



## **THE DEVELOPMENT OF INDUSTRY-LED HIGHER EDUCATION PROGRAMMES FOR THE WORLD OF FILM IN DENMARK**

One of the big challenges for Higher Education Institutions is to ensure that their education programmes are in line with the needs of the labour market and that practical experience of the industry is integrated into these educational programmes. This paper presents an example of how this can be done, based on the North Sea Screen Partners project (NSSP). This project, which is supported by the Interreg IVB funding programme, seeks to aid the development of existing clusters in the film/TV/interactive media sector through transnational work within & between clusters, in order to build the capacity of companies, particularly SMEs. One of the primary aims of the project is to engage screen agencies, policymakers, business support agencies, educational institutes, research centres, media companies to network, to identify best practice & to deliver workshops & Master classes to raise skills levels & promote knowledge transfer.

### **Keywords**

Cooperation, networking, practical and applied education, cluster development, work experience

### **Authors**

Susanne Bækholm: Head of Department at EAL, Tietgen Business College, responsible for the AP Degree in Marketing Management and the BA in International Sales and Marketing Management. External examiner for communication studies at Danish universities and business schools. Member of the Education Board for BA in Administration at University College Lillebaelt. Member of the Education Board for International Corporate Communications at the University of Southern Denmark. Holds an MA in Languages and an MA in Communication.

Helle Karina Pedersen: Senior Lecturer, MSc in Business Economics. Graduated from Copenhagen Business School in 1990. She has 14 years experience in media (newspaper and TV), advertising and analysis. Latest position before switching to teaching, was key account director at Carat Media Agency. Before that, working in a Copenhagen art house cinema, with a lifelong love of films.

Rikke Mølhave: Senior Lecturer, MSc in Economics. Graduated from the University of Southern Denmark in 1995. Worked in the R & D department at Odense University Hospital. Has lectured in film and media studies as well as organization and management in the Marketing Management Programme and other higher

educational programmes since 2001. Has been closely connected to the Danish film industry (distribution and cinema) since 1991.

Fiona Jurk, International Manager, Dundee College, Scotland. MA in Languages. Responsible for all international activity in the College, including project and business development, student recruitment and compliance procedures. Expert adviser to European Commission and UK national agency on range of EU funding programmes. Formerly lecturer in English to Speakers of Other Languages, and staff member of the British Council.

### 1.0 Background

In 2008 a new type of Higher Education institution was established in Denmark in the field of business, ICT, food processing and engineering.

The primary aims of these institutions - the Academies of Professional Higher Education - were:

- To support the government's aim that more than 50% of the Danish population should go into higher education
- To enhance development and growth in the regions of Denmark through national and international cooperation, and through the development and transfer of knowledge and competences

The principal remits for the new institutions are:

- To further develop existing education programmes, and to create new education programmes in cooperation with the regional/ national stakeholders, based on core trends identified in industry and research,
- To conduct innovative and developmental activities for stakeholders and to establish new Knowledge Centres in core competence areas.

The new institutions therefore play a significant role in bringing growth and welfare to the regions. Their activities can be explained using the following "Regional Welfare, Growth,

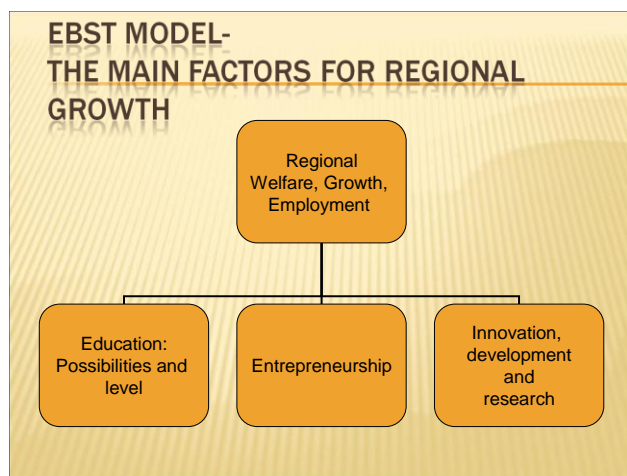


Figure 1: Model for regional Growth: The Danish Authority of Enterprise and Construction

One of the main challenges for the new institutions is therefore to establish partnerships both with traditional research institutions in core areas and with companies that are interested in cooperating with these institutions in the fields of knowledge transfer and innovation, development and applied research.

The Danish Authority of Enterprise and Construction has investigated the growth rates in Danish companies and has shown that

- Danish companies are innovative and
- Development primarily takes place in clusters (a business cluster can be defined as a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field ([http://en.wikipedia.org/wiki/Industry\\_cluster](http://en.wikipedia.org/wiki/Industry_cluster)))

Similar research undertaken into clusters in other EU states has revealed comparable trends in cluster development. Dundee College completed research studies in the course of a transnational project part-funded through the EU Equal Programme, which indicated that collaborative formal and informal structures within clusters led to higher growth and economic advantage ([www.clem.pl](http://www.clem.pl) <http://www.clem.pl>).

## **2.0 Potential results**

Participation in cluster development could therefore be one way for the Academies to fulfil their obligations in terms of contributing to regional growth and employment.

Some of the ways the institutions can help the clusters is to:

- deliver to (future) employees the skills and competences required to enhance cluster development
- transfer cutting-edge knowledge from the institutions
- conduct tailor-made courses on demand
- function as a learning lab/ knowledge centre for the cluster

The cluster(s) can in turn help the institutions to:

- give students practical experience through guest lectures
- bring current knowledge to the institutions from the world of work
- provide internships
- provide topics for theses where new theories can be tested

## **3.0 The Process - a Case Study**

Research carried out by The Danish Authority of Enterprise and Construction shows that, particularly in the culture sector, business development takes place in clusters. The rationale for this can be found both in direct production benefits (qualified labour force and investors), the benefits of subcontracting (risk management), and the ability as a cluster to liaise more effectively with HEIs to gain more general knowledge about management and other topics which are not directly utilised in production but that are important in the longer term.

### **3.1. The Partners in the Danish Cooperation**

In recognition of the benefits cited above, FilmFyn Ltd, as a representative for the

Film Cluster on Funen, Denmark, asked EAL, Tietgen Business College to join the Film Cluster.

### *3.1.1. Danish Film Cluster*

The Film Cluster consists of:

- Film producers
- TV producers
- TV2
- FilmFyn
- Kolding Cartoon Festival
- Game developers
- Advertising industry

Business areas related to creative business in:

- Attractions
- Design and advertising
- Music
- Creative experience and commercial development

Their customers are Danish and foreign film and TV production companies.

Their products are film and TV productions and services related to:

- Production facilities (film studios, stage scenery, costumes, make-up)
- Locations
- Post production
- Technology
- Financing
- Services in connection with residence: board, lodging and transportation.

This business sector is of minor financial significance for the region as a whole, but is of economic importance in Southern Funen, where it generates work and profits both directly as a result of film production and indirectly as it increases interest through exposure: The image of Southern Funen as a creative place where the "creative class" is enhanced by the relatively high level of creative entrepreneurship in the area.

There is great potential for developing the film and TV industry on several levels because:

- It creates attractive jobs - for both newcomers and current citizens who may remain in the area.
- It creates interest as an attractive place to live amongst an attractive target group.
- The region already has a well established creative image of long standing that can be further built upon.
- Attracting international production will give the industry critical mass.

### *3.1.2. The Marketing Management Programme specializing in film.*

The connections between EAL, Tietgen Business College, and the Film Cluster evolved organically through the development of its Marketing Management Programme specializing in film.

The focus on film in this programme developed as a result of the success of Danish film around the turn of the century. The Danish film industry recognized that stronger commercial skills were needed to help support the artistic side of the industry.

In collaboration with the film industry, i.e. producers, distributors and cinemas, Tietgen Business College developed a specialism within the Marketing Management Programme. The programme is unique in that it is only delivered in Odense and is the only educational programme that unites all the elements of the industry - from concept to screen.

The Marketing Management Programme is closely aligned to industry needs, and contains all the commercial disciplines, such as marketing, sales, economics, communication, project management, organization, logistics and law, whilst also allowing for areas of specialized interest to be developed via elective educational elements. The elective subjects "From Concept to Silver Screen" and "Communication in the Film Industry" were developed for the programme and launched in 2001.

This specialized programme depends on close collaboration with the industry. Each semester one extensive project and several smaller projects are designed based on the current priorities of the industry are carried out. Visits and seminars are arranged between industry representatives and the students prior to the projects. The industry continuously provides current information and material for the students, to enable them to obtain recognised accreditation of sector-specific skills.

The programme contains at least one industry-related field trip per semester. Company visits allow students' insight into the various elements of the industry and the route of films from the Danish Film Institute, producers and distributors to the cinemas - and all the job possibilities to be found along that route.

The students also remain in close contact with industry when they are invited twice a year to the national pre-screenings. The students get the opportunity to expand their networks, see what is coming up in the cinemas and participate in different seminars related to the film industry.

During the last semester of the programme the students spend a 3-month internship with a company in the industry and gather material for their dissertations. Academic staff was slightly sceptical at first whether placements in the industry could be found for all the students, but these concerns proved to be unfounded. Word quickly spread within the industry that film-interested students were willing to work 3-5 months - without pay! - knowledgeable students, who not only knew about film, but also knew about all the commercial aspects related to the industry. Companies lined up to offer internships for the students - too many, unfortunately, to satisfy their requests for interns.

The film industry has also contributed positively to the student assessment process, by providing external examiners for elective subjects and dissertations based on student internships in the industry.

Close collaboration throughout the programme has given the industry knowledge of the students' competencies. This means that a large percentage of graduates gain employment in the industry - in production, distribution and in the cinema as well as related areas such as TV and the media.

### **3.2. The Transnational Collaboration Project: NSSP**

Within the North Sea Region Interreg IVB programme, Denmark was invited to join a partnership in the North Sea Screen Partners (NSSP) project. This project aims to strengthen the film and media industries within the North Sea Region. The NSSP project seeks to take advantage of the great potential for the film industry to promote innovation and growth in the North Sea Region, and to increase the global competitiveness of the region.

During the 36-month project, transnational cooperation will strengthen the development of existing film/TV clusters in the region from both the business and educational perspectives, in addition to attracting investment to areas outwit major provincial hubs.

#### **3.2.1 Partners and tasks:**

The 12 partners are:

- Denmark - FilmFyn A/S, EAL Tietgen Business College, Filmby Aarhus and Roskilde University
- England - Screen East
- Scotland - Dundee City Council (lead Partner), TayScreen, University of Dundee, Dundee College
- Germany - Nordmedia Fonds GmbH
- Norway - Bergen Mediaby, Kunsthøgskolen in Bergen (KHIB/Bergen National Academy of Arts)
- Sweden - Västra Götalands Region.

The project is divided into 4 Work Packages, each with its own focus area and participating partners. Activities include conferences, seminars, Master classes, creation of databases, web-based communication and the exchange of teachers and students.

The 4 Work Packages are:

- W1. 'Business Development Platform': Development of a platform to strengthen the network in the North Sea region
- W2. 'Cluster Mapping to attract Inward Investment': To chart existing film networks in the North Sea region and promote them jointly internationally
- W3. 'Knowledge and Skills Development': Coordination and exchange between educational institutions, creation of a web-database of information for both students and businesses, exchange of experience
- W4. 'Production and Distribution Technology': establishment of research centre for film and visual media

### **4.0 Collaborative Transnational Activity**

Within Work Package 3, lead Dundee College, the collective focus has been on the creation of exchange programmes for students and staff, incorporating Master classes, visiting lecturers, and student project activity leading to national

accreditation in the host region.

#### **4.1. The Master class Programme**

The Master class programme aims to ensure that:

- current trends in the film and Events Management industries which the students should be familiar with in order to perform future job functions are integrated into teaching
- knowledge of core trends within the film and event industries is shared through transnational collaboration within the partnership
- current knowledge about latest trends is disseminated among teachers, students and management

Within the framework of an exchange programme between EAL, Tietgen Business College and Dundee College, the first Master class programme was delivered in Dundee in the autumn of 2009. This will be followed by two more Master class programmes in Denmark in the course of 2010.

17 Danish students from third semester Marketing Management took part in the first Master class in Dundee. Of the 17 students, 7 specialise in Film Marketing and 10 specialise in Events Management. The students range in age between 20 and 26.

Developed by Dundee College, the Master class programme was delivered by specialists from the Events and Film industries in Scotland:

- Thomas Gerstenmeyer, Research Associate on a Leverhulme Foundation funded project, "Dynamics of World Cinema," University of St Andrews, School of Philosophical, Anthropological and Film Studies, delivered the first Master class entitled "Global Hollywood." This Master class focused on the range of international business models used by regions of the world to develop their film industries; Hollywood vs. Bollywood vs. Auteurs in Europe. The class gave the students a broad insight into how the industry functions differently in different local market contexts.
- Michael Gubbins, consultant and journalist specialising in film and digital media change, presented the second Master class entitled "The Web and how to use it for 'Exposure' and 'Connecting'" which feature in the second and third semester study programmes for International Marketing and Experience and Film Communication. This Master class explored how new media is changing the relationships between product and audience. It explored areas where the web fundamentally changes all aspects of the film business and dealt with the use of internet and other technological media for the distribution and marketing of film and ways of communicating with a mass audience via technological media. It was supported by a PowerPoint presentation and illustrated through a number of internet resources.
- Susie Wilson, Festival Director Projector, Glasgow & Dundee, who is founder, creative director and producer of Scotland's only Animation Festival, featuring screenings, workshops, master classes, etc., delivered the third Master class. The title of the Master class was "Public Platforms in Specialised Film Festivals" and gave the students a thorough insight into the difficult art of planning, funding and disseminating specialised film festivals and supported the second semester Event Economy and third semester

Market Communication subjects. Using the theory and models from the Marketing Management Programme, the Dundee Master class programme proved very rewarding.

All three Master classes were designed to align specifically to theoretical material already covered in the EAL, Tietgen Business College curriculum, thereby enhancing the learning process. Each was videotaped and will be entered on the EAL, Tietgen Business College BlackBoard system and thus can be integrated into teaching for future students at Tietgen and at other associated schools. The videos will also be relevant for specialized areas other than film and Events Management, as they reflect the real life work environment which students will experience after graduation. The subjects dealt with are generic, but illustrated through case studies taken from the Film and Events Management industries.

While the lecturers at EAL, Tietgen Business College were not directly involved in planning the Dundee programme of Master classes in the first instance, a first draft was prepared by Dundee College, and sent to Tietgen for comment and amendment. Tietgen requested the inclusion of certain components to ensure the relevance of the programme for both groups of Danish students. This resulted, for example, in the addition of a lecture by the organizers of the Edinburgh Festivals. To ensure maximum benefits were derived from the Dundee Master class programme, 2x2 classes were included in the schedule so that each Master class related to theory previously studied within the Danish curriculum. For example, one Master class on business models related to theoretical studies in first and second semesters dealing with core competencies, resources, segmentation, value chain, economies of scale, and internationalization theory such as the "closest neighbour method."

The students were presented with the programme several weeks before departure and were advised to review the theory previously covered in the Marketing Management Programme. This was to ensure that the Master class programme in Dundee would not sit in isolation, but would add value to the existing theoretical frame of reference.

While in Dundee, the students were privileged to attend a Season of Screenings of 5 iconic films, including the Scottish "Rob Roy," at Dundee Contemporary Art Centre and College facilities. The students were subsequently given the task of producing a marketing plan for them with the opportunity to achieve SQA (Scottish Qualifications authority) accreditation for their work. The internationally acclaimed producer of "Rob Roy", Peter Brougham, participated in conversations and discussions with the students about the issues involved in film production.

#### ***4.2. Evaluation of the first phase of activity in Work Package 3***

Initial evaluation of the Master class programme has been carried out by:

- EAL, Tietgen Business College – Management
- EAL, Tietgen Business College – Faculty
- EAL, Tietgen Business College - student participants in the Master class programme in Dundee
- The Film Cluster - FilmFyn, Ltd.



*4.2.1. EAL, Tietgen Business College – Management.*

The College management has evaluated the initial activities as follows:

The work taking place in work package 3 has helped:

- To better understand the structure of the film industry,
- To identify the skills demands our specialised education programme - the only one of its kind in Denmark - is meeting
- To expand our network both nationally and internationally, in order to enable us to gain a unique, in-depth observation of film, television and media companies. This insight will
  - allow the organisation and customisation of the training programmes on offer in these areas
  - ensure that future graduates' competencies meet industry needs and that the demand for qualified employees can be met
- The project also uniquely provides a number of guaranteed international internships in the industry through the cooperation and commitment of the project partners to make such opportunities available to one another across the partnership

*4.2.2. EAL, Tietgen Business College – Faculty*

From an educationalist's point of view, NSSP is a welcome opportunity to rise above the hectic routine of everyday life, and to gain new knowledge in the Film and Events Management industries. It is very rewarding to see how other nations work in the same disciplines, and where these industries sit within the national context in terms of their economic contribution and profile. Furthermore, it is rewarding to plan activities such as Master classes across national borders and to have a concrete and successful cooperation with partner institutions in other member states, for example Dundee College. Not least, it is very rewarding to interact with students in a different cultural environment. It brings increased mutual awareness and understanding and it fosters better relations between staff and students for the remaining study period.

*4.2.3. EAL, Tietgen Business College – Students.*

The students were in general positive in their assessment of the Dundee Master class programme.:

	Very positive	Positive	Positive	Very negative
The programme in general	54%	46%	0%	0%
The Master classes in general	15%	77%	0%	8%
Coordinators engagement	100%			

Figure 2: Evaluation of Dundee Master class Programme, MO284

#### 4.2.4. The Film Cluster - FilmFyn Ltd.

FilmFyn has stated:

"We are incredibly excited to participate in the NSSP-cooperation that supports the long-term strategy to strengthen the film environment on Funen with an international focus," says Lars Hermann, director of FilmFyn. "More than 35 film projects have now been recorded on South Funen, and we are well underway to establishing a genuine Funen film industry, including inviting all the Funen municipalities to take part in ownership, so we can live up to our new slogan - Fyn is Film - and NSSP is an important step. Our Funen production and service companies have access to international contacts, analyses and knowledge, and NSSP strengthens educational co-operation to ensure that we get employees with the right skills to Funen. VERL, our Scottish partner's computing effects laboratory, which is also part of the NSSP, gives us the access to the latest in special effects for film, television and new media. With a budget for FilmFyn of around DKK 6.5 million over three years, NSSP is a perfect tool to strengthen the film cluster, to which also Region Southern Denmark has previously committed support."

#### 5. Conclusions

The Danish Higher Education and Film Industry sectors benefit significantly from the involvement in the NSSP project of four Danish organisations. Collaboration with transnational partners throughout Europe stimulates:

- development in the region through national and international cooperation
- increased knowledge and skills development
- further development of existing educational programmes in cooperation with the regional/ national stakeholders which integrate trends from industry and research
- innovative activities for HEI stakeholders.

#### References

[http://en.wikipedia.org/wiki/Industry\\_cluster](http://en.wikipedia.org/wiki/Industry_cluster)

<http://www.ebst.dk/regionaludvikling/0/3>

<http://www.northsearegion.eu/ivb/projects/details/&tid=87&back=yes>

<http://www.dundeecollege.ac.uk/Home>

<http://www.tietgen.dk>

<http://www.clem.pl>

<http://www.retsinformation.dk/Forms/R0710.aspx?id=116203> , kapitel 1

<http://www.retsinformation.dk/Forms/R0710.aspx?id=125520>, kapitel 2