

Saxion Kenniscentrum Hospitality

Efficient cooperation for the film industry on Funen

Towards an effective strategy by implementing change management

Projectnaam: North Sea Screen Partners

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Introduction

Currently, every organization has to deal with changes. The main underlying cause of this is the development from a “closed innovation” economy into an “open innovation” economy (Chesbrough, 2005) in which the core values of knowledge, innovation, technology and creativity take an increasingly important role. As a result of this change, global competition between organisations, that is based on these core values, has been increased, which makes it even more difficult to survive. Therefore, an increasing number of organisations are forming partnerships with a common goal of sharing knowledge. As became clear during the research, the Triple Helix model developed by Etzkowitz, Dzisah, Ranga, & Chunyan Zhou (2007) provides a model for forming partnerships between organisations at a strategic level. These partnerships involve three major institutions (Government, Industry and Academic Institutions) wherein through constant circulation of knowledge the application of sharing the core values of the open innovation economy, as well as tasks and responsibilities will be encouraged. One industry that is particularly based on the core values and cooperation between these three institutions is the creative industry, of which the Media and Entertainment industry is part. The creative industry advocates much creativity and innovation. Therefore, as proposed by Ström., & Nelson (2010) more attention from organisations for employment in the creative sector will strengthen regional development and economic growth.

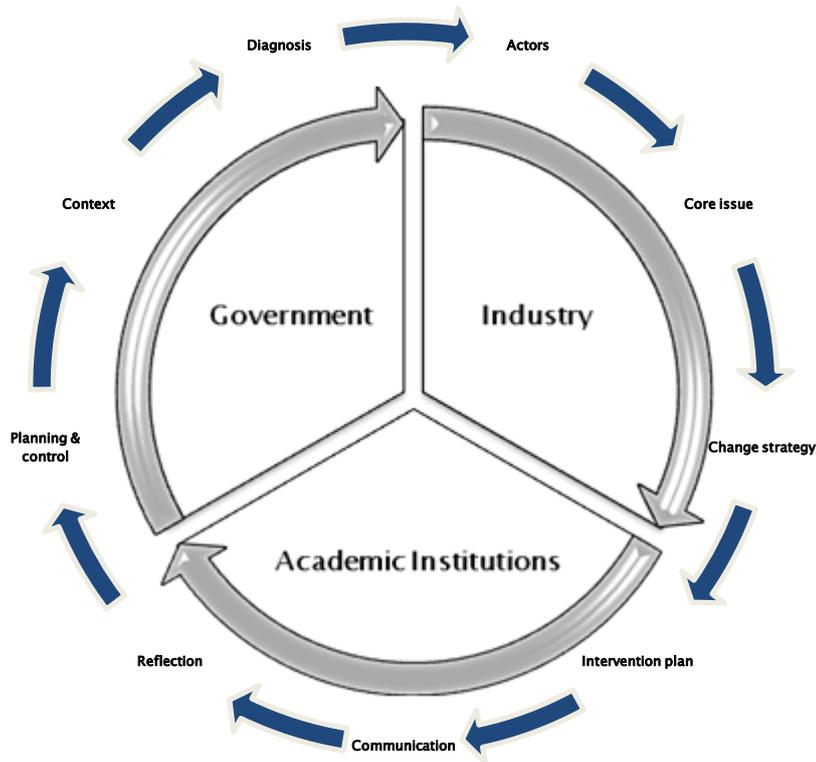
In line with this developments, also Film Fyn (the regional film fund of South Funen in Southern Denmark) experiences a need for innovation in their organisation. To satisfy this need, this article will focus on finding solutions for developing the local (small-scale) film industry on Funen into an industry at a regional level. The emphasis is on business development, efficient structure and strategy formation, and the increasing communication and collaboration between organisations. In this research, the focus is on the following question: *“Which strategy and organizational structure are required for Funen, so that efficient and fundamental cooperation within the creative industry can be generated, ultimately resulting in economic improvement of the region?”*.

Research method

The central research questions is answered by conducting an explorative research, using extensive literature, as well as exploring best practices in the film industry of South Funen, the Netherlands and South Sweden. The field research is conducted by doing observations on locations of Funen and by conducting in-depth interviews with eight respondents. The eight respondents are selected on the basis of a purposive sampling method (Brotherton, 2008) for which they have been divided into two groups: the key respondents of South Funen, directly involved with the organisation of Film Fyn and experts of South Sweden and the Netherlands are selected for their expertise and knowledge on various aspects of strategy and structure in the creative industry. The results of each interview are processed in the research by means of a grounded theory method (Strauss., & Corbin., 1998), for which the interviews are transcribed and

systematically coded. In order to maintain a systematic structure in the research, the literature exploration and the field research have been combined in a newly designed conceptual model based on the earlier explained Triple Helix Model (Etzkowitz, et al., 2007), and the model of a planned change strategy process (Caluwé., & Vermaak, 2006).

Figure 1, the conceptual model



In short, the model as presented above consists of three important aspects. First of all the central process visualizes three main groups that should be considered during a change process. The arrows emphasize their involvement and participation in a process and, by mutually connect the three main actors, it is supposed to create a highly interactive atmosphere. In addition, the second process on the outside visualizes the phases within a planned change strategy process (the current, the preferred situation and the in-between change strategy) of which consecutively each step should be adopted. Finally the idea behind the model is based on the innovation circulation process where knowledge, innovation, technology and creativity are shared commonly at a strategic level to ensure the completion of change processes. In this research for each step of the change strategy process, changes in the form of recommendations are developed. The results obtained from the field research serve as the basis for the recommendations.

Conclusions and recommendations

Based on the results, it became clear that the priority at this moment is to improve cooperation between Film Fyn and their direct stakeholders (as municipalities, the destination management organisation, the creative sector and tourism partners). In addition, it is desirable to

restructure the organisation by improving the communication within the network of stakeholders. Furthermore, experts indicated that early implementation of changes is necessary in the short term, because otherwise the aim to ensure an interesting market position for Funen will come in jeopardy. The experts advise to focus on attracting film producers to the region, since they can develop a film industry and attract new businesses. In order to successfully go through the change management processes it is advisable to design a strategic alliance between the three institutions of the knowledge-based economy (Government, Industry and Academic Institutions), so that large-scale changes related to the development of the film industry on Funen can be implemented. For Film Fyn to have a better representation of the region, the strategic alliance requires the extension of cooperation between the Northern and the Southern Municipalities of Funen. With regard to the restructuring of the organisation, it is recommended to develop task related clusters, in which the exchange of knowledge, innovation, creativity and technology between organisations is central. To conclude, it can be stated that the formation of a common strategy with stakeholders is priority number one. Within this process, the focus must be on generating support and collaboration of the stakeholders involved. This requires first of all the demarcation of possible resistance and responsibilities, followed by negotiations, task divisions and regular meetings after which a joint strategy can be formed. To come to such a strategy it is necessary to establish a vision, mission and goal which is shared by all direct stakeholders. After this process, further steps towards change management can be taken. As an example, one of these steps is the formation of cooperation between other organisations (even potential competitors) in the form of a cluster. This could be further designed as well as the development of activities to encourage the expansion of the film industry.

The relevance for the Hospitality Branch

The cultural and creative sector could be seen as the engine for the knowledge economy, but is exposed to considerable changes. In order to make this sector continue to grow, investments and cooperation between organisations at different levels and from different branches need to be stimulated. Besides the fact that the development of a creative industry will be beneficial for the regional development, it will also affect economic improvements for various economic sectors, including the hospitality branch. Improvement of infrastructure, growing facilities, the promotion of the region for an improved international position, the increase of visitors to the region and employment opportunities are some of the examples.

The conceptual model as pictured in figure 1 can be applied for further changes in strengthening the creative sector and the region.

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Interviews

Key informants

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Nielsen, C. (06-12-2011). Location, Deventer. The Netherlands

Sorensen, H.M. (24-10-2011). Location, Copenhagen. Denmark

Experts

Heijningen, J. (19-12-2011). Location, Rotterdam. The Netherlands

Holmstrom, M. (04-10-2011). Location, Ystad. Sweden

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Figures

Figure 1: The Conceptual model., Van den Berg, G. (2012)