You only live once
Life is about making choices
And not giving up
Forget the half ways,
The almosts, the in-betweens.

Choose not to compromise,
To make your own ways,
To fully live your lives,
All of them.
Choose Lyon, only Lyon.

MÉTROPOLE DE LYON
EDITORIAL

IS THERE ANYTHING MORE INTOXICATING, STIMULATING AND EXCITING THAN THE MOMENT YOU KNOW YOU HAVE MADE THE RIGHT CHOICE?

STUDENTS AND STARTUppers WHO CHOOSE LYON KNOW THIS; THEY TAKE THE RISK OF STAYING AND SUCCEEDING HERE. THE YOUNG MICHELIN-STARRED CHEF CAMINO CAN TESTIFY TO THIS, AS CAN MANY OTHERS.

WHILE SOME LIFE CHOICES ARE MADE IN RESPONSE TO OPPORTUNITIES, OTHERS ARE TIED TO STRATEGIES. THE STRATEGIES OF THE MAKERS OF EMLYON, BOEHRINGER INGELHEIM AND NOVACAP, AND OF THE STAKEHOLDERS IN THE LIGHTING SECTOR WILL SHOW YOU THAT LYON CAN BE AN EXCELLENT BASE FROM WHICH TO CONQUER THE WORLD. BY DOING SO, SMALL PARTS OF LYON ARE SPREAD AROUND THE GLOBE. WHAT DO THEY LOOK LIKE?

A CULTURE OF CURIOSITY. A NEED TO BE USEFUL. DESIRE TO LEARN FROM OTHERS IN ORDER TO BETTER PASS YOUR KNOWLEDGE ON TO THEM. TO COME UP WITH BETTER INVENTIONS TOGETHER. TO BE AMAZED. TO HAVE FUN... IF THERE IS A MAN WHOSE LIFE CHOICES ARE VISCERALLY ANCHORED IN THE CULTURE OF TRAVEL AND EXCHANGE, IT IS ALAIN MÉRIEUX. HIS CITY IS A WORLD AND THE WORLD IS HIS LIFE. COME AND DISCOVER CHINESE ARTIST LI XIN, WHOSE WORKS INVITE US TO MEDIATE ON THE MEANING OF LIFE AND USE THAT INSIGHT TO MAKE THE RIGHT CHOICES.
# AFFINITIES

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TOURNEE D'AUTOMNE 2017

FRANCE vs ALL BLACKS

NELLE ZELANDE

TUESDAY 14TH NOVEMBER, 2017 - 7:30 PM
LYON

BILLETTERIE: WWW.FFR.FR
PERFORMANCES

CONVERSATIONS  08-13
POSITIONS  14-15
EXPANSIONS  16-31
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Named the top French cultural city after Paris, Lyon is endowed with high quality cultural institutions, major festivals and places of expression open to all. This vitality is one of the main attractions of the Lyon metro area. Shaken up by cuts in public funding, digital changes and the emergence of new economic models, the cultural sector is in full transformation. Aline Sam-Giao, Managing Director of the Auditorium de Lyon and Vincent Carry, Managing Director at Arty Farty, which organizes the Nuits sonores festival and the European Lab Forum, share their thoughts and experiences with Françoise Benhamou, cultural economics specialist.
The cultural sector presents a paradoxical outlook: on the one hand it seems archaic, running out of steam and threatened by the constant decline in public funding, while at the same time acting as a trailblazer and showing great economic flexibility. What causes it to run out of steam?

Françoise Benhamou: To say that cultural policy is out of steam is both true and false. The appointment of Jack Lang as Minister of Culture in 1981 marked a state of grace, with the signing of the important fixed book price law and a doubling of the budget. Since then, the idea that the Ministry is bloodless comes back regularly. At the same time, the world has changed enormously. All issues have undergone change: public-private and local-national-global relations, increased digitalization, which has not only shaken up economical models, but above all the practices and the citizens’ relationship to culture, etc. So the question is not so much about a ministry or cultural sector that is out of steam, but rather about an era that needs to rethink its fundamentals and to give enough space to those acting on behalf of culture.

Aline Sam-Giao: I would like to add that the so-called archaic cultural institutions, like ours, are in perfect shape! This is shown in the constant increase in the Auditorium’s attendance over the past three to four years: we welcome an audience of 250,000, one third of which is renewed each year. This shows that the public today has a real appetite for artistic and cultural expressions, for the orchestra and music.

In pursuing its objectives, the cultural institution is no longer out of steam. If we go back to the end of the war, the program of the National Council of the Resistance still seems pertinent today: make education and culture accessible to all, creating free citizens, who are able to make decisions in a democratic society. I entered the profession 15 years ago and I have never known a day in which the cultural sector was not under financial constraint. In my career, I have not experienced the golden age that Françoise Benhamou just described. However, given the scarcity of public resources, at the Auditorium we have from the outset included the need to seek other sources of funding, such as corporate sponsorship. We have also demonstrated our ability to constantly test new ways of working, with the goal of understanding and presenting our audience with the developments that we detect.

Vincent Carry: It is first of all the growing gap between the public cultural policies and the real world that explain this lack of steam. The decline in political autonomy of state representatives or local authorities has been continuous over the last twenty years. The part of the budget that a minister or a councilor of culture really controls has probably decreased from 30 to 3%. It is simply the end of cultural policy! Resources are allocated to the renewal of existing organizations, especially the institutional ones. This way entire sections of the cultural spectrum are sacrificed: generational renewal, emergence, innovation, but also popular music, digital arts, and urban cultures remain at the door. Yet, when a sector of activity no longer welcomes new entrants, it necroses.

While some disciplines or institutions are richly endowed, many parcels of cultural land are poorly seeded. This concentration of resources is justified by a demand to restrict the indiscriminate provision of funds. I find this shocking because I believe, conversely, in the virtues of spin-offs. One cannot construct a prospective public policy that questions major socio-economic subjects, the attractiveness of our areas, the diminution of fractures, and so on, without investing in the future. However public policies, especially national ones, no longer invest in the future. We are paying for it today by a democratic disavowal with regard to institutions, especially on the part of the new generations. With 50% abstention in the last elections and 20 points lost to the Front National over two presidential terms, the situation is extremely serious, both in France and in Europe.

How does the “economic laboratory” dimension of the cultural sector manifest itself? What can culture invent and bring to economic dynamics?

FB: Privately funded cultural players show great vitality. Many have learned to be less dependent on public policy because they have no choice. Today we realize how important culture’s place and its laboratory function are, as a forerunner of economic and societal changes. Culture has taken the digital revolution head on, initially in the music industries, where sales dropped by 50% in just a few years. So the cultural sector quickly had to invent new models, according to new practices and uses such as streaming and algorithmization, which is omnipresent right now. Even before the digital revolution, the cultural sector served as a laboratory, as is shown in another example: the model of non-standard skilled employment, appeared, once again, first in this sector.
"I do not see the necessary profitability of an institution as a problem, but rather as an opportunity to do things differently and to innovate."

Aline Sam-Giao

Culture is a precursor and, by definition, a place of creativity. Creativity and innovation are the raw material of today's economies. The expectation is less about its ability to generate economic impact than to flood the economy with its creative force. Cultural education courses provide a real element of differentiation in economic competition. More and more art school graduates are working outside their original field. At a time when we argue more in terms of experience economy than product economy, culture brings real added value.

VC: I am also convinced that culture brings leverage to creativity and innovation, including for the economic sector. Part of our business at Arty Farty is focused on the emergence of talents in the digital and corporate fields. That is to say, start-ups. We are preparing for the opening of a site dedicated to both French Tech and creative industries in the Lyon Confluence area, based on the conviction that the cultural and creative sectors must be present to steer innovation in the entrepreneurial sector.

People in the cultural sector are more and more forced to become cultural entrepreneurs. But how do you reconcile a vocation of social utility with the necessary profitability demanded by the business world?

ASG: I have no problem with that. The end justifies the means. As long as one is clear about the objective of the targeted public service, all means are good to get there. The private sector can add valuable things. Sclerosis often comes from a withdrawal from reality. At the Auditorium, a discussion with a corporate sponsor can lead us to rethink the organization of our teams. I don't see any problem with it; I see it as an opportunity, provided that this contribution is made while respecting our public service mission.

FB: The relationship between profit and not-for-profit has evolved considerably. It has often been said that donors and corporate sponsors are a complement to public money. But sponsorship is for two-thirds also public money, if you consider the tax-exempt share. I find it very positive that cultural institutions are trying to introduce some
budgetary rationality. Nevertheless, it is extremely important to continue to build loyalty among the public in all its diversity, to try to win over new audiences, and also to finance and support innovation. But the public is not always open to support innovation. In the private sector, the great publisher Christian Bourgois has understood this: the publication of best-sellers intended for the general public made it possible to finance translations of important works by great but lesser-known authors. We should never forget that not everything can be profitable.

VC: Nowadays, the cultural landscape is divided into three large blocks. The first is the emanation of public policies; a second comes from entertainment, with major private groups like Fimalac, Live Nation and Lagardère, who maintain very aggressive acquisition strategies for events and cultural places; and the third represents that of independents, obliged to become cultural entrepreneurs because they have no other option.

Trying to maintain this ideal of serving the general interest outside of the beaten paths of recognized institutions and traditional businesses is not evident. It is what Arty Farty is doing by trying to invent viable economic models that consolidate both its sustainability and its independence.

Arty Farty is a non-profit organization and 83% auto-financed. Certain groups within our organization receive up to 17% of public funding. Others don’t get anything. Public funding for the entire organization, which includes five groups and 83 employees, represents 7%. There are, clearly identified within our entrepreneurial space, functions that aim to be somewhat profitable, but with requirements, specifications and ethics similar to those that we develop as non-profit projects.

The key to our independence lies in the diversity of our resources. We have several possibilities for companies to get involved: corporate donations and sponsorship of course, as well as public relations events that we organize on their behalf. Currently the main relationship today is established through the value-creation of the professions we have developed: artistic direction, organization, and technical direction. This engineering expertise has become a source of revenue.

"While we argue more in terms of experience economy than product economy, culture brings real added value."

Françoise Benhamou
What is the role of cultural players in promoting the attractiveness of an area? You sometimes are part of the Lyon Métropole delegations abroad, as was the case in Boston recently. What are you able to contribute and take away from these joint business trips?

ASG: I think it is essential to align oneself with the public policies on extending the area’s reach. Cultural players can be of incredible added value. When the Orchestre National de Lyon will perform at Carnegie Hall in New York, it can help achieve certain economic objectives, either vis-à-vis our sponsors that are put in the spotlight, or vis-à-vis prospective companies that the city’s leadership would like to draw to the area. It is a role that we gladly play, especially since it can also benefit us. Thanks to the ON-LYLYON network we welcome an audience that might not have made the trip all the way to Lyon but will in the end extend the Auditorium and the orchestra’s reach to New York circles. I am delighted that in Lyon this interaction is obvious to everyone, which is not the case everywhere.

VC: This is indeed a crucial point: Lyon tends to play very collectively. It is an area that has opened up a lot and allows easy exchanges between the public and private sectors, major and small stakeholders, and sports and culture. At Arty Farty we completely accept our role as one of the area’s stakeholders, with a certain sense of acting in the public interest and with the desire to contribute to the area’s growth and attraction. It is in our genes. Fifteen years ago, we started giving Carte Blanche to a city at the Nuits sonores festival: we invite this city’s artists, labels, media organizations and entrepreneurs. We have since done the same in our new restaurant “À La Piscine”, by inviting a different international chef each month to work in its kitchen. We have also exported more and more ambitious projects to the point of creating true international versions of the Nuits sonores festival: in China, Tunisia, Tangier (Morocco), Barcelona, Zurich (Switzerland), and recently in Seoul (South Korea), Colombia and Brussels (Belgium).

It was not necessarily a strategic vision at the beginning but it seemed essential to us with the birth of the European Lab forum and then the “We are Europe” project that we support as part of the Creative Europe program. It is a question of creating a transnational community of cultural stakeholders, citizens, entrepreneurs, new media, and activists from different societal issues such as civic engagement and gender issues. We want to create bridges and interdependencies, foster a dynamic between all these communities and be proactive together. European Lab is an approach that participates in rebuilding the European project.
Françoise Benhamou, Professor at the Université Paris XIII, is an academic whose specialty is cultural and media economics. She is a former advisor on books to Culture Minister Jack Lang (1988-1990), has authored numerous works, including “L’Économie de la Culture” (La Découverte) and is also Vice-President of the ARTE TV station’s Program Advisory Committee.

Aline Sam-Giao was in charge of sponsor and donor relations at the Berlioz Festival in the Isère region before becoming General Manager of the Orchestre des Pays de Savoie. She took on the management of the Auditorium and the Orchestre National de Lyon in January 2017.

Vincent Carry is a true independent cultural stakeholder, Vincent Carry is the head of Arty Farty, which organizes the Nuits sonores festival, the European Lab forum and, alongside 1Kubator and the SOS Group, spearheads Lyon’s French Tech flagship location that will open in the Confluence area mid 2019. He is also chairman of two other companies: Culture next (Le Sucre) and Swimming Poule (La Piscine).

FB: What strikes me when listening to Aline Sam-Giao and Vincent Carry is how what’s going on locally is completely intertwined with what’s happening on the international stage. A successful local or regional policy that engages its citizens is one that will also work abroad. Dialogue with other cultures, as with other economic models, is an essential approach to innovation.

"Lyon is an area that has opened up a lot, and allows easy exchanges between the public and private sectors, major and small stakeholders, and sports and culture."

Vincent Carry
LYON, CAPITAL OF THE AUVERGNE RHÔNE-ALPES REGION
7.8 MILLION RESIDENTS

REMARKABLE ATTRACTION

ON THE EUROPEAN REAL ESTATE MARKET
SINCE 2013

LYON BEST FRENCH CITY FOR ENTREPRENEURS
L’EXPRESS-L’ENTREPRISE 2016

7 NO. 1
BEST CITY OF 100
EUROPEAN CITY
PREFERRRED GENERATION Y
NESTPICK 2017

2ND BEST
FRENCH CITY TO WORK IN
L’EXPRESS 2017

ATTRACTIVE FRENCH METRO-POLIS
PWC 2015
NO. 1
FRENCH SMART CITY
OBJECTCONNECTE.COM 2016

5TH CITY IN WHICH TO INVEST
THE ECONOMIST 2017

2013
PWC 2017

L’ETUDIANT 2017
STUDENT CASE

5TH METROPOLITAN AREA
ON THE EUROPEAN REAL ESTATE MARKET
PWC 2017

10TH MOST APPEALING FRENCH METROPOLITAN AREA

SMART CITY METRO-POLIS
POLIS

7.8 MILLION RESIDENTS

BEST FRENCH CITY FOR ENTREPRENEURS
L’EXPRESS-L’ENTREPRISE 2016

5TH CITY IN Which TO INVEST
THE ECONOMIST 2017

PREFERRED GENERATION Y EUROPEAN CITY
OF 100
NESTPICK 2017
ESSENTIAL DESTINATION

Nuits Sonores 2017
140,000 Attendees

No. 1
European City Break Destination
World Travel Awards 2016

2nd
Best City for Conferences
2016 ICCA 2016 and 2016 UIA Ranking

No. 1
Museum of the Major French Cities: The Lyon Museum of Fine Arts
Journal des Arts 2017

Nuits de Fourvière 2017
156,000 Spectators
136 Shows

Attractive City for Students
L’Étudiant 2017

French City to Create a Start Up
(Outside Paris)
Forbes 2017

Business-Friendly City in France
L’Expansion-L’Express 2016
What better defines an international art exhibition than the ability to appeal to major lenders and attract visitors from around the world? The expertise of the Lyon Museum of Fine Arts is well established. It is rooted in Lyon’s DNA with its talent for coproduction and powerful networks, and supported by its ability to propose meaningful concepts.
Recognized as the top museum of the major French metro areas by the Journal des Arts last spring, the Lyon Museum of Fine Arts has established itself as a museum destination of excellence. The number of people in the corridors of the Palais Saint-Pierre continues to increase: the museum welcomed 340,000 visitors in 2016; a 10% increase over 2015. The Museum has every reason to be proud, especially since it attracts a young (29% of its visitors are younger than 26) and international (14% foreign visitors) audience.

This top spot is the reward for substantial work by the museum's 130 employees around museum director Sylvie Ramond, based on an ambitious acquisition policy ("La Mort de Chioné" by Nicolas Poussin in 2016) and large-scale exhibitions. This expertise and these choices have created new opportunities. "The 2010 exhibition 'Le corps image' was our first large international production," remembers Sylvie Ramond. "We took the lead in this exhibition that brought together works from the five most important French collections from the Rhône-Alpes region in Shanghai. We showed that we were able to question body images that were radically challenged in the various collections." The collaborative dynamic that began has become ever more precise since.

**COMBINING EXCELLENCE WITH COLLABORATIVE DYNAMICS**

What followed was an adaptation of "Le corps image" in Johannesburg, South Africa in 2012, and "Autoportraits, from Rembrandt to selfie" in 2016, which started in Karlsruhe, Germany. Over time, the Lyon Museum of Fine Arts thus refines its ability to co-produce. "Our artistic viewpoint aims at excellence. The exhibitions that we lead not only show the richness of the collections, they must allow for understanding, questioning, and weaving threads. The collaborative approach is essential in our work with partner institutions, who have an unrivalled knowledge of their collections. We constantly learn from each other," explains Sylvie Ramond. It is also a way to meet new patrons and obtain new leads on financing.

This coproduction is set up for the long haul, as it often needs two to three years of preparation, and sometimes even more, as was the case with "Los Modernos". "For this exhibition we needed four years to bring the dialogue that we wanted to create between our collections and those of Mexico's major museums to a successful conclusion in 2015." Each artistic project is custom built on the basis of an initial idea that grows during the meetings. "In 2016, for 'L'Art de l'inclusion', the impetus came from the Montreal Museum of Fine Arts. The program was created in close collaboration with the Maison de la Danse, with which we easily found a common ground in the desire to bring the strength of artistic practice to life through the creation of connections and the fight against exclusion."

**WEAVING ONE'S WEB THROUGH NETWORKS**

In order to create more resonance between institutions and collectors around the world, the Lyon Museum of Fine Arts is weaving its web, always in good company. "Whether informal or established, networks are essential in our profession" says the director. The museum is part of the FRAME (French Regional American Museum Exchange) network, which promotes the organization of joint exhibitions between major museums in France, the United States and Canada. In a personal capacity, Sylvie Ramond is member of the very exclusive Groupe Bizot, which periodically brings together directors of the world's major museums, acting as forum for exchanges and laboratory of ideas.

All these bridges were conceived to make the most ambitious projects a success, as in the Henri Matisse Retrospective, which attracted over 160,000 visitors in three months. The majority of the exhibited paintings, sketches and sculptures came from the major art centers in the world: Centre Pompidou, MoMa, the New York Metropolitan and Philadelphia Museum of Art and the personal archives of the Matisse family. This challenge was made possible by the "solidarity of the project that not only exhibits beautiful artwork but also goes deep into the artist's creative process. Of course the reputation of the institution and the quality of our networks were reassuring factors for all stakeholders, but the quality of the analysis and the focus on Matisse's work really made a difference," concludes the director. These dynamics continue this fall with a new exhibition bearing a strong international connotation around the work of Chinese artist Li XIn, organized in collaboration with the Franco-Chinese Institute.
Édgar Degas
Danseuses sur la scène, around 1889.
Lyon, Museum of Fine Arts. Image © MBA Lyon – photo Alain Basset

“Los Modernos” Exhibition. Museo Nacional de Arte (MUNAL) and Museo de Las Artes Universidad de Guadalajara (MUSA) in Mexico. Coproduction of the Lyon Museum of Fine Arts and the Museo Nacional de Arte in Mexico. Supplemented by loans from the Centre Pompidou, the Picasso museum (Paris) and Mexico’s major museums. 200,000 visitors. The exhibition will be on display in Lyon from December 1st, 2017 to March 5th, 2018.

Alexeï von Jawlensky
Tête de femme « Méduse », 1923.
Lyon, Museum of Fine Arts ©MBA Lyon. photo Alain Basset

“The Human Figure” Standard Bank Gallery, Johannesburg, South Africa.
Lyon Museum of Fine Arts in partnership with the Musée d’art contemporain de Lyon, the Musée d’art moderne of Saint-Étienne Métropole and the Institut d’Art Contemporain in Villeurbanne.
CONTINUED GROWTH FOR THE LYON-SAINT EXUPÉRY AIRPORT

This summer, Lyon-Saint Exupéry’s air traffic recorded a significant increase (+ 7.9%) compared to the same period in 2016. Last spring, the airport gradually put its new terminal 1 into service. By 2018, this terminal will have doubled the airport’s surface area. In 2016, Lyon-Saint Exupéry had a 9.8% increase in visitor numbers compared to 2015, the highest growth of all French airports combined.

CGI CHOOSES LYON FOR ITS CENTER OF EXCELLENCE

CGI, a Canadian IT group, has chosen Lyon over Stuttgart or the West Coast of the United States to set up its center of excellence in supply chain digitization. “The combination of industrial knowledge, logistics infrastructure and the command of new technologies was the winning cocktail for Lyon” commented Michel Bénaut, one of the company’s local managers. CGI is the world’s fifth largest provider of IT services.

Compagnie Stylistik
choreographed visit in the Chapel of the Lyon Museum of Fine Arts, June 2016. © Lyon MBA – Photo Mathilde Hospital

“The Art of Inclusion”, Lyon Museum of Fine Arts. At the initiative of the Montreal Museum of Fine Arts and in partnership with the museums of Toulouse, Marseille and Lyon, under the auspices of the international FRAME (French American Museum Exchange) network, and in cooperation with the Maison de la Danse. Opposite, the compagnie Stylistik, directed by choreographer Abdou N’Gom.

Louis Janmot
Autoportrait. 1832. Lyon, Museum of Fine Arts.
Image © MBA Lyon – photo Alain Basset

“Autoportraits, from Rembrandt to the selfie” - Staatliche Kunsthalle Karlsruhe, Lyon Museum of Fine Arts and National Galleries of Scotland in Edinburgh. First exhibition created as part of a partnership between the three museums. 71,000 visitors.
The Lyon start-up, founded in 2014 and located at Bel-Air Camp in the heart of the Carré de Soie area, moved from selling bicycles to designing bike batteries. At the start of the summer this transformation was rewarded by 700,000 euros in raised capital. Doctibike’s founder Anne-Sophie Caistiker tells us what transpired behind the scenes of this successful course change.

ENTREPRENEURIAL FLAIR

"In the beginning things were going pretty well with the sales of bicycles and electric bikes, but I quickly realized that Doctibike was positioned in a highly competitive market. To ensure a more sustained growth, I decided in the summer of 2015 to switch to the sale of bike batteries, from design to recycling, as well as and repair. This was a real challenge as the entire business plan and marketing strategy had to be revised. In addition, our employees and clients needed to be convinced that the company would keep its DNA. I also needed training; I took an evening course to get a Master’s degree in electrical engineering, thanks to a partnership with the Centrale Lyon engineering school. It was a rock’n’roll but exciting year!"

SUPPORT OF THE LYON ECO-SYSTEM

"The fundraising turned out to be a great challenge. However, since the start up is incubated at EM Lyon, this allowed me to meet mentors who accompanied me in finding the right investors: people interested in sustainable development and new technologies, and able to contribute expertise to manage our growth. Of the 700,000 euros raised in the summer of 2017, 80% came from business leaders or Lyon executives I met through the Lyon Métropole, Medef, CGPME and CCI networks. I even asked company executives to join the company’s strategic committee and continue to help us. Lyon is a beautiful place for innovation and its eco-system is very stimulating, very complete. It would have been an oversight to not avail ourselves to all of this abundance."

A NEW INTERNATIONAL AMBITION

"We work almost exclusively in B2B. Most of our business now relies on renters, fleet managers, including many companies, and bicycle manufacturers and stores. Our goal is to become the key partner of these players in France, in a market that remains still quite artisanal. Thanks to the fundraising, we were able to create a third production line in our workshop in Villeurbanne and hire new technical and commercial staff, growing from 5 to 8 employees by the end of the year. But we will also develop the concept internationally, by establishing subsidiaries in countries like Italy, Spain and Israel. We will be ready in 2019."

- **€700,000**, the amount of funds raised
- **300%**, the increase in Doctibike’s turnover between 2016 and 2017
- **3,000**, the number of produced, repaired or recycled batteries
- **2,000**, the number of clients (manufacturers, shops, fleet owners, etc.)
Mehdi Coly caught the search engine optimization bug when he was 18 years old. Since then he founded several companies, including Mazen, his latest endeavor, which is both the name of his new business and the SEO software he specifically developed to conquer the United States.

Mehdi Coly, founder and CEO already made search engine optimization more accessible with Optimiz.me. “The aim of this initial software solution was to make SEO more accessible for small companies, especially for craftspeople and shopkeepers, who could use it as an additional tool for growing their business,” explains Mehdi Coly. While the software did indeed popularize the practice, it did not resolve the large amount of time necessary for its implementation...

Since January 2017, the team is working on new software that aims to make SEO faster: “Mazen allows you to do in one hour what took 10 hours before!” This is a real technological breakthrough that makes it possible to improve a website’s visibility on Google in real time, thanks to a combination of artificial intelligence and ergonomics centered on the user. This time the software is targeting more sophisticated and highly qualified professionals such as SEO agencies and intercompany digital teams.

Since July 2017, Mazen’s beta version, available through a monthly commitment-free subscription, is being tested by over 1,500 users exclusively in the United States. “The United States is a key market. If the software is a success across the Atlantic and becomes a market leader, it will catch on everywhere. Our ambition is global!” explains the young entrepreneur. To realize this growth, Mehdi Coly relies on €1.5 million of venture capital raised in September 2016 by the independent French investment management firm KREAXI, Crédit Agricole Création and business angels. Ten people have since been recruited from within the local ecosystem.

When asked about his numerical goals, his answer is quite surprising: “to stay alive!” He has a very ethical approach to his work and advocates social entrepreneurship. “Businesses have the power to change the world. As an entrepreneur I would like to use the money I make to solve social and societal problems.” This is all he would say on the topic... In the short term, while waiting for the Mazen software to prove its worth, Mehdi Coly is developing a corporate liberation model, “so that everyone has a fulfilling experience within the company. Work needs to be a pleasure, otherwise it makes no sense.” By the end of the year, Mazen’s first results from the US and details on its planned launch in France will be known.
As an expert in specialty ingredients for the pharmaceutical and personal care industries, your products are available in 60 countries through your various subsidiaries. How do you expand Gattefossé abroad?

The example of the United States is quite representative of our approach. We have been selling our products on the US market for several years and, at the request of our customers, opened a marketing-distribution subsidiary there in 1982. This is due to the fact that we provided them with a lot of technical advice in order for them to use our excipients in an optimal way. In doing so, our commercial portfolio grew, making the opening of this subsidiary a necessity. In order to provide our customers with additional services, the expansion continues with the opening of a laboratory at our New Jersey premises this year. The next step will necessarily involve industrial facilities. Ultimately, we start with a consulting approach of our business, after which we expand our local presence depending on the needs, just like we did in India and China. This obviously means putting the resources in place and having a long-term vision.

Is international expansion an end in itself? How does it interweave with innovation?

This growth strategy aims at preserving the financial independence and values of our family-run business. Our ambition is not limited to the expansion of the geographical areas where we operate, but mainly consists of helping our cosmetics and pharmaceutical customers with their challenges, and help them find the solutions they need. Otherwise, we would have no real good reason to meet them. R&D is key for us. Its aim is to make better products, which in both cases entails different and rather long experimental phases.

Founded in 1880 in Lyon by Louis Gattefossé, continued by René-Maurice and later by Marcel, Gattefossé is an independent and family-run business providing specialty ingredients and formulation solutions for personal care and pharmaceutical industries. The company counts large multinationals as well as local businesses among its clients. Gattefossé Group Chairman Jacques Moyrand, at the head of the company since 1997, explains the Group’s growth strategy based on international expansion and innovation.
We spend 7% of our turnover on R&D and 25% of our staff are working in this department. Innovation drives our positioning and contributes greatly to our success.

You also own subsidiaries in Tunisia, Singapore and Brazil. What makes Gattefossé still a Lyon company? First of all, the company stands on its own, with its technical quality, the robustness of its processes and its reputation. But it is also a very Lyonnais family adventure that draws from the technical and scientific roots of the area. The fact that Alain Mérieux did a pharmaceutical internship with the company under Blanche Gattefossé speaks well about these roots. Today, as before, we are closely linked to the local ecosystem, to its academic excellence, to its fabric of scientific and applied research and to its leading companies at the crossroads of chemistry, pharmacy, health and biotech. We also share common values: high-level customer care, an internal culture attentive to the fulfillment of each employee, and open mindedness and attention to others, whoever they may be. In our expansions, we strive to preserve and share this DNA that gives meaning to the adventure.

"Our specificity: a consulting approach of our business."

Developing new ingredients for the pharmaceutical and cosmetics industries is a complex business, “which requires a long-term approach, which is a luxury,” according to Jacques Moyrand. It is also a great asset to expand and succeed in countries with strong cultural differences, such as in Asia. In China, Gattefossé gradually set up a presence, initially as supplier to the country’s first pharmaceutical joint venture. It then continued on its own, by opening a subsidiary and application lab in Shanghai in 2007. Gattefossé took the same approach when setting up a presence in India where its subsidiary inaugurated its on-site application lab in 2015. “These markets, that are very different, offer unique potential. The means used to set up a permanent presence are similar, but each take their specific rhythm,” says Jacques Moyrand. “Their relationship to the body and to personal care is very different from ours. However their need for quality products is the same. Understanding these cultural specificities, and weaving the right complementarities is not something left to chance. There, perhaps more than elsewhere, we need to let time take its course.”
By stimulating meetings between businesses and start-ups, between industry and digital, the IoT showroom SIDO helps structure an emerging and abundant industry, which makes it really appealing, especially to Japanese companies.

In October 2016, a delegation of elected officials, academics and company executives went to Tokyo, with the aim of strengthening relations between Lyon and Japan in terms of innovation. They brought with them the program for the upcoming SIDO, the leading international showroom dedicated to the Internet of Things. "While major groups keep dominating the Japanese economy, the number of start-ups is growing, especially in Tokyo," explains SIDO co-founder Paola Jesson.

In search for a more established innovation ecosystem, several Japanese companies have already set up a presence in the Lyon metro area, such as Daikin (air conditioning), Nippon Rika (insulation), Toshiba-Carrier (air conditioning), Riso (printing solutions), Miyoshi (innovative cosmetics) and Nedo, the Japanese agency for environmental energy innovation, which puts its expertise to use on the Hikari block in the Confluence area. This is a trend that could take root.

When it comes to the Internet of Things or robotics, the challenge is first and foremost to turn products into services, and solutions into uses. "In this sector, there are no ready-made recipes, and models remain to be invented," says Jesson. In a changing environment, an event like SIDO takes on full value. "Our strength lies in bringing together all the ingredients necessary for the success of a connected and intelligent project and to stimulate meetings that will bring the right synergies," says the co-founder. In three short years, SIDO has succeeded in making its voice heard as an essential trade show in Europe, and getting its point across on the need for accelerated decompartmentalization between digital and industry.

ONE JAPANESE INCUBATOR AND FIVE START-UPS

In Japan, the graft has taken. "We have had many meetings in Tokyo, including with DMM:make Akiba, which is the incubator/fablab of reference in Tokyo for all start-ups that need to prototype with state-of-the-art machinery," explains Paola Jesson. Convinced by what the tradeshow has to offer, including its representativeness (270 exhibitors), its positioning as a showroom and the wealth of its content,
DMM.make Akiba decided to make the trip to exhibit in Lyon. It was joined by five start-ups from a wide range of sectors: Atmoph (digital windows), Cerevo (household robot), Cuborez (all-terrain mobile electric wheels), NNF (sound/light/movement interface) and Smart medical (Mental Health Care and Voice Emotion Recognition Technology).

A winning bet? The Japanese companies that went to SIdO returned home with several contact opportunities. And Japan might increase its presence for SIdO’s 2018 edition (April 4 and 5), which is proof that event-driven expertise counts in the little black book of Lyon’s attractiveness.

JTEKT RELIES ON THE LYON ECOSYSTEM

JTEKT, the world leader in power steering systems, has its European headquarters in the Lyon suburbs since 1991 and its European Development Center since 2004 (550 employees). Rather discreet, the company has chosen to co-organize this year’s SIdO hackathon around new uses of cars. “With the autonomous, electric and connected vehicle, our business is undergoing a profound transformation. Automakers don’t really know yet which way to go. JTEKT decided not to wait for them and to anticipate these new uses,” explains Laurent Rey, development manager at JTEKT.

FEATURES UNMATCHED IN JAPAN

The partnership with SIdO didn’t come about by mere coincidence. The company had worked on this type of event at ECAM during a Fest’Innov: “This choice can be explained by the presence of one of our largest production sites in the Lyon area, but also by the local ecosystem. All the professions we need are represented here: electronics, mechatronics, software, and plastics. The level of engineering is very high and benefitting from excellent engineering schools, laboratories and high level research centers, as well as a strong demography. You cannot really find this combination of features in Japan.” This opens up great prospects for JTEKT in the area, as the company continues to expand in Morocco and in France.
Bernard Belletante, Dean of emlyon business school, welcomes us at the Lyon Campus Learning Hub, the beating heart of a dynamic institution that is among the top 1% of business schools holding triple international accreditations (AMBA, AACSB, EQUIS). Here, pedagogical excellence is reinvented on a daily basis to offer “early makers” the chance to bring their ideas, talents and ambitions to life. At emlyon, changing the world is not just an idea, but a reality.
WELCOME TO THE MAKERS’ age

What do makers contribute to the economy?
Makers don’t contribute anything to the economy of tomorrow. They are the economy of tomorrow. We are witnessing the end of a society of large pyramidal and rigid systems. Before, you had to connect to a collective network to get energy; tomorrow, we all will produce our own energy. Before, a company was used to gather people, skills and resources all in one place, add them up and organize them. Today, that is no longer the case, and tomorrow, unique locations will no longer be appropriate.
I would say that we are moving from a whale economy to a dolphin economy. Large corporations are turning into communities of dolphins. To remain competitive in a global and digital economy, you need to be quick and proactive, both in the business world and elsewhere. To be able to act jointly, make decisions and execute quickly, companies and organizations must rely on flexible, responsive, creative and highly operational executives, managers and associates, all of whom need to be excellent team players possessing a strong culture of change. These are the makers.

And who are the early makers?
Makers take control of their destiny and are in the driving seat of their life and education, within a collaborative approach. Going from Do It Yourself to Do It Together, an early maker knows how to move from idea to fulfillment as quickly as possible. They create, think, design, share, and produce by themselves and with others. They try, experiment, make mistakes, start over, and learn by trial and error. They are not necessarily entrepreneurs, but they must know how to move quickly, execute rapidly and stop abruptly. The makers concept resonates in our vision. It has always been the vocation of emlyon business school to anticipate what the world needs tomorrow.
Why do you think the early maker concept was born here?
Simply because, as I said, we anticipate the needs of our clients: SEB and Crédit Agricole have fab labs and creativity labs. It is our role to prepare their future lab workers. Mérieux and Solvay are thoroughly international companies. It is up to us to prepare their future executives for globalization.

domyon business school is positioning itself as architect of the skills of the future rather than a knowledge distributor. It is connected to the professional reality of its ecosystem in all its variety, with which it shares a very strong entrepreneurial and collaborative DNA. Lyon’s industrial and economic environment shares a vision of the future that helps create a collaborative economy.

We are here in our Campus’s Learning Lab. It is bright, welcoming and ultra-connected. From here, you have access to all the available expertise in Lyon or in our schools in Paris, Casablanca and Shanghai, as well as to all electronic libraries and databases anywhere, anytime. When you enter the building, you choose a place. By doing so, you make a decision and you take action. This is exactly what is expected of makers! A certain state of mind and an ability to take action.

Would it be safe to say that the makers are an expression of the Lyon identity?
Identity is a complex concept to handle. We often define ourselves compared to others, or even against others, in a rather static and fixed manner. An identity is also too often a means of putting ourselves at the center of the world, of defining the world in relation to ourselves. In reality, no one is the center of the world. We live in a polycentric society and we must learn to live and grow together. To do so, we must be able to become part of projects, share interests and resources, and create a community.

I prefer mosaic to identity, because it entails the idea of something consisting of different elements that form a comprehensive image.
In Lyon, the biotech sector forms a mosaic, and the creative industries another; together they create a third mosaic, and a fourth one combined with the public sector.
More than defining the identity of Lyon or of emlyon business school, I focus on what creates a force, a movement of individuals, companies and organizations that, mobilized by a common interest, share and create projects and adventures.

How is this expressed in your strategic implementation choices?
Emlyon business school’s mission is both to develop the employability of individuals as well as the competitiveness of organizations, while serving the region. The strategies of the region’s stakeholders are global. Our strategy is therefore to be present on a line from Shanghai to Sao Paulo, at the heart of emerging nations where all companies, especially those from the region, will be working, and where we have market shares to seize.
When you are ranked as the best Business School in the region, you cannot only be provincial. If you want emlyon business school to help you develop your skills, it is not just to work between the Rhône and the Saône. Although Lyon, at the confluence of these two rivers, already provides the right scale for working with the entire world.

What does that mean exactly?
By looking at what others are doing in our business as well as the ones we work with, we develop an infinite amount of collective actions. This happens in looking for talent on behalf of companies that want to go to Africa because we have a local presence there, and by helping and accompanying government agencies that follow our steps... Our international campus in Paris includes the OnlyLyon Café, which has become Lyon’s economic embassy in Paris! The emlyon business school network includes 29,000 alumni with approximately 8,000 present in 107 countries. This represents an incredible opportunity for people who work with us.

So it is a community’s success...
Nowadays, in a digital economy, success indeed depends on the willingness of the stakeholders to create and act as a team. When we define a project, we naturally talk to the Lyon community and ask the local ecosystem to get involved in our actions. Similarly, they involve us in their initiatives, because they understand that we are not just about international student exchanges. At our global campuses we provide companies with office space for three months, offer interns, help with recruitment within the local job pool, and of course provide training.
We used to say go hunt in packs, which is a good expression, but after the hunt, you return to the village with the game. In tomorrow’s world, we need to be able to be part of several communities, to leave and come back, to settle and to grow. The makers’ logic aims to recreate in other regions the community ties that have been created here.

If you were to leave Lyon, what image would stay with you of the city?
Having experienced several different ecosystems, I find the will that drives Lyon’s collective dynamics extremely effective and enjoyable, directed towards the future and not on the defense of the past. This is exceptional, made even more so because it is a concrete reality here.
boostHEAT is a French energy efficiency company that designs, develops and manufactures a new generation of heat pump boilers based on an innovative thermal compression technology. The result is an energy efficiency that reduces energy bills and CO₂ emissions by half for heating, hot water and air-conditioning applications in residential, public and commercial buildings. Let’s follow boostHEAT’s co-founder Luc Jacquet on the successful path of a company that is run like a human adventure.

INNOVATION AND COMPRESSION

How is it that HVAC manufacturing companies that are worth billions of euros never came up with the idea of using the principle of the good old steam engine for heating?

“The innovation of the thermal compressor is a breakthrough innovation, a new thermodynamic concept replacing a thermal engine and a compressor. Even though thermodynamics was invented two centuries ago, there remains room for significant innovations. Usually, significant innovations come out of start-ups or laboratories and not industrial groups. Their activities and objectives are by nature fundamentally different. boostHEAT relies on two people: Jean-Marc Joffroy, co-founder and inventor of this thermal compression technology, and myself.”

• Merging two mature technologies, the boiler and the heat pump
• An independent research project initiated in 2004
• A portfolio of international patents

Proof of concept resulted in the first thermal compressor in June 2013.

“Then, in 2015 and 2016, we worked on the development of the first boostHEAT end product: a boiler for the domestic market, providing hot water and heating for a house with a surface of over a hundred square meters with underfloor heating or radiators.”

• First thermal compressor tests in 2013
• First domestic boiler tests in 2016
• An Investment of €16M from inception until 2016 and an additional €20M for manufacturing and marketing
POSITIVE ENERGIES

“Lyon turned out to be a very good candidate for setting up a presence thanks to its business environment (the HVAC industry is historically present) and the efficiency of its logistics solutions. The know-how and the people at the Bosch site were a decisive factor in our choice for Lyon.”

“boostHEAT signed a revitalization agreement with Bosch which allowed us to begin manufacturing thanks to a multidisciplinary team from a major manufacturer known for the quality of its products, with 150 years of experience and extensive know-how. This was not only an opportunity for boostHEAT but also for the Bosch teams who worked on this innovative project.”

• Ten new hires in 2016
• About 50 planned new hires by 2018
• 5,000 m² of production lines within 2 years

MANUFACTURING AND PRODUCTION

“Since 2016, we have been working on the manufacturing phase, in order to open a first chain in early 2019 and have a complete tool by mid-2018. Manufacturing is a key moment in a company, for, in addition to investments, it requires new skills to design and prepare production lines: logistics, purchasing, ERP set-up, machine management and maintenance, quality control, etc.”

“Having all the necessary skills in a team trained to carry out this major step is a real accelerator for our project.”

• Compressor assembly line: 6 months development / €1.5M investment
• Boiler assembly line: €1M investment
• 50,000 units planned for 2019 and 100,000 by 2025

DISRUPTION AND MARKETING

“We aim to get out of the ‘we only replace the boiler when it’s broken’ customer approach. Replacing broken boilers represents 5% of the market. We want to address the remaining 95%. Our goal is to build a different economic and commercial model with the customers: we invite them to anticipate their future heating solution by using cleaner technology. By choosing our products, the consumers reduce their carbon footprint and participate in the energy transition.”

LOCATION

“Our arrival in Lyon on the Bosch site in Vénissieux in late 2016 marked an important turning point, indicating recognition and credibility and resulted in the interest of investors. Fluxys acquired a stake in the company. BPI’s Future Investments Program freed up €3.4M and Total Développement Régional €400K... This momentum propelled the company to the next level. Our arrival in Lyon boosted acceleration and set off a virtuous circle.”

ACCELERATION
We’re done with the clichés surrounding IT jobs and coding in particular. Wild Code School is making coding more appealing and increasing opportunities for employment! The proposed curriculum in Lyon is based on educational innovation and flexibility.

Wild Code School Lyon’s class of 2018 is at work. Institutions specialized in teaching code, such as Le Wagon, l’École 101, Eden School, and Simplon.co, are thriving in the Lyon area as elsewhere in France. It is much more than just a trend, as the format of these schools meets the needs expressed by companies facing the increasing digitization of our economies.

“Companies are having trouble recruiting reliable, professional web developers, who are immediately operational,” explains Damien Armenté, Wild Code School’s Lyon Campus Manager. Whereas traditional curricula develop over five years, Wild Code School Lyon offers a 5-month course to become a PhP or Javascript web developer. It offers a hybrid teaching method, mixing e-learning course work and exercises with concrete case studies supervised by a lead developer from the business world. This person is more a tutor than a teacher. As an expert in the target-ed programming language, he ensures that students have a good understanding of the theoretical basics and good practices and, above all, encourages them to think for themselves and ask the right questions.

ACQUIRING GOOD PRACTICES AND LONG-TERM SELF-TRAINING

The innovative teaching approach of this type of schools lies mainly in its capacity to empower students and in professionalizing their skills, explains Damien Armenté. “Wilders are working on real development projects that meet the needs of the ecosystem’s companies and entrepreneurs (La Cuisine du Web, Digital League, Lyon French Tech, Mister Auto, JetPulp, Wizaplace, etc.) whom we work with in order to improve and fine-tune our training offer.” Recent graduates have not become coding cracks in just five months, but have acquired good practices and the ability to train themselves for the long haul. In a world where technology is constantly evolving and obsolescence is nearly
inevitable, learning to teach yourself has become a requirement to be able to succeed and thrive in the world of computer coding.

Wild Code School is accessible for anyone over 18, with or without high school diploma, and is appealing to an increasing number of candidates, both men and women (in Lyon, 40 to 50% of student web developers are female). Since its foundation in La Loupe (Eure-et-Loir) in 2014, several schools have opened across France: Lyon, Bordeaux, Toulouse and Orléans in 2016 and Paris, Lille and Strasbourg this year. Employment is strong at the end of the training: in Lyon 60% of the students of the class of 2017 have found a position, the majority with a permanent contract and some on a fixed-term. Expectations are high for the class of 2018 as several local companies have already offered jobs to Wilders at the start of their training!

EVERYONE GETS A CHANCE

The school constantly adjusts its training in order to adapt to the needs of businesses, and is also considering new developments. “Code is becoming an intrinsic part of the world in which we live,” emphasizes Damien Armenté. “It is not about training everyone in code, but to familiarize yourself with the principles to better understand the world around you. Anyone can learn code. Especially as employment opportunities in code and computer programming are strong. On a more global level, the task of the education and training sector is to imagine new forms of education and continuing education for all. This is one of our major challenges.” In the meantime, the Wilders at the Confluence location are coding in socks, reflecting the schools motto “school without shoes”. They don’t hide the pleasure it seems to bring them, as “when the feet are free, so is the mind.”
What if quitting smoking became entertaining, or even funny? This is the ambitious challenge that Dowino is ready to propose with the release of its new video game Smokitten at the start of the new academic year. Founded in 2013, the company is specialized in Serious Games of public interest. Its founders, with a background in the video game industry, aspired to develop a professional project more in line with their convictions: “We wanted our work to have social significance and serve a collective cause, be it environment, transportation, disability or health,” explains Pierre-Alain Gagne, one of three co-founders with Jérôme Cattenot and Nordine Ghachi. To serve this ambition, the three associates found an answer in the serious game, which is “a particularly impactful genre, because of its immersiveness and appeal to the players’ emotional register”, continues Pierre-Alain Gagne who is also the company’s managing director.
CLIENT PROJECTS AND AUTO-PRODUCTIONS

In four years, Dowino has found its market and has developed about thirty projects with various clients: “Our clients are public entities (Ile-de-France Water Union, Oriental and Mediterranean Museum), associations (Emmaüs and Emmaüs international) but also private companies (Smart Electric, MAIF Prevention Association) who wish to make their audience aware of social or environmental issues,” commented Pierre-Alain Gagne. In parallel to this activity that is focused on businesses and generates 80% of the company’s turnover, Dowino develops its own auto-produced games “around mainstream themes that matter a lot to us. We finance them through crowdfunding campaigns. These campaigns not only help us raise funds but also, and above all, validate the public interest and allow us to co-create the project with its end-users,” explains the managing director. This is how “A Blind Legend”, the first-ever mobile action-adventure game without images and which uses hearing instead of the eyes, raised over 43,000 euros on the Ulule platform and mobilized over 1,000 contributors. Since its launch in October 2015, the game has been downloaded over 900,000 times!

TAILOR-MADE APPROACH FOR HAUTE COUTURE PROJECTS

To understand this success, we have to enter behind the scenes of the production. In this highly targeted market, Dowino is betting on high quality and haute couture. “A good serious game must be both fun and educational. Creativity is key and should never be dependent on available human resources or technical constraints.” Each game is tailor-made by teams that are specifically created for each project. In their studios at Pôle Pixel in Villeurbanne, the small team of seven permanent staff members makes great use of the available networks and has no trouble mobilizing the best teams in the area. “The majority of our collaborators, including scriptwriters, developers, designers, and sound designers, are locals. We don’t see the need to look beyond the talent pool of the Lyon ecosystem. What is essential is to allow every one of them to bring out the best of their expertise,” says Pierre-Alain Gagne. Flexibility and ethics are at the core of Dowino’s DNA. “A pyramidal and centralized model of society is no longer appropriate. We have made the choice to set up our business as worker-owned co-operative. Each of our employees has a say in both small and large decisions. We see it as a way to stay in touch with the essence of our work,” continues the managing director. The continued double-digit growth (+35% turnover in 2016) shows that it works, without compromising the foundational principles. “For example, we refused to work with the tobacco industry, as we would lose all credibility with the users of our app to quit smoking,” says Pierre-Alain Gagne. Meanwhile, Dowino has signed an agreement with the Maison de la Danse to develop an educational game about artistic creation and stays its course, undisturbed.

QUIT SMOKING: IT’S UP TO YOU!

Smokitten is the first video game that helps you quit smoking... or never start! It helps to fight against the urge to smoke by proposing multiple simple and engaging and/or relaxing activities. What makes it unique is the fact that it is heavily community-based. There is even a special version for 10 to 12 year olds to make them aware of the health risks associated with smoking and entices them to encourage adult players to stop smoking. The latter can also create their own support groups by inviting their entourage. Their notifications, messages of support and gifts help the player not to crack and allow them to go further in the game. Smokitten was created in cooperation with the center HYGEE, the public health platform of the CLARA cancer center, and received support from the Regional Health Agency and Bpifrance. It received partial funding through an Ulule crowdfunding campaign which raised over €25,000 from a community of nearly 400 contributors.
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A REVOLUTION IN THE WAY WE USE LIGHT

HOW THE SECTOR SHINES GLOBALLY

As happened in the photo industry more than 15 years ago, the lighting sector is in full transformation. To shift focus from the technical aspects to new ways of using light, terminology is also changing as lighting is now referred to as the light sector. The Lyon metropolitan area, already positioned at the forefront of this change, has shifted into high gear, with the ambition of becoming the sector’s global leader.

Illuminating, securing, embellishing. These three historical lighting functions have come to an end due to the impact of the digital revolution. “LED technology and smart lighting have upset the market,” explains Patrick Clert-Girard, secretary general of the Cluster Lumière. “It is no longer just a question of making and installing lighting components, but also of bringing new lighting solutions impacting the environment, health, and the way we consume, learn and communicate.” This change in our use of light revolutionizes the way the sector’s players apprehend the role of light in the city of tomorrow.

It is a new challenge to the City of Lights that has shown its maturity and its flexibility in establishing LUCI in 2002. This first international network brought together cities and professionals around the use of light as a springboard for sustainable urban, economic and social development. In 2008 the Cluster Lumière was formed as well, with the goal to boost innovation and foster competitiveness among the sector’s stakeholders.

A TRADE SHOW, A FLAGSHIP LOCATION AND A PROFESSIONAL CAMPUS – THREE CATALYZERS FOR THE NEW WAYS OF USING LIGHT

In 2017, local momentum is accelerating. The first edition of the Onlylight tradeshow enriches the Lyon Métropole’s already extensive offer and affirms the sector’s growth. The aim of this unique tradeshow in Europe is to let the users express their needs rather than to showcase a know-how, in order to accelerate an approach to lighting based on service rendered. Its exhibitors come from professions that were previously considered as broadly related – consultants, designers, architects, interior designers, etc. – but that the tradeshow has clearly positioned as stakeholders of the current transformation.

Another proof of this momentum is the launch of the Lumen – Cité de la Lumière project. Built on 5,500 m² at the heart of the Confluence area, Lumen will be the sector’s new flagship location. It will be a reception and service site devoted to collaborative, scientific and technical innovation, bringing together all the stakeholders (laboratories, technical centers, design offices, manufacturers, architects, installers, start-ups, suppliers, etc.) to create new synergies to accelerate innovation. The project’s property developer and construction manager The Cardinal Group is scheduled to lay the first stone in the first quarter of 2018. Initial occupancy is planned for the first half of 2020, with eventually 60 companies and 200 to 300 people on site. The simultaneous creation of a professional campus for the lighting sector will focus on the challenges in available training caused by the sector’s transformation. Its goal is to offer better and broader qualifications upfront in order to provide ultimately the skills necessary for tomorrow’s new uses of light.

All these initiatives allow Patrick Clert-Girard to declare that “the area has all the cards in hand to become the global center of competence in lighting.”
ONLYLIGHT - A NEW KIND OF TRADE SHOW

Onlylight, initiated by the Cluster Lumière and organized by Atoliis as a biannual event, has a format that is based on demand, which makes this show unique. The exhibition area, organized around target markets (city lighting, commercial lighting, and lighting for educational and healthcare settings) is complemented by a Village of the uses of light. In this space, users of lighting solutions – local authorities, industries, real estate developers, transport companies, etc. – can share their experiences and express their expectations.

Activities and conferences on challenges and good practices on the new ways of using light are also included in the program. The first edition took place last June and welcomed 2,500 visitors. For Atoliis CEO and Onlylight commissioner general Laurent Gitenet, this number reveals a fundamental trend: “For the first time, the technological innovations of recent years have been put in contact with users who gained an understanding of the value that light can add to their offer. The link has been created and will only get stronger.”
What does Lumen mean to you? It is a great project, which can have a very strong international influence. It really highlights the specific and historical know-how that started in Lyon, with the Festival of Lights of course. Year after year we have been able to innovate artistically. When you look at it from an installation or business point of view, we have been exporting the format, through paid project management services, in cities all over the world.

Is this recognition of true entrepreneurial know-how? I don’t consider the Festival of Lights as entrepreneurship. We are not in competition with businesses. It is rather the recognition of sought-after know-how that contributes to increasing the city’s influence and attractiveness. For that matter, we are considering making it even more professional, and extending its scope and reactivity. Globally speaking, the Festival resembles the entire sector, which is an innovative, mobile sector that keeps up with the times.

What are the limits in exporting the know-how of the Festival of Lights? Those that we set ourselves! Whether in Mauritius, Dubai, Quebec, Frankfurt or Hong Kong, we are particularly vigilant that the festival is not dissociated from its place and its initial vocation. There were many questions a few years ago, but today there are few who blame us for selling our souls. We travel with the artists that have shown their work in Lyon to offer a festival to everyone’s taste. And the magic still works. We were recently in Quito, where social diversity is rare. But everybody came out in the streets and mingled. The magic will do its work as well in Hong Kong in November.
Since September, users in Lyon’s Confluence neighborhood find their way using the first iGirouettes®, developed by Charvet Digital Media. It is a new connected and directional urban signage system that calculates and displays distance, travel time and route in real time, depending on location or event. iGirouette® is also interactive, as users can consult the signs through an app on their smartphone. The system is currently in a one-year test phase.

**FROM INDUSTRIAL WATCHMAKING TO SMART SIGNAGE**

The idea for iGirouette® is the result of two projects coming together: Charvet’s and Biin’s, a Lyon-based start-up specialized in the development of multimedia content. It grew in Charvet’s offices through “software, electronic, mechanical and design development. We have integrated new professions that have allowed us to provide the Smart City with innovative solutions,” continues Margaux Bonnet, Charvet Digital Media’s communications director. This is a gradual transformation for a company that historically specialized in monumental industrial watchmaking and has been known for the past 40 years for its illuminated signs and billboards. With 45 employees, located in Miribel since 2014, the company turned to innovation and opened itself up to new trades, “even if it means clearing new paths and taking risks”. The iGirouette® required four years of development and its first results will be available by the end of 2018.
The transformation of the Part-Dieu area is accelerating with the implementation of a new range of services at the boundaries of commercial real estate as we know it. “The existing commercial real estate supply already provided solutions for a range of profiles, from large companies to SMEs and start-ups. However, all companies need more flexibility, especially those supporting innovative projects. For the latter, one of the key issues is to adapt the premises to their growth stage. This is not something that the traditional real estate supply, with its significant investment costs and long-term contracts, provides”, explains Thierry Perraud, director of the Economic Project at the SPL Lyon Part-Dieu (publicly-owned local development corporation – ed.).

COMBINING FLEXIBLE REAL ESTATE AND NETWORKING

With 1Kubator, the largest start-up incubator network in France, and B612, the incubator of the Caisse d’Épargne Rhône-Alpes dedicated to Fintech and InsurTech, the area already offered a supply connecting support with development or with acceleration and team hosting. This autumn the value chain will get a boost by the opening of two new co-working spaces in the Part-Dieu area: Mama Works and Nextdoor. “We are now able to provide a solution for companies whose real estate needs evolve depending on the projects and the stages of maturity”, explains Thierry Perraud. “The challenge is now to contribute to opening up this ecosystem, with its members looking for opportunities to network and create new synergies. We also must limit the individualization of work.”

Stakeholders such as Tubà, a collaborative space for urban experimentation, and the Club des Entreprises de la Part-Dieu (Part-Dieu Business Club – ed.) are already driving forces in creating bridges with debates, hackathons, themed workshops, etc. The SPL Lyon Part-Dieu is taking things further in formulating a new ambition: “We are considering bringing together all stakeholders, including major users, under one roof.” The To-Lyon tower could be this ecosystem’s new flagship. Designed by architect Dominique Perrault, the To-Lyon was conceived as a mixed program combining various functions, such as shops and services, office space, and a hotel. As a symbol of urban diversity at the heart of the Lyon metropolis, it seems to be perfectly suited to make this ambition a reality. Completion is scheduled for 2022.
NEXTDOOR OPENS ITS DOORS IN LYON

With already over 22,000 m² of collaborative space available in the Paris and Île-de-France area, Nextdoor has chosen the Part-Dieu area to create a co-working space in the new Silex building. The Bouygues Immobilier subsidiary is thinking big: 440 workstations in private office set-up, around 100 co-working spaces, and more than 20 meeting and brainstorming rooms of all sizes spread over 4,714 m² and four floors. Everything is done here also to stimulate creativity: a garden, patios and even a new café-catering concept “just like home” are developed over 600 m². The first Nextdoor Café (called Modjo) will include various universes (cafeteria and after work bar, grocery store, restaurant and activity space) in order to meet the needs of all the users in the Part-Dieu area. Among its services, the most original and differentiating is certainly having access to resources of 4,000 experts, residents and former residents of the Nextdoor community.

WHEN MAMA SHELTER IS GETTING TO WORK...

Based on the success of its atypical hotel concept, the Mama Shelter Group (founded by Serge Trigano) this time is putting its signature on a co-working project called Mama Works, which holds the promise of a workplace designed as a living space. For its first French space, Mama Works chose Lyon’s Part-Dieu area, close to the Halles Paul Bocuse. In order to stand out among the competition, the newcomer is positioning itself with “coolitude”, a smart blend of conviviality and coolness. Mama Works provides 230 workstations, various modular spaces and seven meeting rooms spread over 1,600 square meters. Its comprehensive range of services also includes a fitness area, music studio and a bar for hot drinks. It is a place where you can seamlessly go from concentration to rest, from working in solitude to exchanging with others, from sports to relaxation... with an American style campus approach to facilitate the flow of energy, exchanges and ideas! Other Mama Works are scheduled to open in Bordeaux and Lille in 2018.
PROJECT STAKEHOLDERS

Developer: Altarea Cogedim
User: Boehringer Ingelheim
Owner: Crédit agricole assurances
Architect: SCAU
Interior designer: Studio Jean-Philippe Nuel
By gathering its Animal Health industrial, tertiary and R&D activities on the Lyon site, Boehringer Ingelheim is turning the Lyon metro area into a key operations hub for this activity both in France and worldwide. Nicolas Meynaud, Boehringer Ingelheim’s Animal Health Communications Director recalls that “the company has a strong presence in the Lyon region. In addition to the French headquarters and the historical R&D site at the heart of Lyon’s Biodistrict, the Saint-Priest plant, which has just celebrated its 20th anniversary, has become one of the world’s largest veterinary vaccine production sites. It is spread over 21 hectares (52 acres) and represents an investment of over 300 million euros. Moreover, the packaging and logistics activities of the Lentilly site are also strategic as they cover the needs of 140 countries.”

TRIPLE OPPORTUNITY

The realization of the new French headquarters responds to a triple opportunity. “First, it brings all the teams together on one site: the Pont Pasteur and Carteret teams that shared their premises with Sanofi and the Boehringer Ingelheim teams from Reims and Paris. The move naturally helps with their integration.” Mr. Meynaud continues: “Its design aims to meet the working and operating needs of a major international company. Finally, the driving force behind the project has been to turn our French Animal Health Headquarters into a reference in terms of wellbeing and quality of life at work for our employees.” They were closely involved in the project. For example, the name of the building was put to the vote. “We put a plan into place to provide support with the move over several months. The teams have been introduced to new work methods: moving from an individual office to shared spaces and successfully participating in a paperless environment needs preparation!” At the time of the move, all employees received their IT package consisting of a laptop computer and mobile phone, allowing them to choose one of the building’s work spaces that best meets their needs.

EXEMPLARY BUILDING

The 15,5000 m² project designed by architectural firm SCAU and interior designer Jean-Philippe Nuel meets all these expectations. The interior street, connecting the four buildings at ground floor level, gives access to all employee service functions: auditorium, gym, as well as concierge and quality food service.

At the various upper floors, column-free office spaces provide the sales, supply chain, and tertiary teams with optimal working conditions. “At Boréal, all Lyon headquarters’ employees are working in ultra-connected dynamic spaces, divided into clusters equipped with meeting rooms, videoconferencing and ‘bubbles’, spaces for more confidential or private meetings,” explains Mr. Meynaud. The combination of bioclimatic architecture and the choice of innovative technological solutions make Boréal a resolutely eco-responsible building, both in its design and functionality. The strict north/south orientation allows providing 100% of the workstations with natural light, while guaranteeing perfect control of the solar energy contributions. The energy output of the 1,000 m² of photovoltaic panels is completely reused on site. The building which is HQE® “Exceptionnel” and BREEAM® “Excellent” certified, is the largest BEPOS (positive energy building - ed.) tertiary building in Lyon.
As the leading French training center for metallurgical trades, the Industrial Resources Institute finds itself at the center of the challenges of the transformation towards the industry of the future. The digital revolution drives that of organizations and the new skills required demand a serious adjustment in training. To accompany this strategic challenge, IRI is investing, multiplying synergies and cultivating the foundations of its success: putting people at the heart of the industrial processes and continuously adapting its offer.
Created more than 50 years ago by the metallurgical industry to develop training that meets its needs, the Industrial Resources Institute now offers more than 30 diplomas and 250 continuing training courses in all industrial sectors, from metallurgy to pharmacy, from agro-food to chemistry. It offers work/study training programs and courses for employees, jobseekers, and young apprentices. The demand is extremely high: “Each year, 10,000 to 12,000 openings created by retirements are not filled in the Rhône-Alpes region. Attracting young people is essential for the industrial sector in general and metallurgy in particular,” says Boris Borgarino, the Institute’s Director of Development. “Our training offer includes apprenticeship, continuing education and retraining courses. It covers all professions in the industrial sector, from operator to managerial positions, and all levels, from vocational qualifications to engineering degrees. In addition, we have developed a range of consulting services in industrial performance and HR management, as the transformations brought on by the connected plant – what we call the industry of the future – require us to develop training cycles and formats that include new needs and new trades.”

VERTICAL PRODUCTION AND OPEN FACTORY

The industrial research institute completed a 6,700 m² extension in 2015. It enhances its premises in the heart of Lyon’s 8th district by bringing together new technologies on six technological training platforms that respond to the challenges of the industrial sector: renewable energies, eco-design and eco-production. “By installing our production lines that have an educational purpose on different floors in a vertical architecture, we took up a technical challenge, as we were dealing with important industrial constraints, such as the dimensions of the machines. This choice is for us a way of showing that the plant of the future is fully integrated into the urban fabric and that the industry of tomorrow is already part of the city,” says Borgarino. Another singularity is that the production workshop on the ground floor is entirely glazed and open to the street. It is a sign of IRI’s position of working with proximity to make professions in the industrial sector more attractive.

"The success of the industry of the future is above all that of the commitment of the people to a common cause, to an ambition of change."

A NATIONAL BENCHMARK FOR THE INDUSTRY OF THE FUTURE

The training tool meets an ambition: making the IRI a national benchmark regarding training in the various fields of the industrial sector. Digital technology gradually transforms the operation of factories. The equipment, processes and required skills are increasingly interconnected. The more data collected throughout an industrial cycle, the more opportunities there are to increase performance and quality, and bring about innovation.
Developing and controlling these changes requires industrialists to change their organizational structures and develop new skills, which the Industrial Resources Institute helps to identify and advance through a case-by-case support. “Our challenge is to be in phase with the realities of our clients and to be pragmatic. The success of the industry of the future is above all that of the commitment of the people to a common cause, to an ambition of change. We must not limit ourselves to technology for the sake of technology. The people make the industry of the future!” The institute has put everything into place to make this work: investments in both real estate and equipment, and a great capacity for adaptation and openness towards careers, sectors and changes. And Borgarino adds that another example is “the apprenticeship partnerships we are creating with Germany. The benchmark for our industrial clients is excellence, both locally and internationally. Ours must be the same.” Attractiveness, ambition and excellence are key success factors that are part of the economic development strategy of the Lyon Métropole, the largest industrial area in France.
ACCESSIBILITY

OKEEENA KEEPS ITS FEET ON THE GROUND

Okeenea, a pioneer of urban accessibility for people with disabilities, is committed to innovation, collective intelligence and solidarity to achieve its objectives: simplifying mobility for all in the Smart City and continuing to grow internationally.

Chances are that the beeping pedestrian signals helping the visually impaired to cross the road securely are from Okeenea. Since 1993, the company founded by Gilles Rochon in Lyon makes cities more accessible for people with disabilities. Two of his sons, Rémi and Martin, have since taken over and with their friend, CEO Sylvain Denoncin, are in the process of expanding the business to New York and Riyadh. In 2011 Okeenea was selected in the PÉPITES program for Lyon-based SMEs with high potential for hyper-growth and has successfully evolved its strategic thinking and organization. Since then, both its turnover and number of employees have tripled.

INNOVATION FOR ACCESSIBILITY

“Our business is based on two pillars: innovation and project management,” explains Sylvain Denoncin. “We start from user needs to offer products that facilitate mobility, autonomy or security. In addition, we manage building accessibility on behalf of public and private clients.” Over the past 20 years, 200,000 pedestrian crossings in France have been equipped with sound-emitting devices that can be connected to a smartphone or remote control of the visually impaired. In the Lyon metropolis, where accessibility and mobility of urban spaces are a priority, three-quarters of the crossroads are equipped with these devices thus securing the crossing. Audio tags are also installed at dozens of buildings, making it easier for the visually impaired to find the entrance. In late 2016, an experimental audible orientation device for subway stations was rewarded with the Incity Award for Connected Objects.

NEW SERVICES FOR SMART CITIES

Okeenea now aims to export its know-how internationally with new services. In cooperation with the City of New York it is developing traffic lights that also provide touristic and real-time public transport information. “Other countries have shown interest. This would allow us to accompany Smart City development by providing electronic infrastructure often necessary for data collection,” imagines Sylvain Denoncin. “Meanwhile, together with a start-up specialized in carpooling, we are about to launch a new service for blind people in urban areas that will soon be available in Lyon and further simplify mobility.”

| 48 employees | €6.5 M turnover in 2017, of which 15% invested in R&D | Commercially present in 15 countries |
• REAL ESTATE ECONOMIC SITUATION •

EXCELLENT INTERIM RESULTS

BAROMETER

- PRIME YIELD:
  - 3.95% in Central Lyon
  - 4.8% in the suburbs (source JLL)

- VACANCY RATE: 6.1%

- STABLE PRIME RENT in the Part-Dieu area:
  - €300 ex VAT

- CONSTRUCTION COST INDEX: 1,650

TERTIARY

TAKE-UP

109,000 m²

This performance is in line with the average in recent years. It is down from 2016, which was an exceptional year (130,000 m² in the first half of 2016).

STABLE VOLUME

- 271 transactions against 273 in the first half of 2016.

The market shows real robustness in the first half of 2017, despite the absence of very large transactions. 24 transactions of more than 1,000 m² (compared to 30 in H1 2016 and 20 on average since 2010) have enabled the market to remain above the 100,000 m² mark. The 500-1,000 m² sector shows extremely good results, for lack of transactions over 1,000 m².
NEW / EXISTING STATU QUO

80% OF TAKE-UP IN RENTAL

The controlled growth of the available supply makes it possible to maintain a vacancy rate close to 6.2%.

80% OF TRANSACTIONS IN THE CENTER

Users prefer the central Lyon area, which accounts for 80% of transaction volume. Note that each of the urban areas had a project come to completion:
• Silex 1 at Part-Dieu
• View One at Carré de Soie
• Green Office Link in Gerland

LA PART-DIEU KEEPS THE LEAD

With 21% of transactions in the tertiary market

Followed by the other tertiary hubs:
Gerland (11%), Carré de Soie (9%), Vaise (9%) and West Lyonnais (8%)

MAIN TRANSACTIONS

<table>
<thead>
<tr>
<th>LESSEE</th>
<th>SECTOR</th>
<th>FLOOR AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEXTDOOR</td>
<td>AT PART-DIEU, SILEX 1</td>
<td>5,400 M²</td>
</tr>
<tr>
<td>BABOLAT</td>
<td>IN VAISE</td>
<td>4,800 M²</td>
</tr>
<tr>
<td>ATOS WORLDWIDE</td>
<td>AT CARRÉ DE SOIE, VIEW ONE</td>
<td>3,440 M²</td>
</tr>
<tr>
<td>PWC</td>
<td>AT THE PRESQU’îLE, GRAND HÔTEL-DIEU</td>
<td>2,773 M²</td>
</tr>
</tbody>
</table>

INVESTMENTS

€133 M IN INVESTMENTS IN THE FIRST HALF OF 2017

In a presidential election year, this performance reflects the wait-and-see attitude of investors and major users, but remains respectable, especially since two large transactions have not been included:

THE NEW DEAL 22,000 m²
THE NEW AGE (Southern Part-Dieu) 12,000 m²

Without the announcement of a “mega-transaction” by the end of 2017, the year will probably be down from 2016. The final signature for the “To Lyon” tower is expected in 2018.

The prime yield even exceeded the 4% threshold. Rates will probably stay at this level before an expected rise in 2018, depending on the ECB’s
COMMERCIAL REAL ESTATE

TAKE-UP
215,300 M²

+ 49.5%
(144,000 m² in the first half of 2016)
A remarkable increase to be appreciated with regard to annual averages often below 300,000 m².

+22.3% IN VOLUME
(number of transactions)

› 181 TRANSACTIONS against 148 in the first half of 2016

› In the Rillieux-la-Pape area, the acquisition of a real estate complex by KR Promotion and the establishment of EVERIAL on 10,000 M² in Les Bruyères

› A Lyon success story in Vénissieux, where Navya takes nearly 4,000 M²

STABLE PRIME RENT

• €75/M²/YEAR for industrial property

• €125/M²/YEAR for accompanying office space

LOGISTICS

TAKE-UP
78,000 M²

119,000 M² in the first half of 2016

RENT IN NEW CONSTRUCTION
€50/M²/YEAR

NEW LOCATIONS

TWO NEW LOCATIONS IN MEYZIEU (LYON METRO AREA)

TRANSPORT LEROY LOGISTIQUE
with 8,000 m²

SUNPOWER
with 7,000 m²
Already a Smart City testing ground and R&D hub on mobility, the Lyon metro area is distinguishing itself with two new projects that propel us towards transportation modes that are more health and environmentally friendly: a flying boat and a clean rocket fuel.

**Confluence: A New Flying Taxi Boat?**

After the electric driverless shuttle Navya and the Vaporetto riverboat, the Confluence area welcomes Seabubbles, a unique flying water taxi. This innovative transport mode was conceived by skipper Alain Thébault and windsurfing legend Anders Bringdal. The concept’s originality lies in its electric powered hydrofoils. The benefits? Zero CO\textsubscript{2} emission, zero waves and zero noise. The model being tested on the Saône river has been built in conjunction with teams from the Lyon Métropole, heavily involved in soft mobility. Seabubbles is targeting commercialization and commissioning in Lyon as early as 2018. In Paris the first tests should be taking place by the end of the year.

**Villeurbanne: La Doua Invents a Clean Rocket Fuel**

TMTZ is the name of the new compound identified by the Université Lyon 1° Hydrazine Laboratory, in collaboration with the Faculty of Pharmacy. It is a small revolution in the world of space exploration since this fuel, which could be used for rocket launch and propulsion systems, has many advantages. “The hydrazine currently used to propel space shuttles, satellites and rockets like Ariane 5, is carcinogenic and toxic to the population and may be banned by European standards in the near future. Our goal was to find a more health and environmentally friendly alternative,” says Anne Dhenain, a CNRS research engineer associated with this Lyon laboratory, who has conducted the research with a dozen colleagues for three years.

Less volatile than hydrazine, the new compound has a lower risk of toxicity, especially for technicians who load it into rocket containers.

**TMTZ - Rocket Fuel of the Future?**

With its propulsive performance similar to that of hydrazine, TMTZ has also identical physicochemical properties and will not necessitate the inevitably heavy and expensive development of new rocket motors.

Is TMTZ the rocket fuel of the future? “It could eventually replace hydrazine, but not for at least another ten years. It is out of our hands, the manufacturers will decide, but we are proud of this great progress,” assures Anne Dhenain, whose Lyon laboratory, already responsible for designing the production units that fueled Ariane launchers for twenty years, once again proves its international expertise.
Welcome to the Smart Human City
As a Smart City pioneer with several smart eco-neighborhoods, the capital of Gaul is refining its offer. This does not only mean enriching the city of tomorrow with technology to make it more sustainable, but also to put the resident back in the heart of the city. Evidence or certainty? The approach is shaking up habits and encouraging the emergence of new players, such as Recipro-Cité and Habitat & Partage, preparing the way for the smart human city.

There are about 20 collaborators who, from Lyon, want to change the city, as far as the way it is built and renovated, with a staunchly different approach. “Our end goal is to encourage a better way of living together in our urban areas, our neighborhoods, and our buildings, by supplying innovative answers to the major challenges of our society: aging population, deterioration of social cohesion, and decreased purchasing power,” explains Serge Le Boulch, the organization’s director. The context is clear. But is it utopian? Not really. To implement it, as of 2011 the founders gathered an innovative multidisciplinary team, made up of specialized skills that are not often seen in design offices: academics, sociologists, philosophers, urban planners, social economy and solidarity specialists, etc., who are all convinced of and familiar with a more sustainable vision of the city, based on the human aspect. Around these skills, Recipro-Cité proposes two directions: user input coordination and social engineering. The first aims at putting the inhabitant in the heart of the project and targets the habitat’s players. The second tries to create a connection between residents, either building, office or neighborhood-wide. Two ways of serving a common vision that places people at the heart of the construction of the city, built on participatory trust and commitment. A paradigm shift...

"Our end goal is to encourage a better way of living together."
"Each development project stayed as closely as possible to the needs of the residents."

SOCIAL HOUSING COMPANIES AND DEVELOPERS

In 2015, the private sector joined in: Eiffage immobilier and Récipro-Cité combined their expertise to develop Cocoon’Ages®, an intergenerational family housing system that brings together adapted architecture and services. Ten contracts were signed, and 12 building permits submitted all over France (Le Havre, Amiens, Ivry-sur-Seine, Clermont-Ferrand, Grenoble, Aubagne, Marseille, Bordeaux, Mandelieu, Guyancourt). Each development project stayed as closely as possible to the needs of the residents, completing the experience gained and its value proposition.

Serge Le Boulch, as always full of enthusiasm and confidence, notes that “the number of players implementing and financing this new approach is increasing, and consists of start-ups, major groups, developers and property management companies.” Could it be that the Smart City can also be a “recipro-city”?

CHERS VOISINS®, THE STORY STARTED IN LYON

How to rehabilitate a 73-unit apartment building that is better suited for the aging population? By proposing housing solutions that implement, from the very beginning, an approach of mutual assistance between residents. This is what Récipro-Cité and the Université Lyon 3 set out to do with the intergenerational and solidarity housing project of the Social Housing Agency Sollar in 2013. The apartment building “Les Platanes” in Saint-Germain-au-Mont-d’Or was thus reclassified promoting diversity across generations and restoring everyday social ties by supporting action plans initiated by the residents. The “Chers Voisins®” (Dear Neighbors) system was born, allowing residents to become an active part of their habitat. Four years after “Les Platanes” was completed, 1,672 families and 13 towns joined the system with a total of 24 apartment buildings in France.

RÉCIPRO-CITÉ RECEIVES TOP HONORS FOR URBAN INNOVATION WORLDWIDE

After winning the Le Monde European “Smart Cities” award for urban innovation, Récipro-Cité received the global version of the same award in Singapore in June. It was awarded by an international 17-member jury, composed of experts, urban planners, sociologists, journalists and specialists in innovation and the city, brought together by the Le Monde newspaper. The Lyon firm came out on top among dozens of applications from all five continents.
Since 2015, Habitat & Partage has been taking a new look at housing in Lyon, conceived not only as a place to live but also as a space for sharing and living together - under certain conditions.

Why is participatory housing important?
To fill a gap between the current housing supply and both the ecological criteria and wishes of the residents. Nowadays, users want comfortable housing that also encourages a harmonious way of living together, and mutual assistance between neighbors. The common areas should facilitate meetings and exchanges and contribute strongly to “living together”, if the expectations of the residents are evaluated up front, which is often not yet the case in France, contrary to what happens in Northern Europe, Canada or with our neighbors in Germany and Switzerland. This is a completely new approach for a sector that is used to a rather industrial take on housing and planning.

What does your offer come down to?
We propose support services to groups of individuals, communities, landlords and developers who wish to encourage this type of innovative habitat. In Lyon, for example, we assist developer Icade Promotion with a 285-unit housing program at the Girondins joint development zone, a part of which could be taken up by individuals interested in participatory housing. We organize workshops for interested users to discuss and approve Icade’s ideas concerning utility rooms, DIY areas, exterior spaces, multipurpose rooms etc., and develop the best way for these spaces to work well for everyone. In Villeurbanne, we are assisting Icade with a project that is still in design phase. We can adjust our method, which is based on collective intelligence and decision-making, to various needs.

What is at stake for you in 2017-2018?
Showing our clients the relevance and adaptability of participatory housing and particularly its financing methods. In major urban areas, home ownership has become difficult to attain. Participatory housing as developed by Habitat & Partage, based on a non-profit cooperative model, is a third real estate option where there are no longer individual owners but only empowered partners of the cooperative “tenant” company, who participate in the organization and activity of their habitat.
The new Novacap headquarters were inaugurated in July in Écully, part of the Lyon Métropole. What were the criteria that led to the choice of this location?

First of all, we needed modern headquarters in line with our ambition and spacious enough to accommodate our 3,000 employees. Our teams took part in the design process of the new building. It was imperative that the site would fit their image, of chemists and pharmacists, with ambition and entrepreneurial spirit, paying respect to the history written by great French, but also Chinese and German chemists.

The exact geographical location was not up for discussion, despite the fact that it is normal for an internationally expanding business to regularly assess the value of moving its headquarters abroad. Novacap was founded in Lyon and its presence here has historical value. We just have clearly reaffirmed our choice to further anchor the company here.

With 28 industrial sites on three continents, 3,000 employees in 10 countries, Novacap is a world leader in pharmaceutical synthesis and specialty chemistry. The group just opened its new headquarters in the Lyon region. CEO Pierre Luzeau explains why this was an obvious choice.
Was there any other reason besides these historical ties that led to this choice? Do you see the fact of being deeply rooted in Lyon as part of Novacap’s success in the years to come?

The chemical and pharmaceutical industries have a very strong presence in this region, which makes it the leading region in France and one of the top ones in Europe. In addition to the exposure it provides us, the region is also a very interesting hub for us to organize and continue our growth. We find all the skills we need here: state-of-the-art R&D centers, training institutions, the Axelera competitive cluster, etc. Several of our major clients and main suppliers are also present in the region, including Mérieux Développement, which became a Novacap shareholder in 2016. This proximity is a source of added value, especially since it is complemented by a quality transport and logistics offer. Managing our international growth from our headquarters here is not a weakness, on the contrary, these local roots are part of our development.

How is Lyon involved in this dynamic?
The cultural bond is essential. I will give you two examples. Novacap is experiencing controlled growth, based on productive investments and targeted acquisitions. When investing in China, we are not only banking on a dynamic market, but also on a country that has forged strong historical ties with Lyon, which have been strengthened with President Xi Jinping’s visit in 2014. The reason why we were one of the first patrons of the Franco-Chinese Institute is to nourish the closeness between our two areas. And of course it helped our expansion into China. We are building a factory in Singapore, out of the desire to have a presence in a vibrant city-state that, in the preparation for the Year of Franco-Singaporean Innovation in 2018, has already forged close ties with Lyon.

How exactly does Novacap represent Lyon’s DNA abroad?
There is a strong twinship effect between Lyon and Novacap. We share the city’s values, which structure all of our locations. Our entrepreneurial spirit goes hand in hand with the audacity of the area’s key players and their start-up attitude and high execution speed. We have the common desire to act quickly and well, but also to adjust our outlook as often as required, based on networking, which is at the heart of the metropolitan identity. We are driven by benevolence, which goes back to the humanist traditions of the capital of Gaul. At Novacap, we are all proud Lyonais!

"The cultural bond is essential to our dynamic of development."
An international cooperation agency, the Centre Jacques Cartier published its first entrepreneurship barometer in Lyon and in Montreal*. Its objective: a better understanding of the needs to adjust the structures and initiatives to support entrepreneurship. While this tool confirms a few similarities between the two areas, it reveals their true specificities as well. Both involved in the Entretiens Jacques Cartier, Isabelle Bourgade (CIC Lyonnaise de Banque CEO) and Stéphanie Bacquere (Co-President of the nod-A Agency) put in perspective what strikes them in these results.

**WHAT IS THE OPTIMAL AGE TO BE AN ENTREPRENEUR?**

"Our immersion in the local economic fabric reveals that there is no specific age to be an entrepreneur, even though young people are perhaps more present in the digital sector or new technologies. This fact is demonstrated each year at the Salon des Entrepreneurs with the great diversity – in terms of age, sex, socio-economic origin – of the project leaders present at this event. It is a sign, moreover, of the healthy state of the area as a whole."

Isabelle Bourgade, CIC Lyonnaise de Banque CEO

Between 20 and 30 years old in Montreal
Between 30 and 40 years in Lyon

**WHAT IS THE ROLE OF THE DIGITAL ECONOMY?**

"In Quebec, as in France, the digital economy opens in a formidable way the doors to entrepreneurship. With a connected computer, the entrepreneur can test his concept today and make his first step! It is particularly powerful in Montreal, marked by the quality and the reliability of its free WiFi network."

Stéphanie Bacquere, nod-A Co-president (Lyon-Montreal-Paris)
No matter which country they are from, entrepreneurs are aware of the role they play in the region, not only in its economic development but also in its attractiveness. Here, their involvement is demonstrated day after day. The mobilization of the entrepreneurs in order to obtain the Lyon French Tech label has been exemplary. This is also a daily mobilization through the numerous initiatives and foundations working in the area of culture, science and society. There is a strong awareness on both sides of the Atlantic.

I. B.

In Quebec, entrepreneurs often turn to their peers to seek support and promote them openly as they would do with their own employees. L’Institut du Mentorat des Entreprises (IME – Institute for Entrepreneurial Mentorship) in Paris does an excellent job in this regard. This good practice was in fact imported from Quebec.

S. B.

The barometer indicates that the conditions of success are strong in Lyon, which is a historical trade hub. For many entrepreneurs that we meet, in particular through the CIC International Club, export is a priority for growth, notably in the wine, pharmaceutical and new technologies industries. Furthermore, the local ecosystem has a rich set of measures to foster the implementation of export projects.

I. B.

Self-confidence is essential in order to succeed

25%

Lack of community support is a main obstacle to entrepreneurship

53%

42%

3

WHAT ARE THE CONDITIONS OF SUCCESS?

WHAT IS THE ROLE OF THE ENTREPRENEUR?

Participates in the development and the attractiveness of the region

45%

48%

Supported by the institutions and the market players

86%

47%

Montreal

Lyon

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25%

Lack of community support is a main obstacle to entrepreneurship

53%

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"The barometer indicates that the conditions of success are strong in Lyon, which is a historical trade hub. For many entrepreneurs that we meet, in particular through the CIC International Club, export is a priority for growth, notably in the wine, pharmaceutical and new technologies industries. Furthermore, the local ecosystem has a rich set of measures to foster the implementation of export projects.”

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"No matter which country they are from, entrepreneurs are aware of the role they play in the region, not only in its economic development but also in its attractiveness. Here, their involvement is demonstrated day after day. The mobilization of the entrepreneurs in order to obtain the Lyon French Tech label has been exemplary. This is also a daily mobilization through the numerous initiatives and foundations working in the area of culture, science and society. There is a strong awareness on both sides of the Atlantic.”

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"In Quebec, entrepreneurs often turn to their peers to seek support and promote them openly as they would do with their own employees. L’Institut du Mentorat des Entreprises (IME – Institute for Entrepreneurial Mentorship) in Paris does an excellent job in this regard. This good practice was in fact imported from Quebec.”

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WHAT IS THE ROLE OF THE ENTREPRENEUR?

Participates in the development and the attractiveness of the region

45%

48%

Supported by the institutions and the market players

86%

47%

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LI XIN’S LAGOONS

The Lagunes exhibition unveils artist’s Li Xin’s fruits of his labor over the past five years. After having used water as a recurring theme in his creations, these works mark a return to his use of ink. Whether it is a color wash, an oil painting, or ceramics, Li Xin wants his works to be spontaneous, independent, reaching a cosmic harmony with nature. Lagunes is cross-exhibited at the Franco-Chinese Institute and the Lyon Museum of Fine Arts.
“Contemplating a painting is starting with the result in order to grasp the process that produced it.”
“I would like my works to give a feeling of not having been painted, but formed - that one gets a sense of growth, without traces of creation.”
“Actually, my paintings are ‘images of water’.”
“The water, ink or oil runs from the top down until it stops somewhere on the paper. There is neither image nor content to decipher. I provide the eye neither with a landscape nor a personal urge. I only hope that by closing your eyes, you can feel, not see something. Between the multitude of infinitely changing states of these materials, only one allows a clearer view of oneself.”
VIEW OUR 2017 / 18 SEASON IN ENGLISH
WWW.THEATREDESCELESTINS.COM/EN
Putting biology at the service of medicine and public health all over the world to fight against infectious diseases and cancers is the mission of the Institut Mérieux. It is active in the field of diagnosis, immunotherapy, food security and nutrition. The Institut Mérieux is a major global player and embodies by itself the history of Lyon with its scientific, industrial and cultural roots. Its chairman Alain Mérieux receives us at the Institute’s headquarters, which also houses the family Foundation. As clairvoyant as he is mischievous, the man known for his outspokenness, having turned a family saga into a planetary success, brings us back to basics: be useful, listen to others and know who you are.
What are you most proud of in your life?
My three sons, my family and my entrepreneurial life. These three are intimately connected, in symbiosis even.

What drives you in life?
I have always been motivated by the parable of the talents, which consists of capitalizing on what you have been given as a bequest. In that respect, my motto is "stay strong, maintain and serve". Stay strong in difficult moments, keep upright. Maintain the vision and the course that has been set. Ours has always been to fight against infectious diseases throughout the world. It has guided my entire industrial and entrepreneurial life and is also what drives our foundations. And then, to serve, something I was taught my entire life, first at the Jesuit school, then as pharmacist at the hospital and an army officer. The main thing is to serve the Respublica, things of public interest, and if possible, to be useful without being annoying.

…So all in all, to serve others…
Yes, without making endless speeches, without theorizing or just talking about oneself as many notables do, but rather by being useful, working, moving, and doing stuff!

Nowadays, what does your ideal day look like?
First of all, getting up. Not too early, around 8 am. I drink my coffee and I read all the morning papers, in the company of only my dogs. The only dialogue I have in the morning is with the canine breed, we discuss the economic situation together.
I arrive at the Institute around 9:30 am, a respectable hour considering my advanced age. I go home around 7:30 / 8 pm. When I’m in Lyon, I try to meet as many people as possible. I handed over the direction of bioMérieux almost seven years ago and I am no longer involved in the day-to-day business. I act at the level of the leading holding company, the Institut Mérieux, to ensure the harmony of the group. I am supported by a tiny staff that you can count on one hand. Our priority is to find managing teams for all our entities that are efficient and share the same vision.
BioMérieux has more than 10,000 employees, Mérieux Nutriscience over 6,000 and Transgène 200. I also lead and follow closely a team of about 100 employees at the Foundation. It has an important presence in developing countries that are quite different from the countries I have previously encountered in my career. I now mainly travel to Africa, the Middle-East, Haiti, and Brazil, all places where our presence can still make a huge difference.
What do you consider a good entrepreneur?
First, he or she needs to have good ideas, whether it is a concept or a technology. Then, he/she needs to have an iron will and know how to surround him/herself with the right people. A business needs as much acrobats who are looking towards the future as measurers carefully organizing everything. You cannot expect one person to have all the qualities.

“When the heart is not in it, the hands are not skilled.” What inspiration do you get from this Chinese proverb?
I will respond with another proverb: “A fish rots from the head down.” These two aphorisms go together. A managerial or entrepreneurial organization needs managers that take the lead and set an example. Thank goodness that current generations don’t just follow a leader because he’s the boss, but rather because he has a vision, he shares it and takes the helm when the boat starts to rock. Being the boss is not a goal in itself; if it is, organizations quickly fall apart.
The first proverb evokes the need to have a certain drive, a form of charisma, generosity, and even courage to rally the teams around a shared vision. That is how I see the role of a manager.

Does that imply a strategy of means?
It is not so much a matter of means as of people. When you have a solid, involved and convincing management team, resources will follow. The success of an organization relies first and foremost on a vision and on the managers who should share this vision, and take charge to make it work. In the end, it is pretty simple.

Another condition for being a successful entrepreneur, this time quoting Seneca: “When a man does not know what harbor he is making for, no wind is the right wind.”
I have made this quote my own a long time ago. As the winds change all the time and you have to constantly tack, it is essential to know where you are going. Otherwise, it is better to stay in the harbor and not go out to sea. This is absolutely essential today, where wind changes are frequent and sometimes brutal.

There are two very simple mottos that have been guiding me for a long time. The first one is Greek: “Know yourself”, the other Latin “Quo vadis”, “Where are you going?” If you can answer these two questions as an entrepreneur, you have done 90% of the work. You must know yourself well, to avoid self-deception and to be able to surround yourself with people different from us. No one holds the truth alone. A performing team relies on people with a different nature, religion, or political affiliation from each other, willing to be challenged. Singularities do not matter as long as we share a collective vision.

Then, the “Quo vadis” must be defined.

“Let’s talk about Lyon and your roots.
As a pope once said – if it was really a pope or my father who came up with it, I never knew – tradition is not the enemy but the support of audacity. And this is true. We need to have roots. Roots let us build our history and draw our future.
My roots lie in two places: in Lyon through my father and in the Haute-Savoie through my mother. I remain true to both. Lyon is my city and I really admire it. Life is good there, and the city is committed to restoring its history and its culture.
It is also generous to the most vulnerable. There is no shortage of examples, such as Notre Dame des Sans-Abri or Bernard Devert, the founder of Habitat et Humanisme... I appreciate the city’s ecumenism, driven by various personalities who respect each other and know how to work together when the situation calls for it. This is a strength that should not be lost.

One feels anxiety in your words. Yet Lyon is doing very well...

Of course! If there is something that I worry about for Lyon, it is its ability to renew its elite. This city needs to create opportunities for and welcome a new elite, from generations that are currently 40-50 years old, and from all backgrounds - scientific, academic, medical, and entrepreneurial. The world has changed. A city like ours runs the risk of losing major company headquarters and decision centers. The presence of global players like SEB, ourselves, and many others is fundamental for the future.

How can we prevent this from happening?

All microorganisms encounter this type of difficulty. If the culture medium is healthy, it is also necessary to reintroduce new germs, to aerate from time to time. This is the challenge facing all the provincial cities in France. Besides, I find the French concentration of power in Paris disturbing and unhealthy. As Mirabeau said: “People are like apples, when they are piled up, they will rot.”

Is it a global problem?

Yes. I was born in a rural world, with two billion inhabitants. Tomorrow, the world will be 60-70% urbanized and there will be nine billion inhabitants by 2050. Today’s world is complex, discontinuous and accelerating, leaving little room for the most vulnerable. Let us accept the disruption of all our equilibriums, let us open our eyes and prepare ourselves to take on this great movement step by step. We have all been extraordinarily surprised by the evolution of our world, which no one really expected. Because

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<td>Founded in 1967, the Mérieux Foundation, an independent family foundation and officially recognized NGO, is fighting against infectious diseases in developing countries by strengthening their capabilities in clinical biology. With its network of laboratories, its emphasis is on diagnosis, as it is an essential element of patient care and an indispensable tool for disease surveillance and control. In a comprehensive healthcare approach, the Foundation also helps the most vulnerable, especially mothers and children, in cooperation with local NGOs. It works in symbiosis with the Christophe and Rodolphe Mérieux Foundation, an independent family foundation working under the aegis of the Institut de France.</td>
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<th>IMPROVING PEOPLE’S ACCESS TO QUALITY DIAGNOSIS</th>
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<td>The Christophe and Rodolphe Mérieux Foundation holds one third of the Institut Mérieux capital and receives its funding through the only dividends paid by the Institute. In the field, the two foundations are working to improve people’s access to quality diagnosis. They create medical and research laboratories, train new generations of biologists and technicians, and implement applied research programs. Their preferred work method is in partnership with local stakeholders in the healthcare sector, such as international organizations, academic research units, companies and NGOs. Its Chairman reminds us: “We are present in many countries: China, Cambodia, Laos, and soon also in Burma and Bangladesh. From Lebanon to Iraq, Syria, Tunisia, Mali, Madagascar, Haiti or Brazil, we always intervene within the framework of Pasteurian medicine.”</td>
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<td>13 newly built laboratories since 2005</td>
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<th>INSTITUT MÉRIEUX</th>
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<td>Present in over 40 countries</td>
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the facts go against the forecasts and because an organization is inherently mobile, it is necessary to constantly question yourself.

You must be very optimistic to always be able to question yourself.

In 1963, when I returned from my service in Algeria, I finished my internship at the anti-tuberculosis hospital Lyon–Sud. I was looking for a quiet job, tuberculosis had been eradicated at the time. Today, it is the main global disease. This teaches you to be very humble and not to cry victory in an untimely manner.

You had the opportunity to meet President Xi Jinping on several occasions. If he were here today and you could forget all the protocols, where would you take him and what would you do?

The places I love in Lyon and where I take those I like are the Hôtel-Dieu, which has left a lasting impression; the Fourvière hill, to get an idea of the Roman history of Lugdunum; and finally our magnificent rivers, at least before the Musée des Confluences was built. I also feel attached to Lyon’s old quarters, like Saint-Jean and Ainay with the Saint-Martin Abbey, which you can see in front of us. They are all steeped in Lyon’s history.

You mentioned global acceleration. Do you think being an entrepreneur is the same today as before?

We must accept the acceleration. I am looking at my son Alexandre’s life at the head of bioMérieux and the generation that follows him: they live in a hyper-stressful world, they must be present in China, India, the United States, Israel, everywhere… Besides, we are much more demanding with them than with me at the same age. It takes a lot of sacrifice. To find a balance between family and work life, you need to have a solid base. Lyon has always been my base, comforting and relatively calm. It is very different from Paris.

Giono said: “There is no millimeter in the world without a particular flavor.” You have been traveling the world for a long time. What defines the flavor of a destination for you?

For me, meeting people who are different from me is essential. Today, African wisdom, which is extraordinarily positive, brings me a lot with a keen sense of family, elderly people, generosity and solidarity. In the Arab countries, I encountered an extremely warm and personalized welcome. Relationships are more open and they take more time for discussion.
“If you want to be happy, be happy,” say the Chinese. What is your recipe for happiness?

I am especially happy living a life being more or less useful to others. It brings me a certain form of happiness in the same way that, with age and experience, I feel much more serene, especially among family. At my age, I learn so much from Africa and its wisdom. Let’s end with a proverb of the future: “It takes a village to raise a child.”
DESIGN IS JUST AROUND THE CORNER

Since 2013, the city’s design identity is expressed and radiates via the Lyon City Demain Festival and shows that this creative sector is in full swing. Designers in all their diversity work alongside each other in the area and feel at home here.

VENDREDIS
THE MANUFACTURING SPIRIT OF THE PENTES DE LA CROIX-ROUSSE

It is the story of five forty-somethings – architects, a cabinetmaker and a carpenter, all located in the rue des Capucins in Lyon’s 1st district. “By meeting each other over coffee, we discovered we had common affinities for furniture design and felt like creating something together,” tells Marc Delacourt, one of the three architects behind the company Vendredis. The group started to share their various premises – workshop, showroom and storage room – interspersed along the rue des Capucins. “The Pentes neighborhood is full of history and we wanted to be part of that, by reviving its manufacturing spirit. It makes us proud to create beautiful objects made in Lyon while contributing to the liveliness of the neighborhood,” adds Anne Delacourt, also architect.

Since its founding last year, Vendredis has launched several collections of objects, based on an original idea, “We start with an imaginary character, Alice, Jack or Marilou, define its personality and desires and finally design an environment that fits the persona. Each object becomes a fragment of a common story,” explains Marc. The FURIE chair (photo), with its writing desk resembling the mouth of a dog, is becoming quite a success among design lovers.

Vendredis’ FURIE writing armchair was presented last year at the Matières exhibition organized at the Paris Delegation of the Lyon Métropole as part of the Lyon City Demain festival.
Benjamin Faure
The Right Mix Between Energy and Serenity

He is Lyon’s up-and-coming designer. His SNAKE bookshelf (photo) was for three years one of the best-selling design objects in France. However, he is not the type to feel smug about it: Benjamin Faure is a true Lyonnais who knows the importance of hard work in order to be successful. “I never considered doing anything else,” assures Faure, who was always tinkering in his father’s design workshop in Genay, before studying industrial design. While working as a graphic designer for a Lyon-based advertising agency, he sent a prototype of his bookshelf to a dealer who immediately went for it and subsequently ordered a table and a lamp from him. This is how Atelier Benjamin Faure started in 2011. Two years later it came out with the CIL lamp, which has become a best seller from the Ligne Roset catalogue. He could have moved to Paris, but he preferred staying in Lyon. “I quickly feel lost in very big cities. Lyon presents a happy medium: a stimulating city for creativity that also brings me serenity to reflect and organize the ideas I pick up during my travels. Here, I take time to do things the right way,” he says. And the city is full of projects. “There is new energy in the air when it comes to design, and there are projects emerging that we hadn’t heard of before,” he adds, while rejoicing in the “vitality of the eco-system”. He has just completed an accent light for a famous lighting brand, expected in early 2018, which could mark a new high in his success story. Benjamin Faure is especially eager about the collaboration with a chocolate maker in Lyon on a new range of confectionery, slated for next spring. “Working in Lyon, I could not leave gastronomy untouched.”
NEW MEDIA

THIS IS (YOUR) LYON!

With a website completely in English and full of practical information about the Lyon Métropole, thisislyon.fr allows non-French speaking tourists to experience the city as if it were their home. It also caters to Lyon’s English-speaking community. Both are essential for a city that has recently been named Europe’s top tourist destination and that continues to welcome an increasing number of foreign companies.
Although the Lyon area had its fair share of news outlets, it was lacking one directly targeting tourists that don’t speak a word of French. And they are many: about 1.5 million non-French speaking people visit Lyon each year according to the latest figures, from conventioneers to simple travelers. The thisislyon.fr website, which was launched in spring 2017, aims to fill this gap. The site, which is completely free, is presenting itself as the major local news outlet written entirely in English and dedicated to what’s happening in Lyon. It covers a wide range of subjects, from a selection of swimming pools in and around Lyon to in-depth articles about the city’s new leaders or why S’Joseph wine is so popular here. The visitor is then able to experience the city as someone born and raised here.

GIVING TOURISTS THE KEYS TO THE CITY

“I came up with the idea for the website when visiting Florence (Italy) and discovering a magazine written in English that gave foreign visitors the keys to the city. It was complementary to tourist guides, as it focused more on news and current trends,” explains seasoned journalist Frédéric Crouzet, who originated the project. Back in Lyon, he realized that other European cities, like Berlin and Barcelona, had similar publications. “Our international city of Lyon also needed one!”

Frédéric Crouzet surrounded himself with Fredel’s digital specialists (Gaël de Haas, Sylvain de Campou, Benoît Lemonde) and published a first beta version, entirely dedicated to the Festival of Lights, at the end of 2016. “The issue provided international readers with a better understanding of the December 8th tradition, its context, and its program, along with tips on where to go for a great meal or entertainment,” explains the editor-in-chief. The editorial focus was found: enable English-speaking users to better understand and experience Lyon.

TIPS AND ENGLISH-SPEAKING CONTRIBUTORS

The first results are encouraging, as the team responsible for the site announced 12,000 unique hits in the first six months, with half of the traffic coming from the US and the UK. This success is partly thanks to the site’s other target group, the many English-speakers living in the Lyon area. The site’s creators have surrounded themselves with around ten Anglophone contributors, who regularly post articles to share their experience of the city. They are an essential part of the site, providing fellow citizens who are preparing their trip or have just arrived in Lyon with useful tips. And it works, as people tend to have more faith in their fellow citizens. To be continued!

“It really fills a need”

“I quickly devoured a lot of articles. I think it really fills a need with regard to specific content in English on what’s happening in Lyon.” Larnell Smith, American - teaching English in Lyon for the past three years.

“A game changer”

“Lyon is a very rich city. But if you don’t speak French, it can be complicated... ‘This is Lyon’ makes a big difference and could entice English-speakers to visit the city.” Simon Widdowson, musician, English translator and “This is Lyon” contributor.

“Understanding the city”

“When I arrived in Lyon a decade ago, going to pubs helped me better understand the city... Nowadays, “This is Lyon” has taken over that role, and even in my mother tongue!” Lee Perry, South-African, owner of the Berliner Bar in Lyon.

“Proud to help them out”

“I have a lot of English speaking friends in Lyon who don’t speak French. So it makes me rather proud to help them understand the city by contributing to this site. It is important to know what’s going on in the city you live in!” Lindsey Robrecht, American, in Lyon for the past five years and thisislyon.fr contributor.
With a presence in 31 countries and on four continents, the Vatel School has become a benchmark in Hospitality Management. Who recalls the fact that this success story is headquartered in Lyon and is driven by the entrepreneurial and gastronomic traditions of the capital of Gaul?

Vatel is certainly less known as a 17th century personality than it is today as the school that bears his name and is present around the world through 7,000 students and over 30,000 alumni. Yet their destinies are linked. François Vatel was a demanding and passionate maître d’hôtel and notably served the Prince of Condé. By killing himself for fear of disappointing his guests at a reception, he became a symbol of the art of French hospitality, focused on the satisfaction of his guests.

FROM TEMP AGENCY TO TEACHING

To name a school after him is not just coincidence. Neither is its concept. In 1981, the idea for Vatel sprang up in the mind of one of the many visionaries of Lyon, the entrepreneur Alain Sebban.

"After receiving his degrees in Hospitality Management in Thonon-les-Bains and Paris, Alain Sebban, the son of hotel owners, took over his parents’ establishment in Lyon’s 2nd district," explains Delphine Cinquin, Vatel Lyon’s manager. He quickly understood the energy of a sector that had trouble recruiting and launched “Hôtel Assistance”, one of the first temp agencies for the hospitality industry. Customers came out in droves, but Alain Sebban still had other tricks up his sleeve. The entrepreneur decided to open his first educational institution in Paris in 1981, rather than in Lyon. “This launch was a kind of test before taking the initiative to the capital of gastronomy, which had a much higher level of expectations,” comments the manager. The Paris school turned out to be a success. Alain Sebban subsequently opened a school in Lyon in 1984 and a campus in Nîmes in 1989.
A REAL MODEL FOR EXPORTING FRENCH KNOW-HOW

During these first ten years, Vatel refined a new educational approach, based on alternating academic theory and professional experience, something completely innovative and pioneering for its time. Another Vatel trademark is the strong presence of professionals throughout the curriculum. Alain Sebban even required the students to adhere to a code of proper conduct as well as wearing a uniform, which became a true symbol of the Vatel identity, a savant mixture of tolerance, openness, rigor and sobriety. A true model was born, able to export in a structured way historically recognized French know-how.

In the 2000s, at a time when the hospitality industry is booming, the Vatel formula is rolled out at high speed, first in Europe and eventually in 31 cities on four continents. The latest openings include Ivory Coast, Azerbaijan, Democratic Republic of Congo, Cyprus, Georgia, Malaysia and Réunion Island. The next one is scheduled to open in Nantes in 2018. While the tools may differ (especially regarding training hotels and restaurants), the model is the same everywhere. “Whether in the Bachelor or MBA program, all students are placed in a real management situation with seniors supervising juniors,” says the Vatel Lyon manager. Is it just formatting or a guarantee of consistency? This is a non-issue for international hospitality professionals, who named the Vatel group the Best Hospitality Management School in 2016. And the same goes for students, who show a growing desire to enter the world’s leading Hospitality Management Educational Institution.

How has the Vatel Lyon School been decisive in your professional career?

“The school has such a good reputation that hospitality professionals regard with great interest our job applications. The network of Vatel alumni is also an undeniable asset in gaining ground within the larger organizations.”

Virginie Vaillant, Communications and Public Relations Manager, Four Seasons Marrakech

“My first freshman internship confronted me with the reality of the hotel business; I still rely on this experience to make decisions. In the final year, I really appreciated the management experiences at the teaching restaurant. Finally, the school makes it possible to build up an important professional network!”

Julien Besançon, Director of Operations, Hilton Worldwide Dubai

“Vatel Lyon allowed me to acquire the values, knowledge and rigor needed to succeed. My internships abroad made me want to be an expatriate. It is also a meeting ground to build true friendships. Afterwards, the alumni network can prove to be an excellent career booster.”

Corentin Margier, Fine Wine Buyer, Fine+Rare Wines
HEALTH SUCCESS MODEL

By creating new connected health projects, Hacking Health provides true leverage for transformation and puts all healthcare providers on the path of open innovation benefiting the patient. The second Lyon edition is taking shape, confirming that the Lyon ecosystem has fully embraced this event, profiting from the area’s expertise and maturity.

Two hundred and fifty people participated in the first ever Hacking Health Lyon (HHL) edition in 2016. This figure already revealed “the strong mobilization of the Lyon environment, the area’s healthcare stakeholders, developers, computer designers and developers, and makers,” says Gérald Comtet, manager of the I-Care Cluster, which co-organizes the 2017 edition. He continues, “it shows that the Lyon metro area is a true driving force in collectively pushing back the limits of innovation.” This is exactly where Hacking Health’s challenge lies: providing connected and innovative solutions to concrete health problems.

LOCAL ROOTS WITH INTERNATIONAL STANDING

The concept of the event was born in Canada in 2011. It aims to foster innovation through practice to serve patients. It takes the form of a friendly and collaborative hackathon: the diversity of the participants maximizes the chances of meeting the talents that will generate a relevant project. This concept has since spread all over the world, finding a particularly fertile ground in Lyon, as the upcoming 2017 edition can confirm. The world of research, and both public and private sectors (Fondation pour l’Université de Lyon, Lyon Métropole and I-Care Cluster) decided to join forces to carry the next event together and combine their energy to serve the area’s goal of “living well and healthy”. This idea
The standing of this Lyon Health Hackathon is also, and above all, based on the high quality of presented innovations. Of the 26 proposed challenges in 2016, 16 have been transformed into projects. Five of them have been particularly rewarded. They have been recognized as value creators for the area, not only on an economic level, but also regarding healthcare and social services, and have since received support in order to bring about their realization.

From this point of view the 2017 edition looks promising as well. The common theme will be health and social care and the relationship between the hospital and the city. These topics will be prepared in advance during so-called Hacking Health Cafés – debates open to all that will serve as opportunities to reflect together on health issues (aging and osteoarthritis, disease progress of poly-pathological patients, post-stroke rehabilitation, international solidarity, oncology support, etc.), nurture exchanges, raise challenges and increase the maturity of the presented projects.

In just two years, Hacking Health Lyon not only appropriated the concept but also added its trademark. For the event’s founders, it is also starting to become a model for exportation around Europe, which is a great achievement!

FIVE PROJECTS AWARDED IN 2016, ALL FIVE UNDER DEVELOPMENT

**Jury’s Favorite Award: Be Active.** The project consists of a connected sole that tracks and encourages physical activity of the elderly. It not only measures the person’s mobility, but offers, through an app, advice linked to bonuses (cultural or associative events, and services) that help maintain social ties. Following Hacking Health, Be Active received financial support from the Conférence des Financiers de la Métropole de Lyon in order to launch a clinical study and develop the app. The project continues under the name Act I-Vie.

**Award for best Up-and-Coming Project: Monpointdepistage.** This is a digital platform to improve the quality of health screening for all. The project could lead to a thesis in collaboration with the Hesper Public Health Laboratory.

**Healthcare Award: Handstacare.** The project provides a solution to help in the monitoring of rheumatoid arthritis via a connected glove. A start-up has been created to bring the innovation to fruition.

**Social Care Award: Logos.** The development of this mobile application, aimed at helping people with communication difficulties to make themselves understood, is continued by the OVE Foundation, in collaboration with an association.

**Start-Up Award: Joe.** This innovation, conceived by the newly created start-up Ludocare, encompasses a connected object and a mobile application to help asthmatic children follow their treatment.
Perched on the Fourvière hill, the birthplace of Gallo-Roman civilization in Lyon, Villa Maïa offers its guests a luminous experience. It was conceived by a talented team of designers: architect Jean-Michel Vilmotte, decorator Jacques Grange and landscape architect Louis Benech.

The monumental glass revolving doors set the tone. Welcome to the Villa Maïa, the latest luxury hotel in Lyon, on the former Antiquaille heritage site at Fourvière. The ambition of its builder and owner Christophe Gruy, CEO of the Lyon-based MAÏA Group, was “a resolutely contemporary home, with a welcoming and intimate feel, intended for an international clientele”.

A HOTEL THAT FEELS LIKE A COCOON: STYLISH, WELCOMING AND COMFORTABLE

From the outset, the building’s modernity leaves quite an impression. Villa Maïa is the fifth 5-star establishment in the Lyon metropolitan area and was designed by the eminent architect Jean-Michel Vilmotte. He imagined an imposing concrete structure, covered with an opaque glass shell. The hotel is intimate due to the small number of accommodations (29 rooms, 7 suites and a singular 100 m² apartment) and welcoming thanks to the exquisite work of Jacques Grange, one of today’s most renowned interior designers. “I designed Villa Maïa with a cocoon in mind: stylish, welcoming and comfortable,” explains the decorator.

The clean design of the rooms, on the first floor, emulates a Zen atmosphere, with a touch of art deco. Nearly every room has a breathtaking view over Lyon, towards the Alps, or over the landscaped gardens designed by landscape architect Louis Benech (whose resume includes the renovation of Paris’ Tuileries gardens). Whether walking in the gardens or enjoying the opulent spa, the guests at the Villa Maïa experience an exceptional foray into the particular flavor of Lyon, just steps away from the Michelin-starred gourmet restaurant of Christian Têtedoie.
"YOU REALLY MADE OUR STAY!"

Gérard Ravet, former Chief Concierge at the Cour des Loges and Clefs d’or member for almost 42 years, and Sandrine Nallet, newly appointed Chief Concierge at the Villa Maïa, share with us some of their recipes to ensure guests will have an unforgettable stay in Lyon.

**What will visitors retain from their stay in the city? What do you think they will take back in their suitcases?**

The city has a lot to offer and it depends on personal preferences. For some it will be the city’s heritage and its restaurants, for others it will be the events, the smart city approach of the Confluence area, with its autonomous shuttle bus. Most importantly, in my opinion, it is the way the visitors are welcomed here that connects their memories. Both tourists and business travelers leave with a lasting impression. We so often hear, “You really made our stay”, “my second home from home”. When we welcome our guests, we endeavor to do more than just answering their questions. We want to make them happy. This requires a lot of empathy and attentiveness, which also means that we never give out standard recommendations. When someone asks me for a restaurant recommendation, I try to refine the question by focusing on their tastes and personality: “what would you like, what do you fancy right now?” We make any effort to enable our guests to see things again through the eyes of a child, which brings us great pleasure.

Obviously, this art of hospitality à la Lyonnaise is rooted in our passion for this city, whose richness and diversity we are particularly familiar with, and to which I owe a lot personally. It is also rooted in its humanistic traditions and its seriousness. In Lyon, we still take great pride in doing our job well.
"Beaujolais wine is part of our identity"

Despite chaotic weather, including frost, hail and drought, the Beaujolais 2017 vintage promises to be of high quality and up to the AOC’s standing. Inter-Beaujolais chairman Dominique Piron explains the international strategy set out for this wine-growing region that reflects a certain way of life à la Lyonnaise.
Does the arrival of the Beaujolais Nouveau still trigger a huge craze in Japan?

Dominique Piron: Yes, Japan remains a very significant importer. Lots of events and receptions are organized around the arrival of the “Nouveau”. It is a congenial moment to share with friends or colleagues with a true festive atmosphere. Even though the hype has faded a bit – ten years ago we sold a bottle for every 10 inhabitants – the event still exists. Nowadays sales have halved but still reach a very respectable level, with over 6 million bottles of Beaujolais Nouveau sold each year. Japan remains a very important market for us in Asia.

China, on the other hand, seems to be an emerging market...

Exactly. The Chinese are young, curious, and open to the world of wine, which they are just beginning to discover. We have a real card to play, especially since the Chinese government encourages the consumption of wine, preferring to reserve their cereals for food rather than distillation. We have been organizing events around the Beaujolais Nouveau for the past ten years there, even though the Chinese have a clear preference for our traditional wines. We already export over 1 million bottles to China. That is twice as much as in 2012.

Are you going to use the Lyon-Wuhan railway line to celebrate the Beaujolais Nouveau in China this fall?

We had planned to do so, but it won’t happen this year. The Beaujolais Nouveau celebration is subject to a very tight schedule, which cannot be reconciled with substantial slowdowns due to certain customs clearances, especially in Eastern Europe. We have no room for error. The plan is to use it in Spring 2018 for a presentation of our wines to the Chinese. I like the adventurous aspect of this railway line. And it is also an opportunity to reconnect with the history of Lyon and the famous Silk Road.

What are other developing export markets?

For us, the United States, Canada, and even the United Kingdom are all major Beaujolais consumers and part of the mature markets. In the United States alone, we sold more than 6 million bottles in 2016, an increase of 3% in one year. It is a market that we will pamper by increasing our local presence, because you can only win consumers over if you go out and meet them. Our strategy for the coming years is to better target these flagship countries instead of trying to be everywhere.

Is Beaujolais back in fashion?

Yes. After a period with a preference for heavy and oaky wines, the trend is currently shifting back to light, fruity, joyous wines with a lower alcohol percentage. And good value for money. After a few tense years, Beaujolais is becoming attractive again. To me, all indicators are green to revive the brand.

When Beaujolais is going abroad, is the Lyon identity traveling with it?

Of course, all the more so as the Lyon Métropole is putting the Beaujolais increasingly in the spotlight, as it regains its nobility. Let’s not forget that in China for historical reasons Lyon is perhaps better known than Paris. Beaujolais is part of the Lyon identity and of its history. By being part of this past, the Beaujolais is linked to the history between Lyon and China.
“HERE, TIME STILL STOPS FOR THE MEAL.”
His creativity, love of good food and his feel for customer relations could have lead him to become a chef. In the end, he became patissier-chocolatier, learning from the best in the business, to the delight of gourmet lovers and those with a sweet tooth. It is the success story of a unique, distinct and personal style, developed in Lyon, Tokyo and Osaka.

Were you born patissier-chocolatier?
My father opened his pastry shop in Lyon in 1977, when I was only a year old. So you could say that my interest for it was kindled at a very early age. However, until I was 14 or 15 years old, I wasn’t really attracted by physical jobs, and followed a sports oriented curriculum with the aim of becoming a firefighter. Then my passion for patisserie clicked during a summer job with a Lyon pastry chef who was an acquaintance of my father’s. I therefore changed my course and started as an apprentice, first with Patrick Chevallot in Val-d’Isère and then with Philippe Segon in Aix-en-Provence, two Meilleurs Ouvriers de France, who showed me the ins and outs of the way they practiced their art.

You took over your parents’ shop in Lyon’s Croix-Rousse neighborhood in 2000. What convinced you to do so at the time?
I saw it as an opportunity to find my own style in a neighborhood that was clearly changing, rejuvenating and opening up to the outside world. It was the chance to start offering products that were not only high quality but also a bit different and creative. I completely changed the assortment and the clientele quickly followed, appreciating our new recipes and innovative packaging. I attach as much importance to the tasting pleasure as to the surprise I can bring my clients.

St-HO! with caramel cream, Maca’Lyon or chocolate lipsticks, what nourishes your creativity over the years?
You get greater inspiration when you can draw from a well-stocked library! It is easier now than 10 years ago, because Maison Bouillet rests on solid foundations. In addition, I am lucky to travel a lot for work, which allows me to really think things through all the time. I am also fortunate to rely on an employee who virtually works full-time on research and development.

"What matters to me is to have found my style, by defining it in a coherent way."

Maison Bouillet employs more than 40 people (nine shops in Lyon and five in Japan). How does your entrepreneurial suit fit you?
Pretty well, at least I hope so! It is a tremendous opportunity to be responsible for advancing the entire team. I put a lot of time in it, but I also try to stay present in the kitchen. I love tasting, trying and creating. It is not always easy to find the right balance. By opening a test laboratory in Miribel, on the outskirts of Lyon, I am involved in the creation of new recipes while staying close to my employees. The company could never have grown to what it is without them.

Could the Bouillet adventure have started somewhere else?
I don’t think it would have existed without this city’s DNA, focused on gourmet food and quality products. Here, time still stops for the meal. And we would not have made it in Japan without Lyon’s international influence and appeal. We owe much of our success to the energy in Lyon. I am proud of how much the area has changed in ten years. It has opened up and become more beautiful thanks to the teams who believed in it, including of course the various mayors and leading figures like Paul Bocuse. When I see how the chefs are able to bring about change in recent years, whether in the Michelin starred restaurants or in the bistronomy sector, I feel 300% Lyonnais!

Is the formula for success in Lyon the same as in Japan?
No, they are completely different. If I wanted to tease a bit, I would say that you’d have to be from Lyon in order to succeed here. On a more serious note, you have to be generous towards your clientele, which is very demanding when it comes to quality and service. In Japan, where we have been for over ten years, there is a greater need for change. A flagship product goes out of fashion in a few weeks, because the offer is enormous. From this point of view, the pressure is greater there. But, paradoxically, it is also where I learned to relax, even though we work very hard there.

After Japan, do you have plans to export the Bouillet signature elsewhere?
This is not my inclination. What matters to me is to have found my style, by defining it in a coherent way, with high quality in all aspects of the shop. For the rest, I feel the need to settle down and to settle the company too. Even though I will always be open to opportunities, my priority is to find time to come up with new products. By the end of the year we will release two new praline-based recipes – our first true Lyon specialities. Sometimes inspiration lies around the corner!
"THE AREA CONTRIBUTES TO KARETHIC'S CULTURAL BLEND."
While her sister Glwadys oversees production in northern Benin, Carole Tawema manages Karethic’s distribution, marketing and development from Lyon. Karethic, the first cosmetics brand with several certification - Vegan, Organic, Cruelty Free and Fair Trade - proposes twenty products, sold in 450 stores in France and in 12 other countries.

What is more important in the Karethic adventure - its entrepreneurial spirit or ethical vocation?

From the beginning, the main motivation has been to change production methods so that women in Benin who extract shea butter, the raw material for our products, can live off of it with dignity. Additionally, the goal has been to offer more effective, and thus more authentic cosmetic products. We use premium guaranteed unrefined shea butter for our products to preserve all its active ingredients. Overall, in Karethic’s value chain no decision is being made without weighing its social and environmental impact. Ethics are at the foundation of our DNA. The entrepreneurial dynamic grew incrementally as a modus operandi.

What difference does this ethics prism make?

It leads us to reverse the classical marketing scheme, by first focusing on production and on the commodity, and then finding the best marketing and distribution solutions. With this approach we obtained the Ecocert certification very early on. Its specifications are very structuring, which was exactly what we needed to develop the rigor of our brand. Ethics is also what allowed us to work with one of the most specialized and demanding organic formulation laboratories in the world, Savoir des Peuples, which developed all of our unrefined shea butter-based formulations. As the company grows, our values operate as a natural filter.

How did these values find resonance in Lyon?

I came to know Lyon in 2009, through the second edition of the European Fair Trade tradeshow, where I exhibited our first products. Afterwards, I worked with a distributor in the Ardèche region. Lyon turned out to be a good choice in terms of accessibility. When I changed trading partners, I had no desire to leave Lyon. I had made some great contacts here, as with Cécelie Galoselva, that tied me to the area. In 2014, I joined Comptoir Étic, then Hévéa, a space dedicated to social innovation and sustainable development, where I benefited from advice and networking. That really made a difference in the success of our fundraising effort with the Comptoir de l’Innovation and in being awarded Bpifrance’s Social Innovation Fund in 2016.

Does the Lyon ecosystem, which has its historical roots in the chemical and pharmaceutical industries, contribute to Karethic’s growth?

This business contribution is relatively new. Until recently, our formulations were made in Paris, with large-scale manufacturing in the south of France. Naturally curious, I was put in touch with the teams of the Center for the Study of Natural Substances in 2014. With this laboratory based in Villeurbanne and associated with the CNRS, we did primary research on the shea flower for several months. We sensed it could be a lever of possible growth... In September 2017, we launched a new range of 10 products all derived from the shea tree, including the flowers, shells, and honey, which protect against free radicals and stains. The richness of Lyon’s ecosystem bears its fruit if one invests time in it. For example, by giving a lecture at the IAE on boldness and optimism, we were able to promote our products at the Hotel Le Negresco and had the opportunity to follow a training session by Verbalis founder Laurent Jupin on the art of convincing.

Are your roots in Benin, France or Lyon?

I’m not comfortable with these labels, neither for me personally or for Karethic. I was born in Benin to an African father and a bi-racial mother and I learned Mandarin by singing “Frère Jacques” at the Chinese Cultural Center in Cotonou (Benin). I have lived in Marseille, Finland and Israel. I know no cultural boundaries, although I realize that sometimes that bothers people. I call Karethic a brand “made in France” with an African soul. It really is the result of a cultural blend, to which Lyon added its touch.

“I learned Mandarin by singing "Frère Jacques" at the Chinese Cultural Center in Cotonou.”

Between flying to Cotonou and organic trade shows all over the world, what does your Lyon look like?

I still have a lot to discover and not nearly enough time. Prior to living in Lyon, I moved every two years. I have been here now for five years because Lyon offers everything I need. In summer, I try to find some time to enjoy the festival “Tout l’monde dehors”, which has a really unique format. The Lumière Film Festival is also an annual must-see on my calendar. Apart from that, I love to wander the streets, which remains one of the best ways to appreciate the city on your own!
“I’M FED UP WITH ALL THE RULES!”
Can you tell us a bit about how you started out in Lyon?
I came to France in 2003 and held various positions as cook in hotels and restaurants in order to master all kinds of cuisine and learn from different chefs. I then enrolled at the Lycée Hôtelier in Dardilly where I graduated in 2009 after three pretty arduous years. I am very proud of it.

You opened your own restaurant a few years later...
Yes, that was my goal all along. The Miraflores opened on August 26, 2013. I met my wife in Lyon, my children were born here (his youngest the day of the interview!) and I am happy here. I really like this city, but I have to say that it has been very difficult. In this capital of gastronomy, the level of demand is very high, but the rules are very strict as well. And I can’t stand it; I’m fed up with them! Our profession seems to be only about learning how to buy, sell, transform and manage a business; people are going for quantity over quality. It is difficult to be accepted when you start from scratch and are mainly focused on carving out your own path. I remember we sometimes had services with only two tables... I was just about to close shop before obtaining my Michelin star!

What made you keep going in those moments?
I was asked the same question by a Harvard researcher who was doing research on up-and-coming chefs. Honestly, more than the desire to continue working at any cost, it was the need for integrity, especially with oneself, that prevailed. Since as long as I remember, both in my life and in my cuisine, I first of all do what I like and I try to surprise myself.

How would you describe your cuisine?
I propose a cuisine with a distinct identity. People think South-American gastronomy equals Tex-Mex. Through my work I make Peruvian cuisine, rooted in history and tradition, more accessible. With its products and a commitment to bring it to greater attention, I am writing my story and discovering my own roots. I use imported products, such as cereals, aji (peppers), potatoes, camu camu (fruit) and huacatay (back mint), as well as local products. In Peru we also eat beef heart, tripe and pig ears! Of course everything we serve is organic.

Today, what do fame and recognition bring you?
A full restaurant! For better or worse, as some guests only come here because of the Michelin star, not because they are curious about what I have to offer. Apart from that, some people ask us to refrain from using certain ingredients because of allergies or intolerances! It is a real challenge to reassure and to educate them...And when you refuse or fail, the next day you end up with a destructive online comment. And that always hurts me.

For that matter, fusion cuisine is getting outdated. Until recently, I offered a menu that was 50/50. Nowadays, 80% of my menu choices are Peruvian. And I receive messages from Peruvian chefs in Barcelona, Paris and Portugal, who are helped by the visibility my Michelin star provides Peruvian cuisine. I am happy that this may open doors of restaurants that propose a cuisine with a distinct identity.

What is your recipe for happiness?
I like when customers accept to be guided and take pleasure in their meal. The fact that they feel at ease here allows me to advance.

If Lyon were a Peruvian staple?
A potato!
"LYON, THE RIGHT SETTING FOR ENCOURAGING INTERMINGLING"
You created the Journées de l’Économie, which is an event of national stature, in Lyon, even though you’re not from here.

I was born and raised in Brittany, I started my career in the Parisian suburbs, before being sent to Lyon with the relocation of the École Normale Supérieure, which until then was spread over two locations, in Fontenay-aux-Roses and Saint-Cloud. The scientists were the first group to move to Lyon, and I followed together with the literary teams in 2000. I discovered a city that is very pleasant to live in and I haven’t changed my mind since! I remember how delighted I was by the arrival of the Vélo’v city bike system!

Since 2008, the Journées de l’Économie have attracted over 10,000 participants. Students, employees, company executives, seniors and teachers, all eager to spend three days on a topic that is usually confined to university lecture halls or specialized environments. This accomplishment is due to the talent of the event’s founder Pascal Le Merrer, who managed to create a successful alchemy with the area.

And how did you come to create an event such as the JECO?

It all started with a remark by former minister of economic affairs Thierry Breton in 2006: “The French are useless when it comes to economics, something must be done.” The Ministries of Economic Affairs and Education then took up the issue and organized several meetings. At the time, I already had the idea to create an event in line with what was happening at the Festival dell’Economia in Trento, Italy, where the entire city vibrates to the rhythm of economics. I presented the idea to Patrick Artus and Olivier Klein who not only listened to me, but gave me their full backing... With the 2008 financial crisis, the economic issue took center stage. The JECO were born.

Could the event have been conceived anywhere other than Lyon?

The JECO could not have happened without the overwhelming support we received, especially in Lyon. I sometimes even hear people talk about the Journées de Lyon instead of the Journées de l’Économie! Many local stakeholders put their weight behind the project: the City of Lyon, Lyon Métropole, la Fondation Scientifique de Lyon et du Sud-Est, to name a few. Since the local networks are very open if your project is innovative, I was able to present the initiative to many of Lyon’s leading figures - including Alain Mérieux, which was for me a humbling experience. They all shared their contacts with me.

Lyon also is the perfect setting for breaking down barriers and encouraging meetings between researchers, unions, businesses and media. This intermingling, which is at the heart of the JECO, is also part of the Lyon DNA. And finally, it is easy to bring contributors over here: the city is known for its quality of life, its conviviality, and its tradition of hospitality. Although Lyon is the second largest city in France, a close relationship with the public is still possible, which is also a strong point for our speakers.

What are your goals for the 2017 edition?

Since we will be celebrating our 10th year, this anniversary naturally sets the tone. We will take the opportunity to assess what we have learned from these past years in Lyon to build the future. Some key themes will be discussed: Europe, the place of work in society, public policies with strong regional accountability, and of course the environment. Numerous VIPs will come to Lyon again: Total chairman and CEO Patrick Pouyanné; economist Daniel Cohen; Engie CEO Isabelle Kocher; Collège de France professor Philippe Aghion; Bank of France Governor François Villeroy de Galhau, and many others.

You are a fervent ambassador of the Lyon area. What are the challenges that still need to be taken up?

Although the area has many assets, it has a real challenge in creating a new constructive dynamic within the new Auvergne-Rhône-Alpes Region. Large regions have been created, now infrastructures and governance methods need to adapt to this challenge! The challenges extend to the European level, for example the axis Lyon-Milan-Frankfurt. The other regions have a lot to teach us. There is much work ahead, which means an abundance of opportunities and the fostering of new collaborations!

"The local networks are very open if your project is innovative."

What is the common theme of your career?

In my positions as teacher and researcher, I have always been drawn to searching for new educational methods to raise awareness about economics. I have dealt with very diverse audiences - young students, adults in continuing education, and retirees - whom, in the end, I approached with the same purpose: to show that economics is not only useful when passing exams but offer keys to understand the world in which we live.
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