

The Creative Industries Sector Deal

Proposals from Goldsmiths

May 2017

Introduction

Goldsmiths is a world-leading, research-driven, university which has an international reputation for its work in arts, design, social science, computing and the creative industries. In the 2017 QS subject rankings Art & Design, Performing Arts, Anthropology, Media & Communications and Sociology at Goldsmiths feature in the Top 50 list of institutions in the world and in the Top 10 list of institutions in the UK.

For a small institution it boasts alumni that have had a very significant impact on the creative industries by re-inventing art, design, music and fashion – people such as Mary Quant, Vivienne Westwood, Damien Hirst, Anthony Gormley, Malcolm McClaren, Katy B, James Blake and Steve McQueen.

It is committed to supporting the development of a Sector Deal for the Creative Industries, based on its interdisciplinary research strengths across creative business, economics, management, and innovation, which feed into our creative-led education programmes from departments such as art, design, music, computing, the Institute of Creative and Cultural Entrepreneurship, and the Institute of Management Studies. The recommendations outlined here have benefited from the insight and ideas of a range of contributors. These are listed at Appendix 3.

This document outlines two specific project proposals, supported by a summary of the core themes and values which underpin our work. A fuller description of the project proposals is attached at Appendix 1 and Appendix 2.

Understanding the creative and future economy

Goldsmiths undertakes specialist research and teaching in the creative and future economy. In particular, it has four centres that specialise in creative innovation: the Institute for Creative and Cultural Entrepreneurship provides training and research in cultural management and policy, and on business models in the creative, tech and social innovation sectors; the Department of Design specialises in social, service and product innovation; the Institute of Management Studies provides innovative teaching and research in leadership, management, economics and entrepreneurship, and marketing; finally, the Department of Computing has pioneered world-leading interdisciplinary research and teaching by bringing the development of technologies and creative practice together.

In developing its response to the Industrial Strategy Green Paper, Goldsmiths identified three core themes that inform its work and which underpin the recommendations that follow.

- **Creatives and Innovators**
Goldsmiths works with content creators and producers from across the cultural and creative sectors, and supports the leaders and innovators who drive social, cultural and economic growth. It has an international network of alumni, mentors and advisers and provides access to a rich body of research and knowledge.
- **Business models for skills and growth**
Working with creative and social innovators, Goldsmiths has built a specialist understanding of how creative businesses work, structurally, process-wise, and psychologically. In so doing, it brings together skillsets in creative enterprise, design, sociology, psychology, computing and management and has developed a set of unique learning and teaching methodologies. It understands the ways in which people learn and develop skills across the creative economy and has deep knowledge of different business models being developed to support creative business growth.
- **Human-centred future economy**
Goldsmiths specialises in the development of a human-centred future economy. Through inter-disciplinary research and teaching, through its community and knowledge exchange programmes, and through its policy work, it has developed a set of skills, knowledge and experience which are geared towards the business, skills and innovation needs of our future economy.

Sector Deal proposals

We would recommend two project ideas to feed into the Creative Industries Sector Deal – the first focused on *scaling business by investing in creative content in Augmented Reality (AR) and Virtual Reality (VR)*; the second aims *to invest in diversity, by creating a national cohort of Creative Producers* that seek to stimulate and support growth across the sector.

Creative Furnace:

- A virtual ‘innovation park’ for business leaders and innovators, giving access to national and international research, data and insight on future business development in the creative sectors – with a particular focus on AR and VR.
- This research-driven, evidence-based programme would be committed to helping businesses scale-up: it aims to inject a creative blast, that can ignite new

ventures that develop and encourage high-growth and investment ideas, products, and organisations.

- Whilst we have world-leading technological research in the UK, ideas for generating content lag somewhat behind.
This project will bring a human-centred approach to content generation and the development of new applications and investment opportunities.
- Potentially complementing the proposed 'business booster' network being recommended by the Creative Industries Federation, the Creative Furnace would be delivered in partnership with the Digital Catapult and other partners.
- £250k is sought in the first instance, to contribute towards an interdisciplinary, R&D pilot phase that will create a platform for a self-funded operation.

Creative Producers Programme:

- A programme of support and investment to source, develop, and support new and diverse creative talent, which provides leadership and management skills that are necessary to catalyse and maintain growth across the content sectors. By shifting who is empowered to produce, this programme will generate a greater diversity of work and employment throughout the creative industries.
- Drawing on good practice in the theatre and media sectors in particular, this programme aims to blend entrepreneurial, managerial, and creative skillsets across a range of sectors.
- This project would be piloted in London, Manchester and Glasgow and then rolled-out across the country.
- £200k is sought to develop this programme in three places, and to create a template that will enable delivery nation-wide by year three.

Supporting documentation and a fuller elaboration of both project proposals are available; we would welcome the opportunity to present these over coming weeks.

The Creative Furnace

This programme creates an online and off-line 'innovation park' for creative entrepreneurs: a business observatory which will connect research, knowledge, community, partnerships, market insight and intelligence - with a focus on Virtual & Augmented Technology.

Building on Goldsmiths' work in creative, organizational, and entrepreneurial innovation, this proposal aims to create a national resource network for existing, emerging and future businesses developing content and performances for AR and VR.

The programme addresses issues of new content creation, software, growth and new business models. Goldsmiths has research-based insight into human-centred technology design, the psychology of adoption and experience, alongside new business models for creative and content driven business models. Virtual & Augmented Technology have been researched for 30 years; it is now a medium that is ready for innovative exploitation and roll-out.

This innovation park will act as a 'Furnace' to meld multidisciplinary ideas and perspectives so as to create many sparks that, in turn, ignite many new ventures that will create new alliances, and catalyse new opportunities that embody and encourage high-growth businesses that are investment-ready.

The Furnace proposal is modelled on an existing industry collaboration model, with which Goldsmiths has been closely involved over recent years: MusicTech Fest. The MusicTech-Fest brings together a diverse community of technologists and users to test and develop new ideas in a collaborative context. Hosted in a number of cities around the world, MusicTech Fest mobilises a distributed community to creatively explore and generate new business models and new R&D practices. It uses approaches to start-up and investment readiness that has evolved into a programme for supporting existing businesses to move to high-growth and investment readiness.

Need being addressed

The Furnace is a catalyst for change in which industries and academia can come together to develop and define potential, multi-disciplinary applications for emerging technologies. It is a place to grow talent, share emerging knowledge, build collaborative research, and apply research and development into sustainable companies that ultimately contribute to the social, cultural and economic wealth of the UK.

At the core of the Furnace would be the goal of nurturing the capacity for creative and entrepreneurial innovation, in particular across sectors and industries applying AR and VR. The reach of these technologies is well documented and will have the potential to disrupt most industry sectors, and therefore the need for a place of intense collaboration and knowledge-building-and-sharing is essential for the UK to be a global leader in this area.

How the programme would work

The aim is to set up the Furnace as a *national network* for growing, sharing and applying knowledge. The programme is 'future-proofed' through Furnace events, bringing a wide range of stakeholders together to address emerging opportunities for applications of VR and AR, with the creative imperative driving the development of the core technology.

We have developed a programme of work that is informed by each activity and the learning and experience which takes place within each. The outcomes of each will not only inform the further development of work into toolkits and licensed regional hubs of activity, but it will also garner insight that will form research and reports that inform policy and provide guidance to other start-ups, existing businesses and the management and infrastructure that support them.

We will initially undertake an in-depth pilot project with a relatively small number of businesses (around 30), but within three years will have used our previous experience to develop delivery models and leveraged finance to ensure the work is scaled to reach more than 1000 businesses.

The activities comprise:

Online and residential events

- A series of online and regionally-hosted residencies to engage creatives with notions of growth, emerging technologies, new patterns of employment, the ethics of the gig economy and investment-readiness. Post-residential, a virtual incubator will support and move creatives through to their potential. Participants from this will develop from micro-businesses into larger-scale, ambitious, confident employers.

The first will be held outside of London, and then the model will be licensed to ensure even distribution across the Nations and Regions of the UK.

National Convention

- Symposia or conventions would explore emerging trends, issues and opportunities, and these would become open-innovation 'Furnace Project Labs'.

Some of these projects may be closely connected to some of the stakeholders. The symposium acts as a core community building activity, and other events could spin off these main events into a series of additional and focused community building activities across the UK.

Open Innovation Project Labs

- The Project Labs would be centred around topics and themes generated from the Symposia. Each Lab would have a focused territory of investigation - for example 'VR for healthcare' - and a multidisciplinary team of stakeholders brought together to investigate the opportunity.

Short courses and toolkits

- In order to sustain innovation and creativity in VR/AR, we propose a series of capability and capacity building Tech-Furnace short courses delivered both across the UK and online. These could include Goldsmiths' internationally recognized 'Design Thinking' teaching (taught in South Korea and Ireland), Creative and Cultural Entrepreneurship, Innovation management, Creative Computer Science, and technical skills workshops. We would also develop a series of toolkits (similar to those developed for NESTA and the British Council) to help facilitate the sharing of knowledge and content related to these learning activities (building on Goldsmiths reputation for designing state of the art MOOCs).

Tech tasting-and-making studio

- As part of the Tech-Furnace we would facilitate technology and non-technology sector-experts to interact with state of the art technology, and explore it further through experimentation, play and prototyping to understand first-hand the opportunities and scope of Virtual and Augmented reality technology. Using identified FabLab and VR Labs around the country, we will be able to encourage invention and innovation. We believe access and physical engagement is an important facet to drive creative enquiry.

Consortium research/venture projects

- These tailored research projects could be topics or activities that connect to particular stakeholders, where defined areas of enquiry or development could be shared for mutual benefits. New models of Intellectual Property to ensure the microbusinesses and SMEs are able to capitalise on the solutions and products developed. These projects may also partner internationally with other companies where a UK benefit could be supported and encouraged.

Why Goldsmiths?

Goldsmiths is a strongly interdisciplinary institution across research and teaching. World-leadership in the development of technologies, content production and distribution in the VR/AR space will need collaboration amongst fields of Art, Design, Music, Humanities, Social Science, Computing, Psychology, Management and Entrepreneurship. Crucially, Goldsmiths will bring our experience of interdisciplinary research and teaching across these areas to ensure the success of this project.

Goldsmiths has a strong international reputation in creative computing and the application of AV/VR within creative practice – see, for example, <http://www.iggi.org.uk/> (an ESRC doctoral training centre on intelligent games and game intelligence). It has led research projects in how new technologies can be embedded in the creative offering, as well as the impact on business models and new revenue streams. It has also established an annual series of industry-led masterclasses in VR/AG/AI that are open to the public and that bring together technology companies with researchers, film makers, artists, writers, game designers and health professionals to explore the future trajectories of joint collaborations in those fields.

Partners

Early discussions have been held with the Digital Catapult on this project – in particular regarding the Tasting-and-Making Studio. We would wish to develop this project in partnership with the Catapult and other collaborators, for example MadLab in Manchester.

An initial introduction has also been made to Ingenious Media, who have recently established a VR/AR business development team. We would partner with online matching/brokering services to encourage further engagement, while creating new collaborations through the intensive offline interaction.

Financial ask

£250,000 is sought to help get the Creative Furnace up-and-running.

By the second year we will have developed an online programme around growth and invention that would engage a minimum of 2000 enterprises annually, with 100 businesses engaged with a closed innovation online programme.

Using some of Goldsmiths' existing and developing short courses and programmes, we would expect to engage 300 people per year.

We also expect to develop a range of new research projects on content innovation which will form the basis of bids for match funding and sponsorship to help scale the programme.

Creative Producers Programme

This project proposes a programme of opportunity, training and investment to source and support new creative talent, developing the leadership and management skills of people who will catalyse growth across the content sectors - Creative Producers - with an explicit focus on diversity.

Understanding that collaboration and specialisation are often key factors to successful ventures in the cultural and creative industries, this programme builds on a body of experience within Goldsmiths' research and teaching, our national and international reputation for innovation, our strong links with our local community in a challenging area of London, and from our experience with initiatives such as the NESTA Creative Pioneer programme. The programme will nurture talent across sectors to produce new content with sustainable business models.

Need being addressed

The core content creation within creative industries, in particular within performance, music, gaming and festivals, operates within an environment of operational insecurity. There is a high level of business failure and a lack of cross disciplinary innovation - particularly in understanding the digital potential for creation and distribution in the cultural sector. This leads to a financial instability of many new ventures and the loss of creative talent. Good ideas are not scaling.

The rise of commercial, digital commissioning and distribution platforms, such as Netflix and Amazon, Vimeo and YouTube, is increasing opportunities for content creators. But new business strategies are required to support new business models, and different skill sets are required for producers.

Diversity is a critical component of success in the creative industries and whilst there have been many initiatives in this area, there are still wide-ranging challenges for the sector. This programme will therefore encourage broad participation - removing barriers to participation and investing in a new generation of content producers. In particular, it will engage and unlock the talent that does not have access to traditional resources or HE. By shifting who is empowered to produce we can create a greater diversity of work and employment throughout the creative industries.

The Creative Producer

This programme addresses those issues, focusing on the role of the 'Creative Producer'. The creative producer is part-management and part-creative vision – it is a role which works across sectors and across platforms: to spot talent, to foster collaborations and to identify resources required to enhance productivity and growth.

It is a critical role within the creative sector, but one with the least specific educational or training opportunities.

The ambition of many newly created arts or creative organisations is often small and does not have either a vision or a strategy for growth. This programme nurtures both to create producer-led innovative artistic vision but also the potential for greater productivity, employment and impact on the business ecology in which they operate.

How the Programme would work

The programme will comprise:

- Training and support: A short 'creative producers' programme with access to mentoring and online resources. This would be a high level programme, initially targeting 25 participants outside of the HE sector with a focus on supporting diversity.
- Mentoring: Brokering mentoring relationships between existing successful producers and those just starting. There are many successful producers across the regions who would value the opportunity to mentor and develop the next generation of creative entrepreneurs. This programme will provide the framework to enable this.
- Meet-ups and Matching: A programme of on and off-line meetup sessions will be hosted, to promote the understanding of the role of the Creative Producer and to provide opportunities for new collaborations and partnerships.
- Digital producing resources: Making available a 'toolkit' specific to producing on this scale but also providing access to mainstream support that is available but not always accessed by this group e.g. Culture Hive, Creative England.
- Networks: Establishing and providing access to strong networks - including key Goldsmiths staff and students - sharing local data and skills, and promoting good practice. These networks would produce the future delivery partners of the programme in their region but also provide quantitative and qualitative evidence of the benefits of the programme for sustained investment and attracting increasing numbers of new recruits working in "Creative Production".

Why Goldsmiths?

Goldsmiths has dedicated expertise in cultural and creative entrepreneurship allied with strengths across a range of relevant disciplines - including Computing, Psychology, Management, Innovation and Design.

Our interdisciplinary mind-set will provide the framework for a programme which seeks to support the creative, critical, managerial and entrepreneurial potential of individuals. We have used this experience and knowledge to become adept at translating needs across sectors and audiences and developing individuals to move in to the role of Producer.

We also have a strong track-record in diversity, with strong links through our local regeneration work to one of the most diverse communities in the UK, and a network of specialist alumni and advisers.

Goldsmiths has a strong professional network, with over 100 partners in learning from the cultural and creative industries who can inform the needs, and provide critical feedback on models of training and also on the emerging requirements of Producers.

Partners

Initially working within three cities, the programme will work actively to encourage participation from BAME and female emerging producers.

The programme would collaborate with and build on existing projects - such as the British Council's Creative Producers' International network and Goldsmiths' own programmes. It would also create a network of providers, including theatres, film facilities and receiving venues and festivals – such as Watershed, Home and Bristol Old Vic – together with specialist companies and brokers such as Green Door, MeWe 360 and the PinkShoe Club.

There would be an ongoing central role provided by Goldsmiths, working mainly online, providing a light touch to feed resource, keep a database of participants and develop a strategy across the partnerships for the growing network, to ensure coverage and maintain diversity of participants.

As the programme develops we could envisage the programme developing a brokerage service, for creative talent to be introduced to the Producers' network, ensuring a strong pipeline of content delivery.

Financial ask

- £200k is required in year 1, to set up the programme and delivery networks in three UK locations, working with a total of 75 participants.
- By year five, by scaling and re-investing the time of programme alumni, more than 2000 people would have gone through the programme, creating a national network of Producers, transforming our cultural and creative landscape.

Contributors and consultees

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