PARIS GO-TO-MARKET PITCH

CECE LATSKO, EVIE CRIBBS, MILANNA HABIB

BUS320 | USA → FRANCE

Space Paris

A Paris-legal business plan for bringing Club Space to France as a club-at-night, music-hub-by-day cultural nightlife campus

THESIS

Club Space Paris will enter the market as a phased, legally compliant music institution: private outdoor cultural programming by day and early evening, indoor marathon club operation by night, and a long-term flagship in Paris's northeast cultural corridor.



Feels like Space. Runs like France. Pays Paris.

Club Space is not just a nightclub...

- Founded in Miami, 2000
- Known for marathon sets + sunrise experience
- Global reputation in electronic music
- More than a venue — a consistent music destination







THE CULTURE SURROUNDING SPACE
IS WHAT MAKES THE BRAND EXPORTABLE

THE TERRACE EXPERIENCE
Central to the brand and its identity.

MUSIC, FOOD, COMMUNITY
Space combines long-form music, quality food, and a sense of community.

GLOBAL DISTRIBUTION
Full DJ sets are distributed worldwide through digital partnerships.

LIFESTYLE & COMMUNITY
The brand extends beyond a single night into a recognizable lifestyle and audience community.

RESPECT THE DANCEFLOOR
Reflects a clear cultural philosophy built on respect, inclusivity, and the music.



“RESPECT THE DANCEFLOOR”

RESPECT | MUSIC FIRST | INCLUSIVITY | POSITIVE ENERGY

A CULTURE, NOT JUST AN EVENT CALENDAR

A CULTURE WITH GLOBAL REACH



1M+ YouTube subscribers across Space channels

100M+ Total streams of Space DJ sets

180+ Countries reached through digital partnerships

1M+ Global community across platforms

This culture is what makes Space more than a club.
It is a globally recognized brand with a loyal community and exportable identity.

WHY INSOMNIAC'S PARTNERSHIP MATTERS

CLUB SPACE PARIS IS BACKED BY A GLOBAL LEADER IN ELECTRONIC MUSIC

CLUB SPACE × INSOMNIAC

OWNERSHIP STAKE

2019

In 2019, Insomniac acquired an ownership stake in Club Space.

LOCAL TEAM, LOCAL SOUL

The local team continues to manage and operate the venue, preserving the authentic culture that made Space iconic.

GLOBAL STRENGTH, LOCAL AUTHENTICITY

Club Space keeps its identity while gaining the support, resources, and infrastructure of one of the most influential live electronic music companies in the world.

NOT AN ISOLATED VENUE

Club Space Paris launches as part of an established global institution with cultural credibility and industry power.

WHAT INSOMNIAC OWNS & OPERATES

INSOMNIAC MUSIC GROUP – LABELS

A portfolio of labels across the electronic music spectrum.

- INSOMNIAC RECORDS
- HARD RECS
- BASSRUSH
- factory93
- BASSCON
- DREAMSTATE
- IN / ROTATION
- DISCOVERY PROJECT
- LOST IN DREAMS

ARTIST-DRIVEN IMPRINTS (PARTNERSHIPS)

Working with top artists and tastemakers on their own labels.

- GUD VIBRATIONS — NGHTMRE & SLANDER
- DIVIDED SOULS — WAX MOTIF
- WHAT TO DO — JUSTIN MARTIN
- NIGHTMODE — JERICHO
- BASEMENT LEAK — SHIBA SAN
- BLACK BOOK RECORDS — CHRIS LAKE
- UP THE ANTI — ANTI UP
- CATCH & RELEASE — FISHER

BEYOND LABELS: GLOBAL LIVE MUSIC POWERHOUSE

edc · BEYOND WONDERLAND · NOCTURNAL WONDERLAND · ESCAPE HALLOWEEN · HARD SUMMER

World-renowned festivals and brands that connect millions of fans, artists, and partners globally.

WHY THIS MATTERS FOR CLUB SPACE PARIS

- Access to Top Artists & Networks
- Label & Music Industry Infrastructure
- Marketing Reach & Global Exposure
- Stronger Brand Credibility
- Global Resources, Local Execution

CLUB SPACE PARIS = LOCAL AUTHENTICITY + GLOBAL POWER

So What Does That Look Like in Paris?

- Same DNA as Space
- Different structure
- Built for French law







PARIS HAS DEMAND, BUT NO PERMANENT INSTITUTION

The gap:

- Demand already exists in Paris
- The scene is fragmented across venues and one-off events
- Most sets are short and formats are inconsistent
- No permanent, music-first institution anchors the market

48.7M

visitors to Paris Region in 2024

€23.4B

tourist spending in 2024

Paris Is the Right Market for a Space-Style Model

What Space Brings:

- Proven global brand in electronic music
- Marathon-format DJ sets (6–12 hours)
- Consistent, year-round programming
- Strong artist relationships + booking power

What Space exports

A global destination for long-form electronic music experiences.

What Paris needs

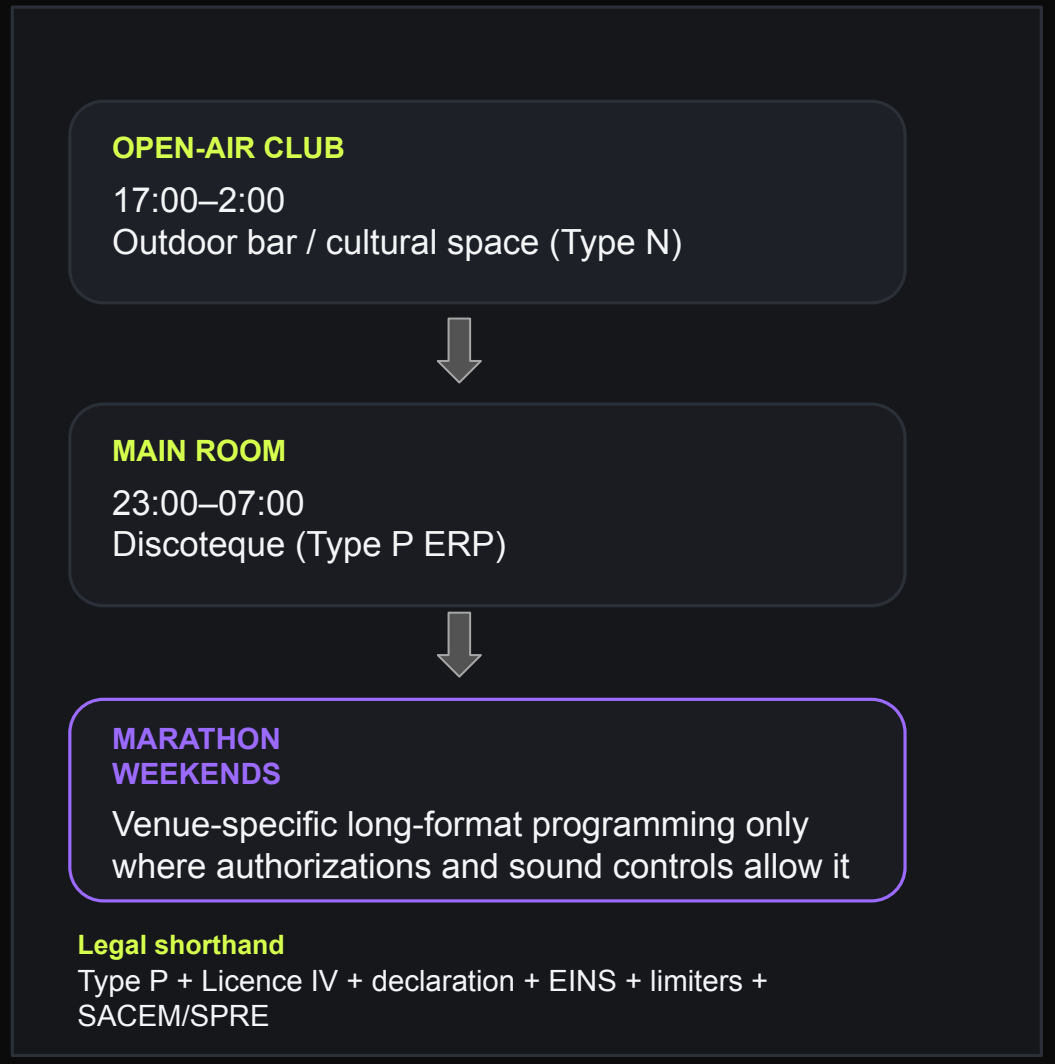
- A permanent flagship venue
- A structured day-to-night experience
- A consistent, repeatable music destination

Business opportunity

Space Paris = global brand + local demand + structured operating model

The Model: One Venue, Multiple Operating Modes

- A single venue operates through multiple legal and commercial modes
- The open-air club drives early discovery, food spend, and cultural programming
- The main room monetizes peak nighttime demand through long-form DJ sets
- Revenue is layered across terrace, club, food, merch, and later daytime use
- After the core model is proven, programming expands into special formats and pop-ups



Competitive Analysis

Comparison Category	Club Space	Kilomètre25	Glazart	Rex Club	Mia Mao
Dual Venue	✓	✗	✓	✗	✗
Global Brand	✓	✗	✗	✗	✗
24hr Events	✓	✗	✗	✗	✗
Location	19e	19e	19e	2e	19e
Ticket Pricing	$$	$$	$$	$$	$$
Programming Style	• Day party + night party • Cultural + artist programming	• Night party (event-based)	• Night party + after-hours/day parties	• Night party (club-focused)	• Night party (large-scale techno)
Operating Model (Hours)	• 17:00 → 07:00 + next-day continuation	• 23:00 → 07:00 (seasonal)	• Night + 05:00 → 15:00 day	• 00:00 → 07:00	• 00:00 → 07:00
Music	• Focused global techno/house, headliners	• Techno/house, mixed local + intl.	• Techno, mixed local + intl.	• Legendary techno/house DJs	• Big techno/EDM acts

To Win in Paris, Space Must Operate as Cultural Infrastructure

- Paris rewards curation, credibility, and community over spectacle
- Programming must include local artists, collectives, and residencies
- Residency model: local artists perform regularly and build into headliners
- Safety must be built into operations (not just messaging)
- The Space identity is preserved, but presented through Paris cultural standards

Curation	bookings must feel editorial, not generic
Collectives	recurring residencies for local crews
Safety	consent, hearing protection, harm reduction
Inclusion	diverse audiences and artists are part of value

Cultural alignment is not a constraint — it is a competitive advantage

Flagship Location

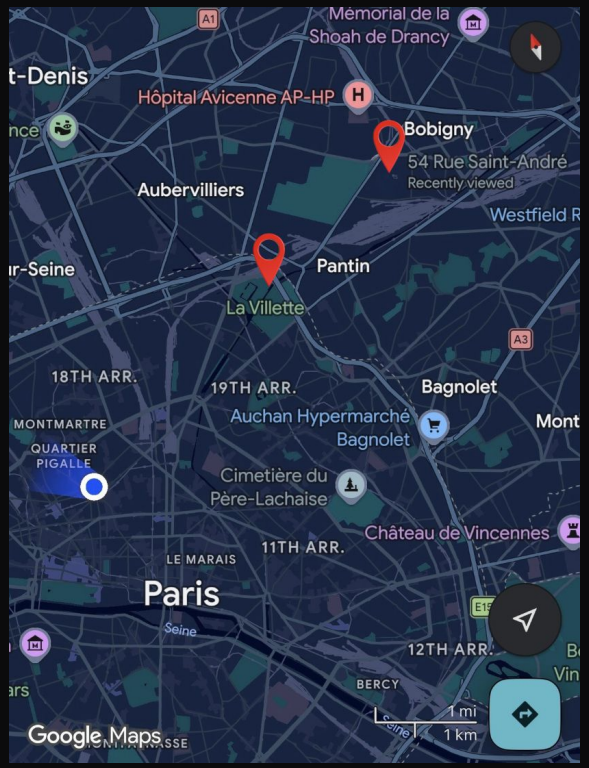
PARIS 19

Boulevard Macdonald – rue de la Clôture corridor

- Inside Paris → strong brand positioning
- Industrial zoning → sound buffering, fewer complaints
- Proven nightlife cluster (Kilomètre25, La Station)
- Strong transit access:
  - Metro 5 & 7
  - Tram T3b

TARGET ASSET

- 1,500–3,500 m² warehouse shell
- High ceilings + heavy structure
- Supports dual-club model:
  - Open-air terrace (17:00–02:00)
  - Main room (23:00–07:00)
- Full acoustic isolation + controlled exits



BOBIGNY - BACKUP LOCATION

54 rue Saint-André, 93000 Bobigny

- Fully industrial → minimal residential conflict
- Proven late-night event site
- Large footprint → flexible layout

LIMITATIONS

- Outside Paris → weaker brand positioning
- Different regulatory authority
- Less central access

Entry Mode: Stage the Risk, Then Scale the Asset

A phased approach to reduce risk, build credibility, and secure long-term success in Paris.

PHASE 1: RESIDENCY (MONTHS 1–12)

- Partner with Kilomètre25 / FVTVR
- “Club Space Presents” events (2x/month)
- Test demand, build relationships, and gain regulatory trust
- Begin location scouting (Paris 19th corridor)

PHASE 2: FLAGSHIP DEVELOPMENT (MONTHS 13–24)

- Secure permanent venue (Paris 19th corridor)
- Begin buildout while residency continues
- Transition audience to flagship
- Complete licensing and ERP approvals

PHASE 3: FULL OPERATIONS (MONTH 25+)

- Launch permanent dual-venue
- Scale to 2–3 weekend operations weekly
- Expand programming and artist residencies
- Establish Paris as European Club Space hub

Backed by Insomniac Events

Access to global artist relationships, operational expertise, and resources that reduce execution risk and accelerate growth.

PHASED MARKET ENTRY TIMELINE



PHASE 1:
Residency Launch
Partner-site events, build trust, prove demand, and scout locations

PHASE 2
Flagship Development
Secure venue, buildout, transition audience, complete approvals

PHASE 3
Full Operations
Open dual-venue, scale operations, become European hub

WHY THIS STRUCTURE WINS

LOWER RISK	Test first, invest later. Protects capital and limits downside.
REGULATORY TRUST	Proves responsibility and builds confidence with local authorities.
STRONGER POSITION	Better data, stronger leverage, and superior site negotiation.
GLOBAL ADVANTAGE	Powered by Insomniac’s network, relationships, and operational scale.


CLUBSPACE
PARIS


CLUBSPACE
PARIS
GOOD
VIBES
ONLY












ART WALL
LOCAL
TALENTS


GOOD
VIBES
ONLY

MODULE 9

HUMAN RESOURCES



Building culture through people.
Sustainable nightlife starts with sustainable labor.

OUR STAFFING PHILOSOPHY

Rotational shifts	Predictable Schedules	Union Compliance	Artistic Curators	Cultural Sustainability
No 12+ hour single shifts	Posted 4 weeks in advance	French hospitality union engagement	Alongside Operations Staff	Depends on labor sustainability

LEADERSHIP TEAM (FULL-TIME)

GENERAL MANAGER	ARTISTIC DIRECTOR	OPERATIONS MANAGER	COMPLIANCE OFFICER	HEAD CHEF / F&B DIRECTOR	MARKETING DIRECTOR
Overall operations, compliance, business metrics	Programming, artist booking, residencies	Daily scheduling, venue maintenance, inventory	Permits, licensing, seund mointoring, safety	Menu design, bakery partnerships, food carts	Brand, partnerships, PR, social media

EVENT STAFF (VARIABLE BY NIGHT)

ROLE	QUANTITY	HOURS
SECURITY (CNAPS-CERTIFIED)	15 – 25	22:00 – 07:00 (night) 05:00 – 14:00 (transition)
BAR STAFF	12 – 18	Night: 22:30 – 05:30 Day: 07:00 – 15:00
KITCHEN / FOOD	6 – 10	Night: 22:00 – 07:00 Day Party: 10:00 – 20:00
HOSTS / COAT CHECK	4 – 6	22:00 – 07:00
TECHNICAL (SOUND/LIGHT)	3 – 5	22:00 – 07:00
CLEANING CREW	8 – 12	07:00 – 11:00 (reset window)
SECURITY (DAY PARTY)	4 – 8	10:00 – 21:00 (Sundays)

TOTAL FTE EQUIVALENT: 35 – 45

OUR LABOR STRATEGY

COMPLIANCE
- No single crew works 5pm–7am
- Rest between shifts + night work premiums

PREDICTABILITY
- Monthly rotation 4 weeks in advance
- Consistent weekly patterns

TRAINING
- Harm reduction
- De-escalation
- Sound/technical compliance
- Emergency response

RETENTION
- Above-market wages (+15%)
- Benefits & pension contribution
- Career growth & team events

CULTURE
We take care of our team, so our team can take care of the culture.

Distribution & Marketing Strategy

Plug into existing demand. Convert. Retain.

DISCOVERY → CONVERSION → RETENTION

Resident Advisor
6M monthly users | 66M yearly uniques

Shotgun
5M+ monthly users

Instagram
590K followers

DICE
Authorized ticketing partner in Miami

RA + Shotgun
Drive high-intent ticket traffic

Direct Channels
Website & direct ticket links

CRM
Build customer relationships

Email / SMS
Drive repeat attendance

Instagram
Engage community & build loyalty

WHY THIS WORKS

- Reach music-first audiences at scale
- Use trusted platforms people already rely on
- Enable pre-sale, forecasting & growth

Ticket Pricing

Standard Operating Hours: Friday & Saturday

ENTRY ANYTIME TERRACE & MAINROOM — **€55-60**
17:00-07:00

MAINROOM — **€45**
22:00-07:00

DAY / TERRACE — **€20**
17:00-22:00

Additional Operating Hours: Sundays

DAY / TERRACE — **€20**
11:00-17:00

Special 24HR Marathon: Friday-Saturday

TERRACE & MAINROOM OPEN

ENTRY ANYTIME/RE-ENTRY — **€70-85**
23:00-23:00

ENTRY AFTER 12:00 — **€40–50**

ENTRY AFTER 07:00 — **€45**

EARLY ENTRY BEFORE 23:00 — **€20**

Every Major Risk Has a Structural Response



Regulatory risk:
phased launch + partner venue + local counsel



Noise risk:
northeast corridor + sound controls + indoor-first night operations



Demand risk:
residency first, flagship later



Security / brand risk:
local curation + formal protocols + visible safety practices

Risk heat map

REGULATORY
highest risk
local counsel + partner site + permit calendar

NOISE / ACOUSTICS
high but manageable
EINS + limiters + industrial-edge zone

SECURITY / REPUTATION
controlled through staffing, consent, and incident protocol

DEMAND
pilot first, then scale only when KPIs prove the market

Risk principle

The model works because each major risk is answered by structure, not optimism.

YEAR 1 RESIDENCY LAUNCH PROVES DEMAND WITHOUT FLAGSHIP RISK

A low-risk, high-control entry strategy that proves the model, builds credibility, and generates profit before committing to a flagship venue.

HOW THE PARTNER-SITE RESIDENCY MODEL WORKS



CLUB SPACE DOES

- Artist booking
- Marketing & promotion
- Brand, production & experience
- Ticketing & guest management

PARTNER VENUE PROVIDES

- Space & infrastructure
- Bar & food operations
- Local staff
- Hospitality

REVENUE SHARED

- 70% Club Space
- 40% Bar/Food to Club Space
- 100% Merch to Club Space

BOTH PARTIES BENEFIT

- Bigger audience
- Lower risk
- Higher profit
- Stronger brand positioning



LOW RISK

No flagship investment. Limited capital exposure.



PROVEN DEMAND

12 curated events test demand and build the community.



POSITIVE CASH FLOW

Profitable in Year 1 with cash breakeven by Month 8.



BUILT TO SCALE

Creates the foundation for a successful flagship launch.

YEAR 1 FINANCIAL SUMMARY (12 RESIDENCY EVENTS)

ITEM	AMOUNT (€)
Operating Revenue (70% share + other streams)	€291,600
Operating Costs (talent, production, marketing, staff, insurance, etc.)	(€198,192)
OPERATING EBITDA	**€93,408**
Setup Costs (one-time)	(€56,000)
NET YEAR 1 EBITDA	**€37,408**



CASH BREAKEVEN BY MONTH 8

Positive cash flow achieved within the first operating year.

The launch requires modest capital because we start with a partner-site model

Year 1 capital stays lean because Space enters through residency partnerships instead of funding a full warehouse build on day one.

USE OF FUNDS

€131K total Year 1 capital

Supports setup, cash float, launch marketing, and a contingency buffer during the residency year.

Setup costs		€56K
Working capital		€40K
Marketing reserve		€15K
Contingency buffer	Lean launch, not flagship build	€20K

FUNDING MIX

Designed to stay boring on purpose

Mostly equity, plus one aligned investor and a smaller revenue-based facility.



50% — **Parent equity**
€65.5K • Insomniac / Space

30% — **Strategic investor**
€39.3K • Preferred equity

20% — **Revenue-based financing**
€26.2K • 10% of monthly revenue

Why this structure wins It funds proof-of-concept first, keeps downside limited, and avoids flagship-level capital before Paris demand is proven.

The financial upside comes after proof of concept, not before it

YEAR 1
RESIDENCY
€291.6K revenue

Prove concept

- Partner-site residency only
- 12 branded events
- Demand + regulatory credibility

YEAR 2
LAUNCH
€10.1M revenue

Open + ramp flagship

- Flagship opens and ramps
- Residency tapers down
- First 24-hour event

YEAR 3
SCALE
€12.16M revenue

Full operating model

- Standard weekends
- Sunday day parties
- Regular marathons

Revenue and EBITDA ramp

Revenue bars use €M. EBITDA line uses €K.



What changes across the 3 years

Y1 Low revenue, high proof value

Y2 The flagship opens and starts to absorb demand

Y3 Multiple dayparts create a much bigger revenue base

Key message

The model earns the right to scale. Paris is tested first, then built bigger.

The model works because long dwell time monetizes tickets, bar, food, and merch

Standard weekend economics, not VIP dependency, are what make the flagship financially credible.

PEAK NIGHT REVENUE MIX

€124.25K gross revenue per standard Saturday night

Simple stacked bar of where the money comes from in the stabilized flagship model.



Tickets	€63.25K	51%
Bar	€36.0K	29%
Food	€16.0K	13%
Merch + sponsor	€9.0K	7%

No VIP tables are required in this model.

The concept monetizes time on site instead: entry, re-entry, bar, food, merch, and repeat dwell.

BREAK-EVEN LOGIC

Demand does not need to max out for the model to work

667	55%	€28K
guests	capacity	EBITDA at 80%

PER-NIGHT BENCHMARKS

- Revenue at 80% capacity — **€124.25K**
- Operating costs — **€96.22K**
- Break-even attendance — **667 guests**

This is a music-first model with real operating leverage, not a bottle-service model.

Why this matters Proof of concept is not just attendance. It is proving that long-set programming can convert into spend per guest, repeat demand, and sustainable margins once the flagship opens.

FINAL RECOMMENDATION

Bring Space to Paris — But Build It to Last

Recommended path

- Launch first through a residency at partner venues
- Operate as a legal mixed-use music model, not a loophole
- Scale into a flagship only after demand and trust are proven

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If it feels like Space, runs like France, and returns value to Paris, the expansion is credible.

THANK YOU

ANY QUESTIONS?



SOURCES

- Club Space official site: https://www.clubspace.com/
- Paris tourism office – electronic music scene: https://parisjetaime.com/eng/article/electro-paris-a745
- Paris.fr – Nightlife & cultural policy: https://www.paris.fr/pages/paris-la-nuit-11477
- Préfecture de Police de Paris – Sound regulation: https://www.prefecturedepolice.interieur.gouv.fr
- Legifrance – Code de la santé publique (Noise & ERP laws): https://www.legifrance.gouv.fr
- SACEM – Music rights & licensing: https://www.sacem.fr
- Club Space Miami – operating model reference
- Mia Mao official access details: https://miamao.fr/infos-pratiques/
- Kilomètre25 official site: https://www.kilometre25.fr/
- La Station – transport & access PDF: https://lastation.paris/media/pages/stationgdm/informations/privatisation/block/c3bc40a880-1655298440/lastationgdm-privatisation.pdf
- Internal market research, industry reports, and management assumptions for BUS320 business plan activity