



**An exploratory case study of a regional screen production business  
developing fiscal sustainability, commercial responsibility, and  
competitive advantage in the market**

Thesis submitted by

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# Table of Contents

<b>Table of Contents</b>	<b>ii</b>
<b>List of tables</b>	<b>iv</b>
<b>List of figures</b>	<b>v</b>
<b>Statement of originality</b>	<b>viii</b>
<b>List of recent activity</b>	<b>ix</b>
<b>Acknowledgements</b>	<b>x</b>
<b>List of abbreviations</b>	<b>xi</b>
<b>Abstract</b>	<b>xiii</b>

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<b>Introduction</b>	<b>2</b>
1.1 Context and rationale for the study	2
1.1.1 <i>On location in Adelaide, SA</i>	
1.1.2 <i>The nature of the problem</i>	
1.2 Conceptual framework and method	18
1.2.1 <i>Experiencing the parabolic scramble: The filmmaker as entrepreneur</i>	
1.2.2 <i>Method: Using Remo Media/Reed Films to conduct action research</i>	
1.3 Limitations of the study	32
1.4 The significance of the study	33
1.5 Organisation of the thesis	33
<i>Chapter 1: Introduction</i>	
<i>Chapter 2: Methodology and methods</i>	
<i>Chapter 3: Literature as data</i>	
<i>Chapter 4: Research activity and results</i>	
<i>Chapter 5: Conclusion</i>	

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<b>Methodology and methods</b>	<b>37</b>
2.1 Subjectivism in research about entrepreneurship	38
2.2 Background for the exploratory company's operations in relation to action research	40
2.3 Action research	41
2.3.1 <i>Action learning vs action research</i>	
2.3.2 <i>Grounded theory and action research</i>	
2.3.3 <i>Path dependency vs path exploration</i>	
2.4 Remo Media/Reed Films' regional perspective	47
2.5 Constructivism and action research informing Remo Media/Reed Films	49
2.6 The positional perspective adopted for the research study	51
2.7 The positional context of the research and researcher	54
2.8 Paths	65
2.8.1 <i>Dependency</i>	
2.8.2 <i>Exploration</i>	
2.8.3 <i>Divergence and rerouting</i>	
2.8.4 <i>Pathfinder enterprises</i>	
2.9 The role of the scramble crossing	72
2.9.1 <i>Scramble crossings</i>	
2.9.2 <i>The metaphor of the parabolic scramble</i>	
2.9.3 <i>Chaos theory</i>	
2.9.4 <i>Game theory</i>	
2.9.5 <i>The Mandelbrot set</i>	
2.10 Chapter summary	85

<b>Literature as data</b>	<b>88</b>
3.1 Delving into the literature	88
3.2 Trying out hunches	92
3.2.1 <i>Regionalism</i>	
3.2.2 <i>Regional innovation</i>	
3.2.3 <i>Economic history</i>	
3.2.4 <i>Technology in history</i>	
3.2.5 <i>Economic geography</i>	
3.2.6 <i>Thomas Kuhn</i>	
3.3 Knowledge systems and new endeavours	104
3.3.1 <i>Ethics and morality</i>	
3.3.2 <i>Culture</i>	
3.3.3 <i>Globalisation</i>	
3.3.4 <i>The alternative framework of the parabolic scramble</i>	
3.4 Examples of transformation for the exploratory company	115
3.5 The transformation of the exploratory company	123
3.6 Chapter summary	124
<b>Research activity and results</b>	<b>127</b>
4.1 Manifesto	127
4.1.1 <i>Creating a manifesto for the exploratory company</i>	
4.2 A brief example of the research cycles for this study	128
4.2.1 <i>The action research journal</i>	
4.2.2 <i>An example of one of the key action research cycles</i>	
4.2.3 <i>The parabolic scramble and the Barnes Dance Principle</i>	
4.3 Addressing the research questions	141
1 <i>The global marketplace and commercialising self-generated material</i>	
2 <i>Model of finance that can consistently support screen production</i>	
3 <i>Commercial creative relationship with investors</i>	
4 <i>Input from public and private sectors and bureaucracy</i>	
4.4 Chapter summary	158
<b>Conclusion</b>	<b>160</b>
5.1 Research results	160
5.2 Transformations of the exploratory company	166
5.3 Further research directions	171
5.4 Research limitations and contributions to knowledge	172
5.5 Conclusion	174
5.5.1 <i>No final conclusion</i>	
5.5.2 <i>Lessons from the journey</i>	
5.6 Chapter summary	178
<b>References</b>	<b>184</b>
<b>Bibliography</b>	<b>204</b>
<b>Appendix A</b>	<b>211</b>

## List of tables

<b>Table 1.1</b>	Hours of first-release Australian documentaries on TV, 1998-2007	9
<b>Table 1.2</b>	Twenty most successfully rating documentaries for television in 2008	10
<b>Table 1.3</b>	Hours of first-release Australian documentaries on TV, 1998-2014	13
<b>Table 1.4</b>	Documentaries produced in Australia between 1997/98 and 2005/06	15
<b>Table 1.5</b>	Documentaries produced per year in Australia between 1997/98 to 2013/14	17
<b>Table 1.6</b>	Percentage of Australian population for each state and territory	18

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### Table boxes

<b>Innovation – Rising Sun Pictures</b>	117
<b>Innovation – WETA</b>	120
<b>Innovation – Lucasfilm Ltd</b>	122

## List of figures

<b>Figure 1.1</b>	Hours of first-release Australian documentaries on TV, 1998–2014 ( <a href="http://www.screenaustralia.gov.au/research/statistics/releasesdocumentariestv.aspx">http://www.screenaustralia.gov.au/research/statistics/releasesdocumentariestv.aspx</a> )	13
<b>Figure 1.2</b>	Documentaries produced in Australia between 1996/97 to 2005/06 (Australian Film Commission, 2007)	16
<b>Figure 1.3</b>	In the 17 years between 1997/98 and 2013/14, most documentaries (excluding in-house productions by broadcasters) were made by production companies based in NSW (63 per cent of hours), followed by Victoria, Western Australia and Queensland. ( <a href="http://www.screenaustralia.gov.au/research/statistics/documentarycompanylocation.aspx">http://www.screenaustralia.gov.au/research/statistics/documentarycompanylocation.aspx</a> )	16
<b>Figure 1.4</b>	The action research cycle ( <a href="http://cei.ust.hk/teaching-resources/action-research">http://cei.ust.hk/teaching-resources/action-research</a> ) is also typical of the experience of action learning. Action learning is, however, much more associated with groups of learners or a program of action learning within an organisation. (Dick, 1997)	20
<b>Figure 1.5</b>	Image of a basic scramble crossing, X-crossing or Barnes Dance (Photograph by Gerard Reed.)	21
<b>Figure 1.6</b>	Time-lapse delay of pedestrians using a scramble crossing (Barnes Dance). Following the time-lapse movement of the actor in the rounded yellow rectangle, we can see how a parabola can emerge as he or she selects an alternate route when encountering the person in orange. The actor in the blue rectangle ‘dances’ among the people he or she passes. The Barnes Dance Principle says that entrepreneurs will be faced with obstacles when attempting to reach their goals (eg, funding), just as pedestrians face obstructions in a scramble crossing. They must react flexibly in order to avoid being blocked. They must be willing to change direction without losing sight of their goals when faced with challenges. (Prepared by Gerard Reed from a time-lapse photograph of a scramble crossing at Toronto, Canada sourced from <a href="http://wvs.topleftpixel.com/photos/2008/08/yongedundas_scramble_milestones_max_01.jpg">http://wvs.topleftpixel.com/photos/2008/08/yongedundas_scramble_milestones_max_01.jpg</a> )	22
<b>Figure 1.7</b>	The parabolic scramble framework as part of the Barnes Dance Principle is illustrated here by the combination of circles and lines, including the wide, mauve dashed line in the shape of a parabola. The parabolic shape emerges when an individual agent decides to move differently from everyone else. Since the concept is temporal as well as physical, changes in direction or unusual movements must be compensated for in the temporal plane. (Concept and preparation by Gerard Reed.)	23
<hr/>		
<b>Figure 2.1</b>	Epistemological constructivist positions as established by Kanuka and Anderson, 1999 (Prepared by Gerard Reed from the original figure by Kanuka & Anderson.)	53
<b>Figure 2.2</b>	Triton as recorded by the Voyager 2 Probe (NASA Jet Propulsion Laboratory, 1998)	59

<b>Figure 2.3</b>	Triton’s geyser-like plume venting nitrogen gas and dust particles (NASA Jet Propulsion Laboratory, 1997)	59
<b>Figure 2.4</b>	Volcanic eruption on Io taken by the Voyager Probe (NASA Jet Propulsion Laboratory, 1999)	60
<b>Figure 2.5</b>	Obverse of the Golden Record (NASA Jet Propulsion Laboratory, 1977a)	61
<b>Figure 2.6</b>	Reverse of the Golden Record (NASA Jet Propulsion Laboratory, 1977b)	62
<b>Figure 2.7</b>	Scramble crossing sign (Photograph by Gerard Reed.)	73
<b>Figure 2.8</b>	Scramble crossing (Photograph by Gerard Reed.)	74
<b>Figure 2.9</b>	Illustrating the scramble crossing being parabolically interacted by the actor represented by the mauve line (Concept and preparation by Gerard Reed.)	75
<b>Figure 2.10</b>	Notebook entries documenting the parabolic scramble and its potential utility (Photograph by Gerard Reed.)	77
<b>Figure 2.11</b>	Scramble crossing, King William Street intersecting Waymouth and Pirie Streets in the city of Adelaide (Photograph by Gerard Reed.)	78
<b>Figure 2.12</b>	Rough draft of the idea of the parabolic curve on left accompanied with a more refined version of a parabola in projective space. Representative of the author’s first interaction with an alternative pathway through a scramble crossing (from Openclipart at <a href="https://commons.wikimedia.org/wiki/File:Parabola_in_projective_space.svg">commons.wikimedia.org/wiki/File:Parabola_in_projective_space.svg</a> )	78
<b>Figure 2.13</b>	Mandelbrot set as depicted by physicist Dr Wolfgang Beyer (2006)	84
<hr/>		
<b>Figure 3.1</b>	The Kuhn Cycle (Kuhn, 1970, 1996, 2011; Pajares, 2013; <i>The Kuhn Cycle</i> , 2012) (Prepared by Gerard Reed.)	103
<hr/>		
<b>Figure 4.1</b>	Notes taken on the 11 October 2007 during a meeting with Dr Dennis List (Photograph by Gerard Reed.)	129
<b>Figure 4.2</b>	Notebook entries documenting the parabolic scramble and its potential utility created on the 28 August 2010 (Photograph by Gerard Reed.)	129
<b>Figure 4.3</b>	Different shaped parabolic curve illustrating an alternative set of paths that could be followed (from Openclipart at <a href="https://commons.wikimedia.org/wiki/File:Parabola_in_projective_space.svg">commons.wikimedia.org/wiki/File:Parabola_in_projective_space.svg</a> )	140
<b>Figure 4.4</b>	Timeline for the exploratory company (Prepared by Gerard Reed.)	158
<hr/>		
<b>Figure 5.1</b>	Apple Stores are intended to provide customers with experience of Apple Products. An Apple Store in Adelaide in its package (Photograph by Gerard Reed.)	168
<b>Figure 5.2</b>	Mission Specialist Bruce McCandless II, is seen further away from the confines and safety of his ship than any previous astronaut has ever been. This space first was made possible by the Manned Manoeuvring Unit or MMU, a nitrogen jet propelled backpack. After a series of test manoeuvres inside and above Challenger’s payload bay, McCandless went ‘free-flying’ to a distance of 320 feet	

away from the Orbiter on 2 December 1984'. (NASA Johnson Space Center, 1984) 182

**Figure 5.3** Customers waiting in line to enter an Apple Store in Adelaide on the release day of a new product (Photograph by Gerard Reed.) 183

## Statement of originality

I certify that this work contains no material which has been accepted for the award of any other degree or diploma in my name, in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text. In addition, I certify that no part of this work will, in the future, be used in a submission in my name, for any other degree or diploma in any university or other tertiary institution without the prior approval of the University of Adelaide and where applicable, any partner institution responsible for the joint-award of this degree.

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25 November 2016

*Candidate*

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## List of recent activity

### Presentation of thesis

Reed, G A 2015, 'An exploratory case study of a regional screen production business developing fiscal sustainability, commercial responsibility, and competitive advantage in the market', PhD Thesis, The University of Adelaide, Innovation Live Dialogues, South Australia Department of State Development, Government of South Australia, Adelaide, 24 April.

### Presentation of research

Reed, G A 2015, 'Insights into Entrepreneurship in Adelaide', Australian Information Industry Association (AIIA), KPMG, Adelaide, 20 October.

O'Connor, A Reed, G A 2015, 'South Australia's Entrepreneurial Ecosystem: Voice of the Customer Research Report', The University of Adelaide, Adelaide, 13 August.

### Collaborative research environment (The University of Adelaide)

Research Associate, 2015 - 2016, Research Project: - *Effectiveness of Collaboration for Innovation*, Project Leader - Dr Graciela Corral de Zubielqui, Associate Head (Research) Project Management/Innovation.

Research Associate, 2014 - 2015, Research Project: - *South Australia Entrepreneurial Ecosystem Research*, Project Leader - Dr Allan O'Connor, Academic Director Innovation and Entrepreneurship.

### Book chapter

Reed, G A (in press), 'An Entrepreneur in a Scramble Crossing: An Exploratory Case Study', in S Griffith, K Carruthers & M Bliemel (eds), *Visual tools for developing cross-disciplinary collaboration, innovation and entrepreneurship capacity*, Common Ground Publishing LLC, Illinois, accepted 29 April 2016.

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## List of abbreviations

ABC 1	Australian Broadcasting Corporation Channel 1
ABC 2	Australian Broadcasting Corporation Channel 2
ABC TV	Australian Broadcasting Corporation Television
ABS	Australian Bureau of Statistics
ACC	Adelaide City Council
ACERE	Australian Centre for Entrepreneurship Research Exchange
ACMA	Australian Communications and Media Authority
AEDT	Australian Eastern Daylight Time
AEE	Adelaide Entrepreneurial Ecosystem
AEST	Australian Eastern Standard Time
AFC	Australian Film Commission
AFI	Australian Film Institute
AFTRS	Australian Film, Television and Radio School
AIDC	Australian International Documentary Conference
AIIA	Australian Information Industry Association
ANZAC	Australia and New Zealand Army Corps
ATO	Australian Taxation Office
ATOM	Australian Teachers of Media
AUD	Australian dollar
AWM	Australian War Memorial
BBC	British Broadcasting Corporation
BCE	<i>before the common era</i>
CAD	Canadian Dollar
CEO	Chief Executive Officer
CGI	computer generated imagery
CIRCA	approximately or around
CSB	Centre for Screen Business
DNA	deoxyribonucleic acid
DVD	digital versatile disc
ECIC	Entrepreneurship, Commercialisation and Innovation Centre
ETSA	Electricity Trust of South Australia
EURO	European currency
FDR	Franklin Delano Roosevelt
FFC	Film Finance Corporation
GE	General Electric
GFC	Global Financial Crisis
GPS	Global Positioning System
HBO	Home Box Office
IBM	International Business Machines
IDFA	International Documentary Film Festival Amsterdam
IE	<i>(Id Est ) that is to say</i>
IES	interlocking experiential systems
IHS	interlocking historical systems
IMS	interlocking market systems
IOS	interlocking operational systems
IP	intellectual property

LC	Legal Counsel
LCP	London College of Printing
MCC	Mission Control Center
MNC	multinational corporation or company
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organisation
NBC	National Broadcasting Corporation
NHNZ	Natural History New Zealand
NHU	Natural History Unit
NICL	New International Division of Cultural Labour
NIDL	New International Division of Labour
NSW	New South Wales
NTA	National Telefilm Associates
NTSC	National Television System Committee
NZFC	New Zealand Film Commission
NZST	New Zealand Standard Time
OzTAM	Television Audience Measurement (TAM) in Australia
PBS	Public Broadcasting Service
PDF	portable document format
PES	producer equity scheme
PhD	( <i>Philosophiae Doctor</i> ) Doctor of Philosophy
PIA	production investment agreement
PLA	production licence agreement
PR	Public Relations
QAPE	qualifying Australian production expenditure
RAH	Royal Adelaide Hospital
RBV	resource based view
R&D	research and development
ROI	return on investment
RSP	Rising Sun Pictures
RSR	Rising Sun Research
SAFC	South Australian Film Corporation
SAPOL	South Australia Police
SBS	Special Broadcasting Service
SME	small to medium enterprise
SMS	short message service
SPV	special purpose vehicle
STS	science, technology and society
TARP	target audience rating point
THC	The History Channel (later known as History)
TNC	transnational corporation or company
TVNZ	Television New Zealand
UNSW	The University of New South Wales
USA	United States of America
USD	United States dollar
WCC	Wellington City Council
WIN TV	Wollongong Illawarra New South Wales Television
WWW	World Wide Web

## Abstract

The objective of this research was to create, and then use for increasing knowledge in the field of entrepreneurship, an exploratory case study to examine a regional screen production business interacting with local, national and global markets to develop fiscal sustainability, commercial responsibility, and competitive advantage. By documenting a dynamic period of technological growth and diversification in the sector through the case study, the research developed a framework and theoretical understanding informed by interactions with markets for visual products and programs that are created for public exhibition and dissemination.

Positioned in the context of a value chain for independent film and documentary production, the research used an exploratory case study to address a gap in the literature that exists between the producer of visual products and programs and the consumer. The exploratory company was established in the Australian independent screen production sector and it is anticipated that the outcomes will provide an example of transformative benefit to entrepreneurs and researchers wishing to establish or investigate enterprises in this industry, with the potential to assist other industries if it were to become the subject of future research in those other areas.

The research consisted of a series of iterations that evolved a long-term perspective for the case study company through which a wiser company emerged.

Commencing in the position of the author as filmmaker, proactively operating as an entrepreneur, the research took the form of an intellectual and practical investigation that identified a need for further examination and a reinterpretation of the marketplace. I took a regional perspective and entry position by forming Reed Films Pty Ltd to use as a vehicle for the research activity. By operating and monitoring the firm's interactions with regional, national, and international organisations, institutions, and individuals, as the company principle, I began my emergence as a producer of programs for dissemination to local, national, and international markets. A different value chain for independent film and documentary production was established, and the research provided an alternative operational and strategic method for securing funding.

The research successfully demonstrates that the exploratory company examined, and discovered through action research, a new mode of interacting with local, national, and global markets for a screen production business from a regional entry position. This has resulted from an interpretative journey, equipped and assisted by the development of the 'parabolic scramble'<sup>1</sup> framework that became a consistent narrative metaphor throughout the thesis. The research revealed, through developmental stages resulting from action learning/research, a new interpretation of the screen production industry for the exploratory company and others interacting with markets.

The resultant thesis describes an eclectic journey where a cluster of ideas led to a new approach that drove discovery to inform and fulfil the objectives of the research. This has facilitated a regional screen production business in developing fiscal sustainability and competitive advantage in the market with an ethically robust structure. Based upon a foundation of the resource based view of the firm, learning action research effectively helped me derive a new approach to the value supply chain involved in film production.

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<sup>1</sup> Takes its inspiration from a 'scramble crossing' originated by Henry A. Barnes (1906-1968) (1965), who further developed the concept, whilst Traffic Commissioner of New York in the late 1940s in America, of a diagonal crossing after watching his daughter and her friends avoiding vehicles as they crossed the street in front of their school (1965, pp. 103 – 117).