector– “Success breeds Success” • Presence of Digital Media Institute as a central location for e-learning development <p>Secondary message</p> <ul style="list-style-type: none"> • High-quality of life • Family-focused environment • Low-cost, top-rate business operations • Availability of digital media educational offerings • Availability of support services for start-ups
Skilled Workers	<ul style="list-style-type: none"> • Knowledge of industry players • Availability of jobs • Networking forums • Continuing education 	
Entrepreneurs	<ul style="list-style-type: none"> • Knowledge of industry players • Leading-edge R&D and incubator services • Networking forums • Available incentives 	
Investors	<ul style="list-style-type: none"> • Knowledge of industry players • Knowledge of new business concepts • Networking forums 	
Business Influencers	<ul style="list-style-type: none"> • Knowledge of industry players • Networking forums 	
Students	<ul style="list-style-type: none"> • Knowledge of industry players • Availability of jobs • Networking forums 	

While the message and the channel must be adapted to address the distinct needs of each audience the primary and secondary messages must be consistent across sectors

The next steps the Digital Media Advisory Board should take involve approving and beginning to implement the strategic plan

Immediate Next Steps

- Gain commitment to focus on digital media as a region
- Secure commitment from government to help position and fund long-term strategy
- Develop and gain support and collaboration from relevant organizations
- Align goals of existing public and industry and education organizations around the digital media initiative
- Develop business plan for Digital Media Institute

Extent and Timing is Critical

- A small incremental effort is not likely to generate the required stimulus that would provide the impact required to position the region as a leading player
- Consider a bold initiative through decisive actions
- Act quickly