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Nordic Innovation Centre

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## Jenka - Nordic Creative Industries Network

# Dance or Die

Towards a common Nordic understanding of the Creative Economy and its implications on regional development, business incubation and education.



Authors: J. Sloth, C. Nielsen, L.-E. Rönnlund, B. Nørstegård, E. Makinen, S. Sigurdsson

# Jenka - Nordic Creative Industries Network

Towards a common Nordic understanding of the Creative Economy and its implications on regional development, business incubation and education.

The building of a Nordic Network can help create a shared understanding of common challenges.

Members of a network change focus over time as the network has to develop in order to stay relevant.

November 2006

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# Participants

## National Contact Points and current project roles:

### Denmark

(Project Management)

Jørgen Sloth

President

Roskilde Business College

### Norway

(Chairman, Advisory Board, 2004-2006)

Bjørn Nørstegård

Managing Director

Lillehammer Knowledge Park

### Finland

Eeva Makinen

Project Manager

Helsinki University of Art & Design

### Sweden

Lars-Erik Rönnlund

Project Manager

Rock City Hultsfred

### Iceland

(Chairman, Advisory Board, 2006)

Smári Sigurdson

Chief Financial Director

Ice Tech

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## Members and affiliates:

### Denmark:

Roskilde Universitets Center, [www.ruc.dk](http://www.ruc.dk)  
Forskningscenter Risø [www.risoe.dk](http://www.risoe.dk)  
Roskilde Kommune, [www.roskildekom.dk](http://www.roskildekom.dk)  
Teknologisk Institut, Center for Opfindelser og  
Kreativitet, [www.teknologisk.dk](http://www.teknologisk.dk)  
Copenhagen Business School, IVS, [www.cbs.dk](http://www.cbs.dk)  
Learning Lab Denmark, [www.lld.dk](http://www.lld.dk)  
Kaospiloterne, [www.kaospilot.dk](http://www.kaospilot.dk)

### Norway:

Østlandsforskning, [www.ostforsk.no](http://www.ostforsk.no)  
Notodden Blues Festival, [www.bluesfest.no](http://www.bluesfest.no)  
Høyskolen i Lillehammer, [www.hil.no](http://www.hil.no)  
Cultiva, [www.cultiva.no](http://www.cultiva.no)  
SIVA, [www.siva.no](http://www.siva.no)  
Næringshagen i Kunstnerdalen A/S,  
[www.nhage.com](http://www.nhage.com)  
Peer Gynt AS, [www.peergynt.no](http://www.peergynt.no)

### Finland:

Lume, [www.lume.fi](http://www.lume.fi)  
Culminatum, [www.culminatum.fi](http://www.culminatum.fi)  
Kulturo, [www.kulturo.fi](http://www.kulturo.fi)

### Iceland:

Reykjavik Resources,  
[www.reykjavikresources.com](http://www.reykjavikresources.com)

### Sweden:

IUC musik & upplevelseindustrin,  
[www.iuchultsfred.nu](http://www.iuchultsfred.nu)  
[www.ius.se](http://www.ius.se)  
Intresseföreningen för upplevelseindustrin,  
[www.ahasweden.se](http://www.ahasweden.se)  
Mötesplats Upplevelseindustrin Karlshamn,  
[www.netport.nu](http://www.netport.nu)  
Mötesplats upplevelseindustrin Piteå (Turism,  
media och musik), [www.acusticum.com](http://www.acusticum.com)  
Mötesplats Upplevelseindustrin Trollhättan  
(Film och media), [www.filmivast.se](http://www.filmivast.se)  
Mötesplats Upplevelseindustrin Hällefors  
(Måltid och design), [www.hellefors.se](http://www.hellefors.se)  
Teknikbrostiftelsen, [www.tbsg.sshn.se](http://www.tbsg.sshn.se)  
Baltic Business School, [www.bbs.hik.se](http://www.bbs.hik.se)

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|---|--|------------------|-----------------|--------------|--------|---------------------------|--------------------------|-----------|-------------------|-------------------|--|--|-----------------------------------|-----------------|
| <b>Title:</b> Nordic Jenka Creative Industries Network<br>Towards a common understanding of the creative industries   |  |                  |                 |              |        |                           |                          |           |                   |                   |  |  |                                   |                 |
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| <p><b>Abstract:</b><br/>Globalisation is rapidly changing the economic development agenda in the Nordic countries. On one side outsourcing is becoming abundant, and on the other side markets are opening up around the world for new and innovative products, and tourism is exploding.</p> <p>Nordic governments and shared Nordic political bodies are increasing their focus on supporting the development of faster and more globally oriented innovation on a regional level. Several “Cluster” analyses proclaim the Experience Economy to become an increasingly important growth factor, direct as well as indirect. Direct through tourism, services and new products, and indirect in order to attract and keep global talent.</p> <p>Jenka has established a number of learning circles – Education, Innovation, Development and Research - to help participating institutions become a significant factor in the economic development of the regional creative and experience economy. The focus in the learning circles has been on scenarios and best practice, and the institutions has been provided with inspiration and specific tools for future development.</p> <p>Being part of the Jenka network resulted in additional information sharing and knowledge from different fields such as Innovation and Education and Research. This has been yielding additional inspiring influences to network members giving rise to new ideas and possibilities for development.</p> |  |                  |                 |              |        |                           |                          |           |                   |                   |  |  |                                   |                 |
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| Chairman of Advisory Board, Jenka   | Project Manager  |                  |                 |              |        |                           |                          |           |                   |                   |  |  |                                   |                 |

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# National Contact Points and members of Jenka

## Advisory Board:

### Roskilde Business College (RBC)

RBC is a Business College with a wide range of educations within the business area. RBC is a member of Musicon Valley situated in the Roskilde Region. RBC offers several creative industries-focused programmes and is part of an international network of business colleges.



RBC is hosting the new Jenka Education Network.

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### Rock City Hultsfred

Rock City has succeeded in founding Sweden's largest rock festival, and as a spin-off creating many jobs and 5 vocational courses and now also a Gymnasium - all with a focus on the music and creative industries.



Rock City is a creative hub within the music industry in Sweden and attracts the best talents around.

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### Lillehammer Kunnskapspark (LKP)

(Lillehammer Knowledge Park) is an innovation company set up in 1999. The company has specialised in the creative industries and works with a number of projects within education, business development, regional development and innovation. Functioning as an incubator unit at company start-ups.



LKP is hosting the new Jenka Innovation Network.

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## Arabus

Design Media & Art Business Center. Serves approx. 20 different enterprises whose business ideas are based on top know-how in the field of design, media and art.



Arabus was established in the autumn of 1996 under the aegis of the Center for Further Studies (the University of Art and Design Helsinki). Arabus is funded by the Employment and Economic Development Center, the City of Helsinki and the University of Art and Design Helsinki.

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## Icetec

IceTec is an Icelandic technological R&D and educational institution. Its core customers are small and medium-sized enterprises. Acting in close cooperation with industry, the institute focuses on R&D, technology transfer, education and consulting to increase innovation, productivity and competitiveness. Our members are highly educated scientists, technical specialists, management experts and educators who regularly publish articles in their research in domestic and international journals.



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# Executive Summary

At the outset of the Jenka project, the Creative Industries (or Experience Economy) was a new field of research. As the network started its exploration of possibilities and impossibilities related to the Creative Industries, the field developed rapidly and can today already claim the same focus as, IT, Bio Tech etc. By running a network focusing on this specific business area in the Nordic region, the path has been laid out to build up knowledge and make it possible to launch innovative projects across borders and traditional sector definitions within the fields of Creative Industries.

## **The aim for the Jenka project was:**

“To create a Nordic meeting place, to allow knowledge sharing and exchange good practice within Creative Industries, and at the same time create a platform from which projects can be launched. The meeting place is to be established as a network.”

Jenka has fulfilled this aim and proven in the past two years that it is possible to gather a certain group of relevant organizations in a network and share experiences and good practice, build lasting relations and launch projects.

Jenka has also proven that knowledge and good practice are valuable elements when it comes to giving the Nordic region strongholds in tomorrow’s competition in the fast growing market of experiences and culturally embedded products and services.

## **There are two aspects of the Jenka project:**

- The value and results generated regarding the Creative Industries
- The experience gained by using the network as a project form

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In relation to the value and results generated regarding the Creative Industries, it can be concluded that:

Jenka has managed to establish the tasks described as aims in the application to NICE of June 2004:

- to create a Nordic meeting place
- to allow knowledge sharing and exchange good practice within Creative Industries, membership seminars and co-hosted member based events
- create a platform from which projects could be launched
- establish the meeting place as a network

Jenka has maintained the present member base in the five Nordic countries.

Jenka has held yearly seminars in 2003 (Denmark), in 2004 (Iceland), in 2005 and 2006 (Norway), in 2006 (Sweden and Denmark), thus strengthening the network and the sharing of experience and good practice.

Jenka has collected knowledge, shared knowledge through newsletters, meetings, dialogue, seminars and separate projects

Jenka has established an Advisory Board consisting of one representative from each National Contact Point.

The Advisory Board has been outlining the strategic development of Jenka. Bjørn Nørstegaard, CEO Lillehammer KunnskapsPark has been chairman of the board for the full duration of the funding period. As from July 1<sup>st</sup> 2006, the Advisory Board member Smàrí Sigurdsson (IS), has taken over the chairmanship aiming at a continuation of the network.

Besides achieving the goals set out, Jenka's core partners are determined to continue the network and establish a new and more focused platform in order to continue the activities in the network after the funding period. New activities and projects are planned.

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**In relation to the Network as a project form it can be concluded that:**

Jenka is a loose or ad hoc form of organization. In itself, a network is not a particularly suitable platform for managing projects, so as a result of this, Jenka was established as a network of Nordic organizations with a need to explore and define their roles in the emerging Creative Industries. Jenka in itself can be described as a project, but the value that has been created through its activities is primarily to be found within the member organizations.

Jenka distinguishes itself from “a traditional project” by focusing on the distribution of knowledge, not accumulating it. Therefore Jenka has produced tangible results as such as a brochure about the learning circles, several conferences, latest the conference in Roskilde, June 2006, and materials for the conferences. The production of the Jenka network is the documentation of activities initiated or produced by Jenka, and this report.

Jenka’s fundamental task has been about bringing people and organizations together in order to seek out common ground and share knowledge.

**In relation to the experience gained by using a network as a project it can be concluded that:**

When approaching a new area or field of interest, Jenka has proven to be a very efficient way to share knowledge and best practice and thus create a knowledge lift within a group of organizations affected.

Jenka has been an excellent platform for launching new projects, but not managing them as the skills required for managing a network are different from those needed to manage a project. The skills required are for example, process facilitation, understanding group dynamics, diplomacy, leadership etc.

Jenka has proven the need for a high level of trust amongst members of the network.

Jenka has proven the need to reaffirm and establish a common vision among the core members over time, (in this case the body of knowledge about CI grew).

Jenka has proven the need for a constant reevaluation of what members gain, as the aim changes, and the benefits of participating in a network also change.

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(in a separate report) -

Strategy paper

Network activities - List of activities

Sample of newsletters 2005/06

Events

Education Lab 05-2006

The Lillehammer conference 05-2006

Jenka Education / Lillehammer 03-2006

Future Format 05-2006

Jenka Education / Roskilde 06-2006

Presentation material

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# 1. About this Report

As part of the grant provided by NICE, Jenka has created this report on the professional outcome of the Jenka Network.

As Jenka is a network, the value generated is not accumulated centrally, but distributed throughout the network, primarily with the national contacts, secondarily with members and affiliates. It is therefore only natural that each National Contact Point has contributed to the report on the value created through participating in the network.

The report therefore consists of two parts and an appendix

The first part (chapter 1 – 5) is about the results regarding the Creative Industries and about the network as a project form and is an attempt to draw conclusions based on the empirical knowledge created during the founding period.

The second part (chapter 6 – 7) is about the value and knowledge it has created for its members.

Appendix is in a separate report.

## 2. Introduction – About Jenka

Jenka Creative Industries Network of Scandinavia consists of a number of Nordic partners including leading institutions, organizations and companies all working within or focusing on creative industries.

That may be within research, education, regional development, innovation, creating new products etc.

The core aim of Jenka has been to establish a leading position amongst the Nordic countries within the knowledge field of Creative Industries by sharing knowledge and experiences across countries and sectors, and by connecting organizations, people and companies which are not usually in contact with each other, thus creating new development.

Jenka believes that innovation and development will evolve from unconventional experiences and strong personal relations between the people working in this field.

The Jenka project has been based on the following beliefs:

### Knowledge

Jenka provides for updated knowledge about Creative Industries and functions as “a hub” between members and affiliates.

### Relations

Through Jenka the members and affiliates get in touch with leading specialists, policymakers and the do'ers within Creative Industries.

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## Experiences

Jenka presents the state of the art within culture, education, research and more in the field of Creative Industries - also looking beyond the Nordic countries.

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## 3. Background and Aim:

### a. Background

The background for establishing Jenka was a belief that a network centred around the Creative Industries would benefit the Nordic region by helping to create a common Nordic understanding of the Creative Industries by sharing empiric and exact knowledge about sectors and companies.

Furthermore it was an aim to gain knowledge about barriers that must be overcome in order to create development and innovation within the fields of Creative Industries.

Jenka was also aiming at supporting the theories around the experience economy, moving experience economy upwards to become a recognised area along biotech, IT i.e.

At the outset, Jenka had a broad focus within the field of the Creative Industries, focusing both on private and public organisations. The broad focus made it a challenge to establish a consensus about activities. Therefore the focus was narrowed down to public organizations being part of the infrastructure making development within the Creative Industries possible. During the last year of the founding period this focus was defined as:

Education

Research

Regional Development

Innovation

That was done in order to generate a stronger and more focused network with an aim to become a real and efficient project platform.

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The Jenka Network also learned that it is a challenge to innovate and share knowledge amongst persons working in different fields and countries. In order to innovate, the partners realised the importance of being together and work together – when not, the working processes tended to be somewhat neglected in favour of the main tasks which are demanded by the job at home.

## **b. Aim**

In the application for co-funding by NICE, Jenka's aim is described as:

“To create a Nordic meeting place, to allow knowledge sharing and exchange good practice within Creative Industries, and at the same time create a platform from which projects can be launched. The meeting place is to be established as a network.”

This aim has stayed the same through out the funding period, the aim was fulfilled and it is still the aim of the continued and even more focused co-operation.

## 4. Network Activities

Jenka Creative Industries network has been in function for two consecutive years.

This evaluation covers the period: 01.09.04 – 31.08.06.

Due to a 40/60% co financing from NICE, it has been possible to maintain a high level and quality of activities and services towards the members. It has furthermore been possible to innovate and test the concept and the contents and launch the first projects within the network. Finally Jenka has been having a particular focus on the Network as a method of distributing knowledge and generating projects, and have thus generated valuable knowledge.

During the two year funding period, Jenka has moved from “being under construction” to being a network in function, and is now a network reconstructed to fit a still more complex environment and to be able to continue the cross sector co-operation.

This is both the weakness and strength of Jenka – and in general of a network – its focus changes over time as its members and the surroundings develop new knowledge and new agendas.

Today the infrastructure of the network is well established in terms of a common understanding of the field of Creative Industries, a high level of knowledge within this field and strong relations built among the core members.

In order to be able to launch knowledge based and often complex projects across borders and traditional sectors, it takes a high level of common knowledge and strong personal relations to be able to work and innovate together, and therefore the Jenka network has been playing a crucial part in the development of policies and concrete activities.

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During the founding period the network has been assembled by people with different professional backgrounds, and thanks to Jenka they have managed to create a shared language and common ground for moving forward by developing a sustainable structure for the future Jenka where the Network can act as an umbrella and meeting place for more focused activities, hosted by the relevant National Contact Points as opposed to a unified project management.

### **a. Milestones**

From the beginning, Jenka set out a list of milestones:

Yearly membership seminars – preferably in connection with other relevant events.

Co-host member based events

A bi-weekly newsletter

A website – [www.jenka.org](http://www.jenka.org)

The milestones have been met each year. The update of the website stopped in May 2006, due to results shown through a web-based inquiry. A reaction to the conclusions from the survey was not reached in the Advisory Board within the remaining timeframe. A revival of the website and a specific website aiming at educational institutions – [www.jenkaeducation.org](http://www.jenkaeducation.org) – is in progress.

### **b. Network Activities**

In the past period the following results have been obtained:

Maintaining a Nordic Creative Industries network

The Network consists of a National Contact Point which has been established and has been in function in each of the five Nordic Countries.

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### **c. National Contact Points:**

- Denmark:** Roskilde Business College ([www.rhs.dk](http://www.rhs.dk))
- Norway:** Lillehammer Kunnskapspark ([www.lkp.no](http://www.lkp.no))
- Sweden:** RockCity, Hultsfred ([www.rockcity.se](http://www.rockcity.se))
- Finland:** University of Art and Design ([www.arabus.uiah.fi](http://www.arabus.uiah.fi))
- Iceland:** IceTec ([www.icetec.is](http://www.icetec.is))

After Musicon Valley ceased its function as the project owner in November 2005, Roskilde Business College has been legally responsible for the project and maintained contact with some 25 members from the Nordic Countries. See list of members at page 3.

In addition to that approximately 60 institutions/companies have been in a more loosely contact with Jenka during the project period.

**Established an advisory board**, consisting of one representative from each Nordic Contact Point.

Maintained a web site consisting of:

Introduction to the Jenka network

Extended presentations of the National Contacts

Presentation of all members

Developing a specific website focusing on education ([www.jenkaeducation.org](http://www.jenkaeducation.org))

**Been responsible for Creative Intelligence – knowledge database** (on the web site), with articles, reports i.e. concerning Creative Industries within and outside the Nordic countries. The website stopped being updated, and the newsletter ceased to be published from May 2006, due to the restructuring of the Jenka budget and an increased focus on creating activities rather than updating the website or publishing the newsletter.

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**Provided news to and from Jenka network**, and invitations to Jenka core activities and Jenka member activities.

During the period Jenka has hosted and co-hosted a series of events and held a series of Advisory Board meetings. The activities of these events are listed in appendix.

## 5. Network as a project and organisation form

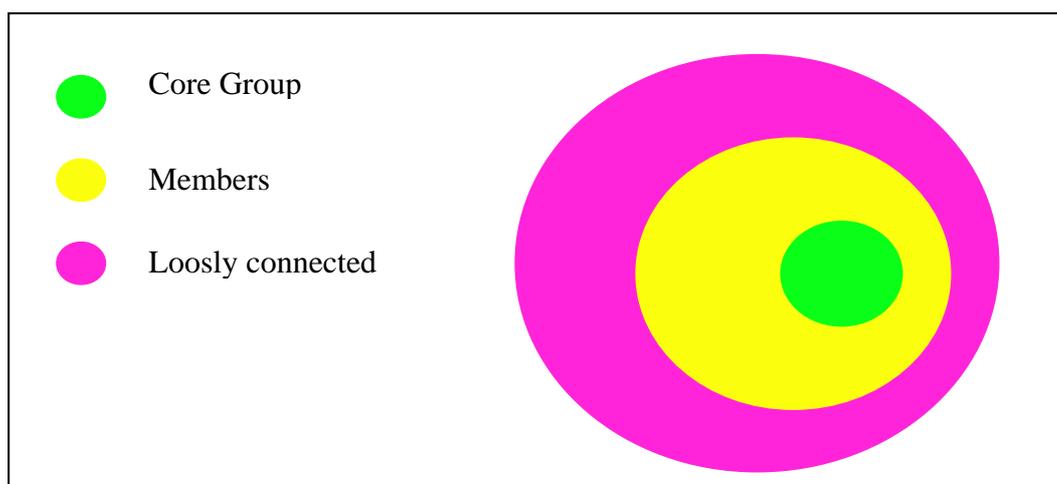
### a. Introduction

Jenka was from the outset first of all thought as a network and came into existence because of an already established network – Nordic Idea Forum, and the intention is that Jenka will continue its existence as a network.

In the last two years more than 400 people have been connected and involved in one or more of Jenka activities. Some have been in the core group of National Contacts and have had a say in all decisions of the network, others have been members and therefore regulars at the Jenka events and others again have merely subscribed to the newsletter or attended a single or more events.

In this report we chose to look closely at the core group of National Contact Points that have been particularly active and who have benefited the most from being at the centre of a network that never was limited to a definite group of people.

Jenka in other words is a network with a core of “regulars” with a high activity level surrounded by a loosely knit network of people and organisations with varying degrees and levels of commitment and activity.



We have chosen primarily to look at the core group, because they in particular have been able to use the Jenka Network for various purposes:

**Brand Value.** Jenka has given them an opportunity to position themselves nationally or regionally with the increasing focus on the Creative Industries.

**Influence agenda.** They have been able to set regional or national agenda through activities directly or indirectly related to Jenka and the Creative Industries.

**Grow networks.** Through Jenka they have been able to develop a network with other organisations regionally, nationally and internationally.

**Grow knowledge.** Jenka has developed their knowledge about the Creative industries.

**Project cradle.** Through Jenka they have been able to develop and participate in

Participation in Nordic projects either as a direct result of the innovations processes in Iceland (2004), Norway (2005) and Denmark (2006) or as a result of being identified as a partner through the network.

The value created for members and the more loosely connected organisations and people have mostly been knowledge, contacts and for some, the opportunity to participate in a project or a seminar/conference.

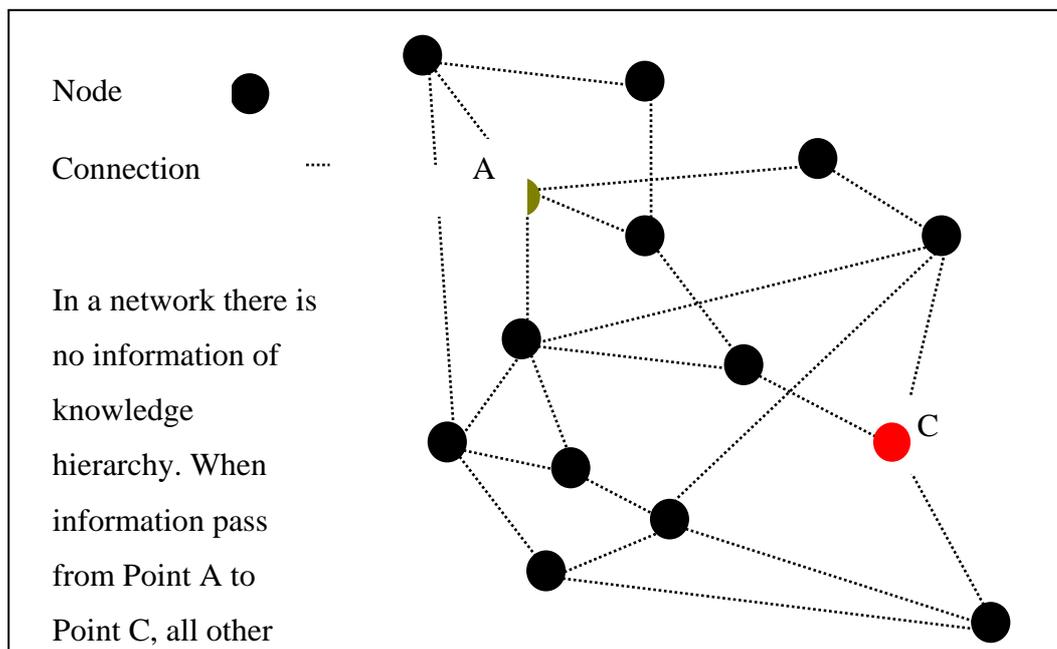
## **b. Definitions of Networks**

The Jenka project was from the outset based on the following basic ideas:

Jenka should function as an open system, where information or energy could pass from point A to Point C through a multiplicity of routes. There should be no hierarchy of information. The network in other words, should distribute information/knowledge instead of accumulating it.

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Human or social networks as Jenka should consider to develop something that we all participated in – like in all other networks..

The reason was based on the theories formulated in the sixties by the American Social Psychologist, Stanley Milgram, who developed a theory about “interconnectedness” - also called “small world phenomena”.

To prove this thesis, that we all were connected in one way or another, Milgram conducted an experiment where he sent a series of postcards to people chosen at random.

On the front of the postcard were the name, profession and general geographical situation of another random chosen person.

The receiver of the postcard were instructed to send the card on to someone her/she believed would be in a closer position to the end receiver of the postcard and so on.

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Milgrams thesis was ridiculed and the general expectation to his experiment was low. Colleagues thought that his postcards would pass 40 to 50 people before they arrived at the end.

Milgrams experiment must have been a disappointment to them, as he could conclude that each post card on average passed only six people before they were delivered to the end person.

This conclusion has become known as the concept of Six Degrees of Separation. The concept dictates that there are a maximum of six other people between any given human being. So whether we talk about President Bush and an industrial worker in the Chinese Shenzhen region, or the Pope and a goats sheppard on the Bolivian high plane there are only six people between them.

His findings was at first widely disputed, but have over time become acknowledged as a fact. In 2003 the experiment was recreated by Duncan Watts, a professor at Colombia University, on a larger scale using the internet. 40.000 digital postcards were sent out this time. The conclusion of this experiment was the same, all people on this planet is separated by a maximum of six other people.

Therefore we all are part of a giant world wide social network – perhaps a world wide web.

Jenka focused on the fact that the network in it self was not of too much use.

Jenka proved the fact that a network generates value when we:

(link 1) know a person well enough to be on first name and have some insight into who they are, what competencies they have and lastly what kind of network they themselves have or

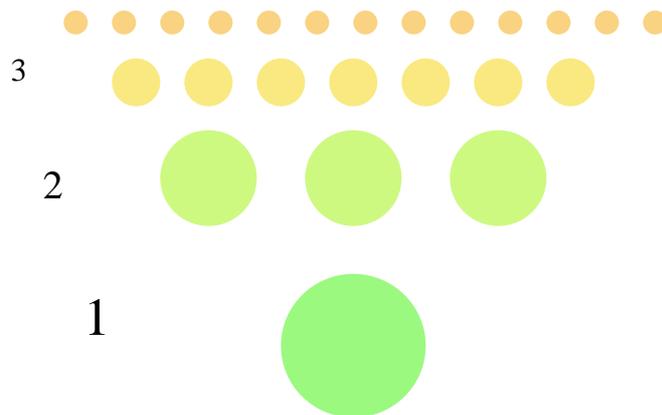
(link 2) can be referred to by a person, someone that knows us well enough to refer us as a person they trust.

In the third link of the chain it becomes much more problematic because it is hard to refer a person you do not know.

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This obviously happens from time to time, but from the third link in the chain it becomes more and more rarely that a value creating connection can be made.



The first two links in the chain (where we potentially can create value) is called a productive relation, because knowledge and information transfer can take place without any significant barriers.

Productive relations make any organisation efficient, because they are constantly used to solve problems quickly and outside the formal structures. They do this by distributing information and knowledge to the person in need, when the need arises.

Therefore Jenka focused on creating consistent activities within the focus area making it possible over time to create a large amount of productive relations that over time should create value both in the respective organisations, and in the case of Jenka, across the Nordic Region.

When we talk about networks we distinguish between informal and formal networks.

Informal networks are the networks we all are part of; the network of alumni, of old colleagues, friends and so on.

This type of network is informal in the sense that there are no shared rules or protocol for activating the network. The individual link in the chain only knows the next level.

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Formal networks – as Jenka - are characterised by being facilitated at various degrees which have some formality to them, meeting times, tasks, geography, protocol etc. Formal networks can again be divided into types.

Self organised networks – networks that are started either spontaneously because of some current event. Or have a long-term perspective, but were the value generated from participating is so large, that members themselves organise activities. This is true of for an example many football fan clubs or professional networks.

Sponsored networks – networks that generate value for other than the members of the network, and were the value from participating is not large enough for the members to organise and coordinate activities themselves. Therefore the sponsor provides a facilitator to the network.

Jenka is a sponsored network as NICE has co-financed the facilitation of the network.

The level of self-organisation in the network does therefore not determine Jenka's success, but over time the level of self-organisation has increased as the focus area of the Creative Industries have become of strategic interest from both the participation organisation and all participants.

The success should be measured but the value generated among the members and the level of activities among members. This is documented in the chapters written by each National Contact Point.

### **c. The creation of a network**

As written in the introduction, and earlier in this chapter, the Jenka Network was not established from scratch. Flemming Madsen from Musicon Valley had already a network of contacts in the Nordic region that was formalised under the name Nordic Idea forum.

It was in this forum that the idea for Jenka was originally hatched.

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In the spring and summer of 2002 a pre-project was launched to gather and formalised the project group behind Jenka, and the sponsors were NICE. The group that was assembled consisted of Lillehammer KunnskapsPark in Norway, Rock City in Sweden, IceTec in Iceland, Kulturo in Finland and Musicon Valley in Denmark.

Musicon Valley was a regional development unit and host to different projects aimed at the Creative Industries, primarily the music industry. Roskilde Business College was part of the founding fathers of Musicon Valley, so when the unit decided to take a new direction and to redirect their focus it was only natural that Roskilde Business College took over as the legal project owners.

The link to Musicon Valley has been kept during the entire process.

People and organisations that at the outset already enjoyed a high level of trust primarily assembled the network. This was of great importance as the National Contact Points only meet occasionally and had to do most decision making bilateral.

The level of trust that existed from the outset was a crucial factor and was almost a condition for the fact that the network generated value even in periods where some of the National Contact Points were preoccupied with other matters or could not participate in meetings.

It is our belief that establishing a network with a core that already enjoys a high level of trust ensures a more productive and focused network.

#### **d. The structure and decision making in a network**

In order to ensure a high level of activity and a broader network, one partner from each country was chosen – in accordance with the requirements from NICE.

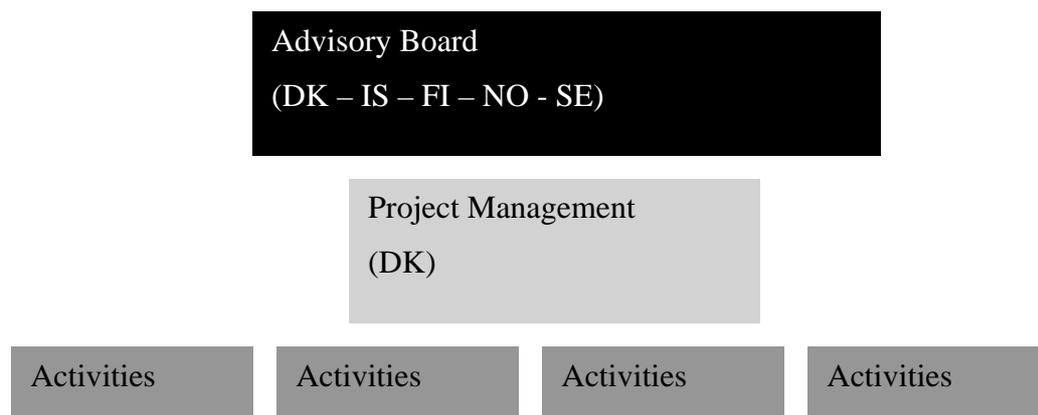
The NICE grant ensured that Jenka project management could provide the National Contacts with a financial compensation for their work with recruiting members and participating in activities.

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During the first year of the grant period an Advisory Board was formed. It consisted of the National Contact Points. The purpose of the Advisory Board was to over see the activities and provide strategic as well as tactical advice for project management.

The financial compensation initially provided an incitement along with the Nordic perspective of the project, to ensure the commitment of the national contacts.



In the first year of the project most decisions were taken by the project facilitator and then approved by the National Contact Points.

During the last year the Advisory Board became increasingly active and committed to generate value from the network, and started to play a much more active role in the decision making process. The Advisory Board result became a very committed and active core group with a determination to collaborate.

### **e. Moving the Network forward**

Over the span of the pre-project and the first of the two year grant period, the corpus of knowledge about the Creative Industries exploded and it is true for all the Nordic countries that the area gained significant political interest. The detailed knowledge that evolved also meant that it became of increasing strategic interest for the National Contact Points.

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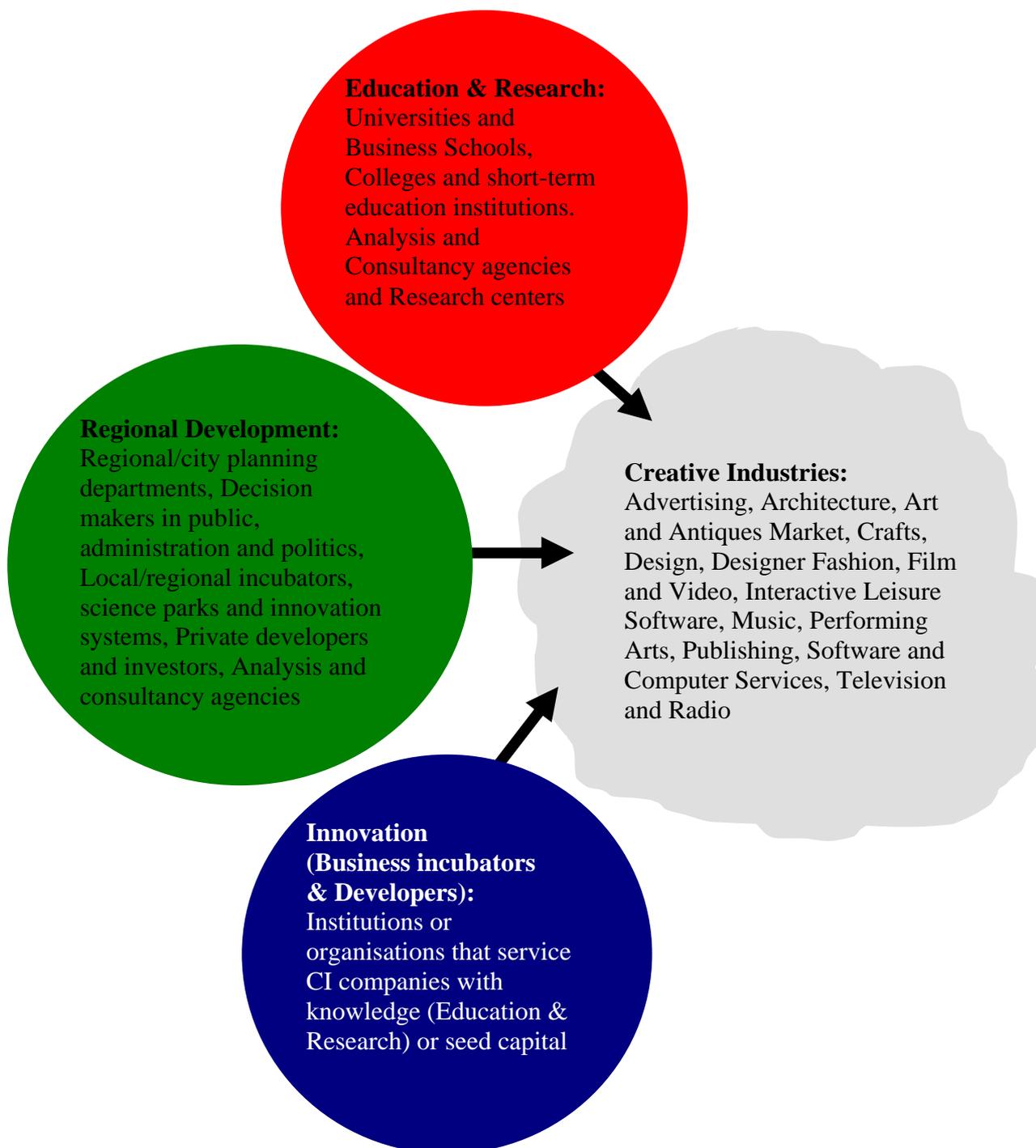
In Iceland for an example IceTec positioned itself as a very active partner in strategic development of rural areas towards the experience economy, in Norway Lillehammer Knowledge Park is positioning itself as a national Creative Industry knowledge centre and is working much focused with business innovation in the area. In Denmark Roskilde Business College developed and implemented new courses in event management and event engineering, provided short term seminars focusing on this new business area and recently established a Center of Excellence within the Creative Industries ([www.ciso.info](http://www.ciso.info)).

As each of the National Contact organisations have started to become significant players at home, it had the rather evident consequence that each National Contact Point began formulating a wish for the network to move in a specific direction.

In accordance with the overall strategy each National Contact Point had a wish to use the network and the accompanying activities, to focus on their particular area within the common framework based on discussions in the Advisory Board and a mutual interest in pushing the process towards a higher degree of focus.

This meant a strengthened focus. At the Advisory Board meetings in the early summer and autumn of 2005, the Advisory Board in addition to that decided to focus all activities around the supporting sectors or infrastructure around the creative industries: Regional Development, Education and Research and business incubation and developers.

The model below describes the target groups and how they feed the Creative Industries.



This focus was kept for some time until the core members needed an even stronger focus on the particular areas in order to really leverage strategically from the network.

This meant that during the a period of almost six months, autumn 2005 and winter 2005/06 the Advisory Board discussed how to develop the right activities that could fit both the shared and the specific individual needs and at the same time benefit the creative industries as defined by the advisory board.

A consequence of this was not a waning interest for Jenka, the opposite became true. During this period the activity level rise in the Advisory Board, with an increase in e-mail correspondence, phone conferences, physical meeting and bilateral communication. There was a growing effort to find solutions that could continue the network.

One consequence was that Jenka literally decentralised its decision-making process, by moving the central Project Management to one of the National Contact Points making it possible to strengthen this function by establishing it as part of a going concern.

When members of the network take on control of the decision making process, and take on the responsibility of moving the network forward, Jenka felt that this was “a network at its best”.

In the end these activities and a large amount of work lead the members to formulate a more precise strategy were they could continue to leverage from the larger network that each member had access to through Jenka.

In the first phase of the network the members were dependant on project management to create activities and move the network forward.

In the second phase the members themselves took responsibility of moving the network forward in order to realise the full potential of the group.

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The role of the Project Managements shifted to become a more supportive and integrative function focusing on keeping the members together and secure the flow of information and open discussions about the future Jenka and the conditions under which the Advisory Board could continue this kind of Nordic cooperation after the NICE co financed period.

When the Advisory Board met in the spring 2006, the board came to the conclusion that they needed to be less compromising with the focus areas, and the idea of keeping Jenka as an umbrella for more focused networks became a reality.

This seems to pay particular sense when one take into account that this will happen on the basis of an existing network with a high level of trust and knowledge about the different members competencies.

Nordic Idea Forum was a network made up of individuals; in Jenka these individuals brought in their organisations and the future Jenka is increasing the presence of organisations as the networks becomes strategic.

## **f. Network a project or organisation form**

In a well functioning network, members have an understanding of where information/knowledge resides. Therefore they activate the network when the need specific information/knowledge. This way information/knowledge is distributed to the right place at the right time. Usually this does not involve the facilitator (project manager). Thus the value generated by participating in the network stays elusive. This is true about most of the value generated in the network.

In the case of Jenka the core participants of the network developed their own focus as the understanding of and knowledge about the Creative Industries grew. All participants were motivated to gain a greater understanding of the Creative Industries in general but over time and motivation began to relate more and more to their own specific context.

The motivation moved from a general interest to a specific and professional interest.

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It is necessary once again to emphasise that a network is not a project. A project has a singular aim and it accumulates knowledge. A networks aim changes over time and its function aims at distributing knowledge and form productive relations.

The value of a network is not a single output or concrete deliverance, even though activities prove that some thing is taking place, it does not prove that any value has been created.

A project on the other hand usually has a very formal contact with all involved and has a specific end goal.

In the following we have stressed the differences between networking and working in projects.

|                    | Network  | Project   |
|--------------------|--|---|
| Start              | Voluntary relations<br>Easy upstart<br>Psychological contract<br>Individual goals  | Contractual Based<br>More complex upstart<br>Clear division of roles<br>Clear goal  |
| Running<br>(drift) | Focus on process/ adjustments /<br>target group<br>Mutual dependence and<br>commitment<br>Time to delve and explore single<br>aspects<br>Management by leadership and<br>incitements | Milestones<br>Frequent evaluations<br>Status meetings<br>Hectic finish phase<br>Defined ending<br>Management has a variety of<br>traditional tools, <i>i.e.</i> Sanctions |
| Output             | Inspiration, knowledge, productive<br>relations<br>Varying and hard to measure output<br>Trust<br>Individual output<br>Open process / opportunities                                  | Specific, defined and measurable<br>output<br>Development process (mostly)<br>Definite process<br>Clear division of created value   |
| Docume<br>n tation | Examination of satisfaction<br>Personal results  | Evaluation<br>Transition phase into daily running<br>(drift)  |

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In the case of Jenka the network has functioned as a meeting place for creating productive relations and a cradle for projects.

In May 2005 Jenka hosted a seminar called Education Lab in connection with the Lillehammer Conference (see Appendix), the idea Jenka launched here was one of becoming a host to projects.

The aim was to create an innovation process that would lead to generating a handful of project ideas Jenka could host. We ended with the desired project ideas with detailed specifications (see appendix). In the following month we tried to find partners among the participants, but nothing came out of it.

The seminar was a success in the sense that participants were very satisfied with the day.

In the following six months we learned through the network that several of the ideas were becoming realised on one way or the other among both core members and affiliates.

As the network itself did not have the structure or organisation to become the home of these projects, but was an ideal place to bring people together, make them think hard, share knowledge and generate concrete ideas for projects.

The best of the generated ideas should be adopted by member organisations. And that was actually what happened during the last months of the projects period. Some of the ideas are now part of local projects or serving as part/basis for the future Nordic collaboration.

Using a network is ideal for creating the foundation for creating growth in a given industry by contributing with relevant knowledge among members, by members sharing knowledge and best practice, and increasing the amount of productive relations in the industry.

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## **g. Conclusion**

Jenka has stressed the fact that

Networks distribute knowledge and information amongst its members.

Networks create productive relations amongst its members

Networks is a very efficient way to share knowledge and best practice and thus create a knowledge lift in a group of organisations – especially when approaching a new area or field of interest

Networks seem to benefit from developing a core with plenty of incitements to be active. The core of the network and their interest will ensure that the network activities stay relevant and create value. Over time the Jenka core members began to establish a strategic interest in the focus area and the level of commitment and activity rose beyond the level of financial compensation. This proves that Jenka provided specific value for them.

The high level of commitment was supported and pushed forward due to the strong support and financial compensation from NICE.

Networks are excellent platforms for launching new projects, not managing them.

The skills required for managing a network are different from those needed to manage a project. The skills required are for an example, process facilitation, understanding of group dynamics, diplomacy, leadership, etc.

There is need for a high level of trust amongst members of the network.

As the aim and context of the network change over time, (in this case the body of knowledge about CI grew) there is a need to evaluate, reaffirm and establish a shared vision among the core members.

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## 6. Value Creation

### a. Introduction:

Value creation in Jenka was not a singular subject. First of all the value creation turned out to be hard to measure, as the value can fall in three categories:

Contacts – members generate a number of contacts that can be leveraged in a different ways. The contacts can be useful when finding knowledge, partners and sparring. Contacts are established direct at meeting events or secondarily as references from other members or participants.

Knowledge – the knowledge obtained in a network is both formalized and provided in seminars, newsletters and other formal sources. But a large part is individualised and is generated and/or exchanged between smaller groups with in the network or at meeting activities.

Innovation – several of the activities in the network focused on developing new projects with in the field of Creative Industries, some of these projects – Bridging the Gap and Jenka Education, is a direct result of activities. Other projects are the result of people meeting in the Jenka context, or people having been inspired to go home and develop projects in their own organization based on inspiration provided by Jenka or Jenka members.

Therefore the value is distributed among the members, and differs from member to member according to their own needs.

As a consequence, we have asked each of the core members of Jenka, the National Contacts, to provide a chapter on the value generated through their active membership.

These statements follow below and shall be considered as the second part of this report. Please note that the Advisory Board decided to use the same set up/questions for each National Contact Point to fill in.

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Towards a common understanding

# Denmark

## Background

### A. When and how was the contact established?

First step: A Research project aiming at investigating whether there was a need for a Nordic Network. This was carried out among a partner group of four partners: Kulturo, (FI) Lillehammer Kunnskaps Park (No), RockCity (SE) and Musicon Valley (DK). Musicon Valley was project responsible.

The project was carried out in the period between autumn 2001 – summer 2002.

After this survey it was decided in the winter of 2002 to go ahead and try to establish a Nordic network within the CI.

An application was made to NICE. In order to receive a financial support, a large group of members (development partners) were recruited. The development partners have together with the National Contact Points supplied the 60% self-financing that was matched with the remaining 40% by the NICE grant.

### B. What were the motivation for and the purpose of participation?

Musicon Valley wanted to develop a network of international contacts. This was our wish because we wanted to become a platform for development projects, and thus needed partners with supplementary competencies and knowledge.

Our motivation was also that we wanted to draw attention to Musicon Valley as a new organization.

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The third reason was that we needed access to knowledge about the CI. Especially research and scientific knowledge was poor at the time of the start-up, so we felt that we ourselves had to generate and stimulate the generation of relevant knowledge. The field of the Creative Industries and the Experience Economy was new, and we needed the platform to get access to the body of rapidly developing knowledge at that time.

### **C. What were the expectations?**

We expected to get all the three things described here:

An international network

Profiling Musicon Valley

Access to knowledge about the Creative Industries

### **D. Under what circumstances does your organization participate?**

The project was in the beginning developed at Musicon Valley. We therefore participated as the project responsible and the hosting project management. We were thus in charge of the economy, the quality of the projects and processes and responsible for reporting to NICE.

We were thus also able to hire a part-time project manager to run the network.

In the autumn of 2005 Roskilde Business College took over the management of the project from Musicon Valley as a consequence of the fact that Musicon Valley wanted to anchor ongoing projects in working organizations to move focus from a more loosely constructed project organization toward the actual practical value.

On that occasion Roskilde Business College took the role of the National Contact Point and in that way became responsible for the Scandinavian and national project management.

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Through our membership Roskilde Business College had in this indirect way followed and supported the Jenka project from its very start, and we found it a natural further development that after its first stage of the development, the project was anchored in a more actively working organization to test ideas and tendencies, and also be developed further in an organization of greater capacity and thus greater development forces.

**E. Miscellaneous (For example – has there been a change in your participation, e.g. your contact person, organization etc.**

After two years the foundation of Musicon Valley was changed, and the project was hereafter managed by Roskilde Business College.

The consequence was that Roskilde Business College took over the project management and project responsibilities.

The reason for the above change was that Musicon Valley underwent a technical (legal) reorganization to become a totally development-based foundation based on the more direct commitment of the parties involved in the project.

At the above transfer of responsibilities, when Roskilde Business College became the transferee of the full project responsibilities and management, the College became the National Contact Point and the manning of the project was changed so that the managing director of the college took over the project management (during the starting-up period in cooperation with an external consultant), and the manager of development of the College become involved in the project in a more direct way.

At the same time Roskilde Business College took over all administrative tasks in connection with the project (keeping account of time spent, keeping the accounts, presenting the accounts, external auditing etc.)

The circle of members of the Danish part of the network was extended to also comprise 10 business and technical colleges.

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The project was thus organized as a staff function under the managing director.

## **Value Creation**

### **A. How has Jenka influenced your organisation perception of the concept for the creative industry?**

Generally speaking you may say that Musicon Valley achieved an international perspective that had a very positive influence on our other projects. It also gave the organization a stronger profile on the national scene.

Furthermore it boosted energy into the whole organization to deal with our field of competences in an international perspective.

On a national level Jenka has contributed to bringing the Creative Industries/Experience Economy up for discussion in both private and public institutions – however, no doubt most clearly in the metropolitan area which is the primary “market” of Roskilde Business College and Musicon Valley.

The involvement of several national partners began in the final stage of the project period, and the interest was so great that a large number of enterprises/institutions have decided to continue the cooperation and try to develop the ideas of the network as well as introduce more specific projects to further innovation within the Creative Industries and the network necessary for the continued growth and consolidation of the sector.

Internationally there has been a great interest in the project, and the network has been enlarged by further members in the Nordic countries, the Baltic States, North West Russia and in Poland.

There is no doubt that Jenka has really brought the Creative Industries in Denmark into focus – and that now there is an even greater task to be dealt with to further develop this introductory project, which is creating networks, into more specific activities.

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**B. Network creation – what kind of network has your organization built as a result of the Jenka membership**

The network generated by Musicon Valley was to a large extent taken over by Roskilde Business College when the College became project responsible. As Musicon Valley ceased to exist in its original form, the value was transferred to Roskilde Business College.

As mentioned above a national network has been built which is under continuing development and an international network has been founded involving the Baltic States, North West Russia and Poland.

Further development is still in progress – and this network is expected to be able to develop new and strong projects and products to be of benefit to the Creative Industries.

**C. Which projects has Jenka helped to start up or contributed to (in the form of partners or opportunities)**

Jenka was a project for Musicon Valley. The value we created to start with was distributed among our members. Concretely new courses/subjects specifically aiming at the experience economy and innovation have been developed.

Besides the above, series of seminars/workshops including an annual conference and an annual workshop have been started.

Moreover Jenka has been the inspiration of the starting up of new networks and projects.

**D. Knowledge – in what way has Jenka (if at all?) developed the knowledge about the creative industries of your organization?**

We learned how the rest of the Nordic Countries are dealing with CI in general terms.

We learned about investment strategies with CI.

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We created a connection to the Scottish network AimHi, which gave us a platform and an understanding on how the Creative Industries are dealt with as a highly commercial matter.

We came a lot closer to the intellectual and scientific part of CI through our cooperation with the education and research partners connected in Jenka.

The most important factor has clearly been that through the participation in Jenka, the organization has had to learn about the Creative Industries, put the theories into practice and have these ideas and restraints in the financial spheres incorporated in the day-to-day business.

### **E. Miscellaneous (For example – has there been other spin-offs or benefits from the participation?)**

Concretely a Centre of Innovation within the service and experience sectors which is to develop the ideas and working methods of Jenka and to ensure a continued development nationally as well as internationally.

## **Evaluation**

### **A. Conclusion on the value of Jenka for your organization**

Jenka was a very important project for the profile of Musicon Valley when it was in its original form as a project secretariat for Regional Development in the Roskilde region.

We succeeded in developing a useful international network.

In short it can be said – that we could not have done without Jenka as a source of inspiration and a catalyst in the continuing accumulation of knowledge about and development of courses/competencies to the benefit of the Nordic/Danish area the endeavours to create growth and jobs within the services and experience trades.

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## **B. Conclusions on the network as a form of organization**

This form of network worked extremely well as a:

Project cradle

As a way to distribute/share knowledge

As a fast and inexpensive way to connect a large group of partners/organizations

As a way to create a profile for the member in the field of CI.

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# Finland

## Background for participating in the Jenka Nordic CI Network

### A. When and how was the contact established?

The idea of the Nordic network within creative industries came to Finland by the contacts of Ari Kivimäki from Kulturo and Flemming Madsen from Roskilde Music Valley in 2001. A Nordic network was under construction and looking for partners.

Jenka Nordic CI Network was first introduced to University of Art and Design Helsinki, and its Business Center Arabus in early 2003. Tore Wanscher contacted Arabus via several e-mails, which led to a meeting with Tore and the Arabus project manager Timo Suokas and Pekka Saarela, the director of Continuing Education and Development Center. The idea of Nordic network was considered interesting and very important to the institute, and there were no similar actors in that area.

The university decided to become a part of the Jenka -team to develop the Nordic co-operation and networking. Timo Suokas participated in the first Jenka -meeting in Roskilde, Denmark in October, the 23-24th 2003. The grounds and the strategy for Jenka were discussed and confirmed.

The Jenka partner contract was signed with other partners for the coming two year-period 1.9.04 - 31.8.06 in August 2004.

### B. What was the motivation and purpose of participating?

In the beginning of the decade creative industries were considered as one of most promising of the upcoming business sectors also in Finland. The future scenarios, the growth potential and the business possibilities in this sector, were discussed widely in public, and even prioritized at a

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governmental level. Furthermore, this development was also acknowledged in private companies, the educational sector as well as taken into account among actors in regional development.

The start-up situation for the Business Center Arabus was that it functioned not only for the graduates of the University of Art and Design Helsinki, but more widely in the field of creative industries. Creating and collaborating in Jenka network was considered a valuable source for gaining and exchanging various kind of information on the CI –sector.

### **C. What were the expectations?**

Business Center Arabus and Continuing Education and Development Centre had various expectations in joining Jenka regarding the various activities they perform.

The main actions were clear:

Obtaining and delivering information and making contacts

Attending professional meetings and seminars

Participating in professional organizations

As an incubator Arabus considered participation not only from an organizational point of view, but also from that of the start-up companies. Internationalisation of Finnish companies was (and still is) at quite a low level. With wide connections the companies in Arabus would be able to find potential business partners in Nordic countries. Moreover learning from different business models and best practices would produce commercial (and financial) benefits. The shared information and synergy would create a stronger back to lean on and the belief in one's own business area. Shared knowledge would built up unique business models specifically in the CI -sector.

Continuing Education and Development Centre is in charge of the adult education of the university. By connections in Jenka new educational programs and contents of courses as well as pedagogical methods would have been developed in collaboration among Jenka partners. Moreover, exchange programs for professional lecturers would have developed.

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One main expectation was that through the network the university would have access to generating new projects and initiatives, to have wide connections for looking for and matchmaking partners for projects, as well as when applying financial support and grants for the projects.

**D. Under what circumstances does your organization participate?**

The University of Art and Design Helsinki is an international university dedicated to design, audiovisual communication, art education and art. It is the largest university of its kind in Scandinavia and has a strong and active international presence. At the moment it has the biggest percentage of foreign students at Finnish universities.

The university has several individual units, among them the Continuing Education and Development Centre, which also houses the Design, Media and Art Business Center Arabus. Founded in 1996, Arabus has hosted several hundred start-up companies in creative industries.

The neighbouring region of the university, Arabianranta, has been under rapid transformation, being one of the main construction areas in Helsinki. The goal is to make Arabianranta the leading centre of art and design in the Baltic area. The number of educational institutions near by has also increased, and all of them function in different areas of creative industries. As it was not rational to build an incubator for each institute separately, it was agreed that Arabus is to “host” all start-up companies, no matter their background education institutions.

**E. Misc. (For example, has there been a change in your participation, e.g. contact person, organization etc.?)**

The status as the national contact point and member of the advisory board of Jenka remained the whole time in Arabus, yet the changes of the personnel in both Arabus as well as among the development partner organizations has been a setback for the development of the national as well as the Jenka network. Like most networks also Jenka has also relied on personal relationships and commitment in collaboration, these changes have caused situations where the work had to be

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restarted almost from scratch. This prolonged the development processes, as already cumulated knowledge – especially tacit knowledge - was not transmitted.

## **Value Creation**

### **A. How has Jenka influenced your organizations perception of the concept of the Creative Industry?**

The University of Art and Design Helsinki is involved in various international and Nordic networks, e.g. Cumulus (International Association of Universities and Colleges of Art, Design and Media) and NELDRIC (Network of Leading Design Research and Innovation Centers). These deliver valuable information in design and visual art related fields. But Arabus was looking for contacts in various fields of CI, not only design.

The role as a national contact point evoked new awareness and responsibilities for Arabus. National statistics and research in CI came into more close evaluation. As discussions in matters concerning CI were carried in various Jenka actions, the organisation had to take part in nationally defining the CI sector. At this moment the definition is ”under construction” once again.

### **B. Network creation – what kind of network has your organization built as a result of the Jenka membership. Documentation.**

In the beginning of the Jenka membership one important action for the national contact point was to “draw the map” of the different actors in CI in Finland. This map was later used in several ways.

The national network consisted of three members: Kulturo, Culminatum and Lume.

Kulturo – The Centre of Expertise for Cultural and Content Industry – is part of Finnish centre of expertise programme 1999-2006 and activities of Turku Science Park. Kulturo utilises the

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topflight knowledge and skills in the area to develop the cultural industry of South-West Finland by providing business services for start ups and recently founded companies.

Culminatum - The Centre of Expertise for Digital Media, Content Production and Learning Services promotes the growth and internationalisation of business in the fields that produce digital contents, technologies and related services for different distribution channels and terminals. Serves as host organization for Centre of Expertise for Digital Media, Content Production and Learning Services is Culminatum Ltd. Oy, a regional development company. Established in 1995, its principal purpose is to implement the Centre of Expertise Programme in the Helsinki region.

Mediacenter Lume is a national education, research, development and production centre of audiovisual media. Lume combines the disciplines of cinema, TV, digital media and production set design. The special focus areas of Lume are cross-media content production and practice-based research which serves the needs of the content. Media Centre Lume is part of the University of Art & Design Helsinki, but serves also other Universities, polytechnics, research institutions and companies.

**C. Which projects has Jenka helped start up or contributed to (in the form of partners or opportunities)?**

Even if Arabus itself has not been able to participate in projects that were generated through Jenka, the role for the national contact point was to help other members in search for new partners and function as a spokesperson and matchmaker.

Via newsletters Jenka helped the on-going ESF-project Design Business Network at the centre to find partners in similar actors in the design field.

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**D. Knowledge – in what way has Jenka (if at all?) developed your organizations knowledge of the creative industries?**

Different sectors and actors of CI have been taken into consideration in Jenka's activities. The multidisciplinary approach of Jenka proved to function well – even if it has been challenging to describe and to define focus points for each sector. As Jenka arranged various actions and seminars focusing on a specific area of CI, participating organisations were able to get acquainted with different forms, methods and concepts in CI.

Constructing the first Pan-Nordic web-site and newsletter in the CI sector was valuable.

The Jenka newsletter as well as the web-pages provided up-to-date information about different events, seminars, conferences, projects, national reports of the research in CI.

Moreover, the newsletter played an important role in keeping the network together and rolling: via the newsletter information was not only delivered but also received. All participants had the responsibility but also privilege to share and cumulate the information.

Even if Jenka members and participants were mostly from Nordic countries, the information and knowledge in discussions was on an international level, and had a growing tendency, as the last seminar attracted also Baltic, Polish and Russian participants.

**E. Misc. (For example, has there been any spin offs or benefits from participating?)**

Among individual benefits of participation in Jenka the contacts and negotiations with the participating associates were of the highest value. With personal contacts all further communication and co-operation is possible.

In addition to that it is worth mentioning the growth of personal interest in understanding Nordic and international development of the CI sector – as well as awareness of the different ways of communication even in neighbouring countries – especially the contrast with Finnish meeting techniques – not forgetting the improvement of Swedish language skills.

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## Evaluation

### A. Conclusion of the value of Jenka for your organization

The value in participation in the Jenka -network consisted of several beneficial levels:

*Individual level* as networking would bring together a broad selection of professionals working in diverse areas of CI, thus personal interests, knowledge and also tacit knowledge would be shared.

*Organisational level* as different researches, reports, results, best practices, methods, models, processes and resources would be discussed and transmitted

*National level* as statistics and policies would be compared and evaluated and

Nordic level as co-operation and networking would be the only way to succeed in international competition.

Business Center Arabus has been part of the Continuing Education and Development Centre of the University of Art and Design Helsinki. From fall 2006 the Centre has expanded to cover all Art Universities and thus changed its name to IADE- Institute for Art, Development and Education, Art Universities on Finland. Consequently, this evokes a broader clientele and cross-disciplinary course supplement. Participating in Jenka has strengthened the development of the Institute - including Arabus - on its way towards a true hub and a strong actor in creative industries.

### B. Conclusions on the network as an organization form

Building the network and constructing new ways to work with new partners need time-consuming actions. A fully and well functioning network needs to have not only a strong project management but also enough members a “critical mass”. Knowing the organisations and institutions working in the vast field of CI is not enough: one need to get into more personal level and get in contact with someone interested in contributing to the network. As many institutions in CI are already widely networked it turned out to that selling memberships to Jenka was a very difficult task. The critical mass was never reached.

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The network requires a common tool for transmitting information and keeping it going on. One person is needed in each contact point acting as the knowledge broker or coordinator to keep the flow of information spread most effectively. In conjunction with the over-all project management.

As there were several changes in the project management of Jenka, as well as in target groups, strategy and mission, the time for building up the network was not long enough. Seemingly there are different interests and needs with different organisations, which prevent the focusing on the project. A clear segmentation of Jenka target groups and activities could help considerably with orientation of the members in future actions.

Even if segmented in target groups, the strategic question remains. Should future Jenka focus for political lobbying in promoting CI or support the development and networking of the private companies or act as a project coordinator for new Nordic project consortiums?

## Iceland

IceTec's contribution to Jenka NIC report

### Background for participating in Jenka Nordic CI Network

#### A. When and how was the contact established?

Contact with Jenka was first established in the year 2003 at a conference on Creative Industries held in Karlstad, Sweden in March / April. IceTec representative at the conference was approached by Mr. Fleming Madsen Director of Musicon Valley explaining the basics of Jenka and its vision as a Nordic Project within Creative Industries. The Jenka Project opened new and interesting dimensions in IceTec's operations. The project was introduced to the General Director of IceTec and other Executives. During the summer of 2003 some correspondence took place and emails were exchanged. Discussions and meeting with Mr. Tore Wancher during the summer of 2003 resulted in that IceTec's representative was invited to a Jenka seminar in Roskilde November 3rd- 4th 2003. From that point on IceTec decided to become member of the Jenka Network and has since been an active member of the network.

#### B. What was the motivation and purpose for participating?

IceTec has several departments operated as profit centres. The departments focus on three key lines of business being: 1) Education and training, 2) Technical innovation and 3) SME, Entrepreneurial support and Business Incubation. When IceTec's management team analysed the content of the Jenka Network it became evident that there could be connection to all three major areas of IceTec operations. IceTec had already expertise of Business Incubation with in Creative Industries along with other SME and business start-up programmes and schemes. Technical departments and Educational department had been engaged in projects related to Culture Based Tourism in Iceland. Weighing all these factors and the novice addition from the Jenka concept the decision to join Jenka was made. External factors such as the economic impact of Creative Industries also did influence the decision. Creative Industries in Iceland at that time could be

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viewed as fragmented and at large in the category of small business entities and single person activities.

In short the motivation to join Jenka Nordic Creative Network was to build on past experience, discover and develop new areas that might be additional offer of services and IceTec contribution to business development in Iceland. The motivation was also to contribute to raise general business awareness of those already active in Icelandic Creative Industry and preferably increase number of businesses in that field.

### **C. What was the expectation?**

The expectation from the beginning was that through participation in Jenka, there would be increased activity on IceTec behalf within Creative Industries in Iceland. The network and Nordic cooperation would also bring new knowledge and interesting perspectives of Creative Industries to Iceland and vice versa could experience from Iceland become valuable to others within the network. For IceTec the expectation was to become “thee” centre of Creative Industries Network Support in Iceland. It was evident from the beginning that direct financial contribution from Jenka to IceTec would be minimal and the cost of participation was perceived as investment in new knowledge which could account for revenue in the future for IceTec.

### **D. Under what circumstances does your organization participate?**

IceTec has from the beginning participated in Jenka as one of the five Nordic National Contact Points comprising Jenka Advisory Board. Participation has been but not limited to assisting in planning and executing Nordic Jenka Seminar held in Reykjavik in the fall of 2004. Other activities and participation has been to serve on Jenka Advisory Board. Local Jenka related activities have been facilitating meetings with CI affiliated persons in Iceland, speeches at conferences and seminars in Iceland addressing CI.

**E. Misc. (For an example – has there been a change in your participation, e.g. contact person organisation etc.)**

IceTec has structured the work within Jenka in such a way that the project has been hosted at the department Impra at IceTec with support from the division of Finance and Operations. Smári S. Sigurðsson CFO of IceTec has been member of Jenka Advisory Board during the project. Other members of IceTec/ Impra participating in the project have been Berglind Hallgrímsdóttir, Sigríður Ingvarsóttir and Sigrún Harðardóttir from the department Impra at IceTec.

## **Value Creation**

**A. How has Jenka influenced your organisations perception of the concept of the Creative Industry?**

Participation in the Jenka Network has influenced IceTec's perception of CI in many ways. Creative Industries were not altogether new to IceTec before participating in Jenka. Projects that later became Lazy Town was supported through business start up programme called Snjallræði approximately 10 years ago. Project called Cultural Tourism and national food had been led by the Food department and the company [www.tonlist.com](http://www.tonlist.com) started at Impra Business Incubator. Other similar projects were run at IceTec. The novice dimension coming from Jenka participation was to clarify and bring to attention of IceTec management team the economic importance and size of CI in society to day.

Being host of Jenka Conference in Iceland in late August 2004, did bring a new dimension to the perception of Creative Industries both domestically and in Nordic context as well. Icelandic projects presented at the conference such as Lazy Town still in its birth face was eye opening for many participants to the enormous international potential in the field of entertainment and information technology as Lazy Town is both and entertainment project but also builds on and uses state of the art digital information, recording, design and digital processing.

Another project presented at the conference was a production of Shakespeare's Romeo and Juliet by the Icelandic theatre group Vesturport. This also opened up for how classical theatre

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masterwork is renewable and times. At the same time international. The production was a success show in Iceland and UK.

IceTec did emphasise its focus on Creative Industries in publications from the institute. In IceTec's news publication "The Pulse" articles about Creative Industries were published. At IceTec annual meeting in 2004 Smári S. Sigurðsson gave presentation about the Jenka Network and Creative Industries in Iceland. Information about Jenka and Creative Industries was published on IceTec's web portal.

### **B. Network creation – what kind of network has your organisation build as a result of the Jenka membership. Documentation.**

In progress is establishment of Jenka Development a Nordic- Baltic Network focusing on Entrepreneurial activities and business start-up in rural regions. The network will be led by Berglind Hallgrímsdóttir and Sigríður Ingvarsdóttir at Imprá at IceTec. Jenka Development will at large use model of Creative Clusters and Business Start Up, tried and tested in Iceland by Imprá. For documentation see brochure distributed by the Jenka Network. IceTec and other collaborating institutes and businesses will also participate in other new Jenka Networks such as Jenka Education, Jenka Research and Jenka Innovation.

### **C. Which projects has Jenka helped start up or contributed too (In the form of partners or opportunities?)**

Various departments of IceTec did participate in the inauguration of Nordic Innovation Centre of extended support to Creative Industries announced in the year 2004. Participation was from IceTec in the following NIC projects:

Nordic Playground,

Bridging the Gap

Medical Imaging and Computer Games

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Participation of Jenka has also influenced a new support programme aiming at rural areas in Iceland. The programme will be set up as Creative Cluster Network focusing on business start up within CI. In April 2004 the concept was tested at a seminar held in Höfn Hornafirði in Iceland. Results are promising and interest is to build on this experience similar seminars in other rural areas in Iceland. As mentioned earlier this model will also be utilized in the New Jenka Development project.

**D. Knowledge – in what way has Jenka (if at all?) developed your organisations knowledge about the creative industries?**

Participation in the Jenka Network has definitely influenced new knowledge creation at IceTec in the area of CI. Works of Richard Florida have been examined and used in pilot study by Smári S. Sigurðsson to get an overview of the scope of CI in Iceland. Information shared by colleges at Jenka seminars have also led to new way of approaching the debate of CI within IceTec enabling more focused way of working with people in this type of business in Iceland.

**E. Misc. (For an example – has there been other spin offs or benefits form participating?)**

Participation in the Jenka project has opened up, and contributed to, discussion in Iceland about the role of Creative Industries on many levels. The importance of Creative Industries has been brought up in The Science and Technology Policy Council (STPC), by Mr. Hallgrímur Jónasson Managing Director of IceTec and Chair of the Technology Council. The STPC who is directly under the Prime Minister's Office, did in it's spring resolution recommend to the ministers of Education and Industry and Commerce, to place emphasis on CI support. In the Science and Technology Policy 2006-2009 the STPC also stresses CI as one of the important development areas in the Icelandic economy. IceTec's personnel has also had several discussions with staff members at the ministries of Education on one hand and Industry and Commerce on the other hand about ways to facilitate CI support activities. To day IceTec is engaged in start – up of new art/ incubation centre in collaboration with the Icelandic Society of Design and the Assembly of Arts and Crafts in Iceland.

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Smári S. Sigurðsson was invited by Nordic Innovation Centre (NIC) to serve as a one of five national experts to evaluate and select the first CI project proposals launched in 2004. He also serves as one of the evaluating experts for the call of 2006. Sigurðsson was elected as Chairman of Jenka Advisory Board for September 2006 to August 2007.

Impra at IceTec has planned a domestic project to enhance business start – up within Creative Industries in the rural areas of Iceland. The methodology of Creative Clusters will be used along with other more conventional methods of business start up facilitation.

## **Evaluation**

### **A. Conclusion on the value of Jenka for your organisation**

Participation in the Jenka project has been valuable for IceTec in many ways. It has brought Creative Industries to our attention. IceTec is now more focused on CI. It did take a while and some effort to find the most suitable approach for IceTec to streamline its approach to CI. The term Creative Industries is a broad one and contains the range from high technological items such as recording and processing of sound and pictures on digital form to performing arts, event management and education within CI. This broad focus which also was the one of the Jenka Network was probably the most time consuming factor when it came to communicating the Jenka vision to others. The Creative Industry in Iceland is a fragmented one with many small players. There are some very successful individuals, groups and companies that presented themselves on the international market. Amongst them are composers and musicians Björk, Sigurrós, the Lazy Town entertainment programme for children, and the theatre group Vesturport. The challenge for IceTec is to take the learning experience from the Jenka Network and develop it further both domestically but also by participating in the future Jenka.

### **B. Conclusions on the network as an organisations form**

Network as an organization form is demanding on its members. In a SMB 95 supported by Nordic Innovation Fund predecessor of NIC a study of success criteria of Innovative Networks was

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compiled, based on an empiric study conducted in the project. According to findings of that study success factors are:

- High level of trust amongst members of the network
- All network members have a notion of benefit from participating
- Shared vision and values among members of the network
- Clear leadership and highly motivated Project Management
- Sharing of knowledge, information and good communication
- Financial gains from participation
- Efficient handling of disagreement and negotiation skills

Operation of a network where these seven factors are not strongly in place may prove to be a difficult task. Network as a form for cooperation can function very well to handle diversity and pull together people and organization that are not entirely in line. Cooperation in network requires high level of interpersonal skills to handle different views and find a workable solution for all involved without compromising the potential and results aimed at by the network. It requires also a very clear formulation, a solid financial founding and revenue model and profound understanding of dynamics that can arise in that kind of cooperation.

Participation of Jenka on the level of being National Contact Point and Member of the Advisory Board has been a learning experience that I am sure will benefit all involved in future network participation.

Report compiled by  
Smári S. Sigurðsson  
Chairman of Jenka Advisory Board for the year 2006 - 2007

## Norway

### Background for participating in Jenka Nordic CI Network

Lillehammer Knowledge Park (LKP) has been an active partner in the establishment of the Jenka Nordic CI Network, and is one of the cofounders. Businesses and institutions from Lillehammer was also co-founder of “Nordisk Ide Forum”, which really was the basis and platform for establishing Jenka Nordic CI Network. LKP also introduced Nordic seminars in this field way back in 1998, and has continued to do so systematically since 2001. The Lillehammer Conference (NextStage) is the leading conference that focuses on innovation and business development in CIs in Norway.

There is strong links to the regional university – Høgskolen I Lillehammer, [www.hil.no](http://www.hil.no) and to the regional research institute – Østlandsforskning ([www.of.no](http://www.of.no)). These two institutions have been partners in Jenka Nordic CI Network in Norway from day one – together with:

The regional CI Fund Cultiva: [www.cultiva.no](http://www.cultiva.no)

Peer Gynt AS – [www.peergynt.no](http://www.peergynt.no)

Notodden Blues festival

Kunstnerdalen Næringshage

SIVA – [www.siva.no](http://www.siva.no)

The regional university and Research Institute are becoming more and more focused on creating student programmes, research programmes and to participate in various projects in CI. The reason is quite clear: CI is the academic field in which they have their highest reputation, it is also the area in which they are most reknowned among students in Norway. Their high and leading reputation is one of the reasons why they are voted as the most popular regional university, and has been so for several years. There are intentional plans to market and brand the university as the

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“University of Experience” in Norway. So – they are very active in the CI field, even though their participation in formal Jenka activities was more extensive last year. Peer Gynt is also very dedicated and active – see their web-pages. They launch two large international projects this year, culminating with outdoor performances of Peer Gynt in Central Park, New York – 8. – 10.10.06. Peer Gynt has also profited from the Jenka Network. But – naturally they have been very focused on their international projects in 05-06. Cultiva also holds a very high profile in CI in Norway. In this last year they have been host for the largest CI conference in the Nordic countries – Skandinavisk Opplevelseskonferanse, and have also participated in Creativity Meets Capital (also a NICE-project – hosting a regional seminar on IPR). The other development partners are also very active in the CI field. Notodden Blues Festival has financed a major report – focusing on the economic growth and effects in their region – as a result of the festival. Kunstnerdalen is maybe the best known “næringsshage” that focuses on CI.

The Jenka partner contract was signed with other partners for the coming two year-period 1.9.04 - 31.8.06 in August 2004.

#### **A. What was the motivation and purpose for participating?**

LKPs aim was that the membership would fulfill our objectives as stated in the application:

Obtaining and delivering information and making contacts

Attending professional meetings and seminars

Participating with professional organizations

Our network has certainly expanded and being renewed through these years, which is of great importance to us. We are steadily finding new dynamic collaborative partners that are concerned with the output from networks; concrete and useful projects – for our local networks in the Lillehammer region.

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## **B. Under what circumstances does your organization participate?**

LKP is one of the leading environments in Norway, when it comes to develop new businesses as well as growth in existing businesses within CI. Matchmaking and benchmarking is therefore of vital interest for LKP and all the different actors in our network.

LKP seeks collaboration with other leading environments who share this focus in the other Nordic countries. LKP also seeks competences and environments that are complementary to our own chosen focus within CI. That we have found in Jenka; music in Hultsfred and Roskilde, arts and design in Helsinki and nature based tourism in Iceland to point out some examples.

LKP has found this network so interesting that we have been leading the Advisory Board for almost the whole period – until late June 2006.

## **C. Misc. (For an example – has there been a change in your participation, e.g. contact person organisation etc.)**

The status as the national contact point and member/manger in the advisory board of Jenka remained the whole time in LKP, without any changes of the personnel; Bjørn Nørstegård, director of LKP has been personalizing this position in Norway the whole period.

Following institutions has been members of The Jenka Network in Norway (05 – 06):

Høgskolen i Lillehammer

Østlandsforskning

Cultiva

SIVA

Peer Gynt AS

Rock City Namsos

Kunstnerdalen Næringshage

Notodden Bluesfestival

Hermetikken Næringshage (05)

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Verdal Vekst (05)

Kongsberg kommune (05)

Kunnskapsparken Hedmark (05)

LKP has done a lot of marketing activities on Jenka in various meeting places, and conferences in Norway. LKP has also been very active in helping out finding collaborative partners for other NCP's in Norway. We have also been mobilizing – trying to get participation from Norway in Jenka Arrangements – held in other countries. Sometimes with success, at other times not so successful.

We believe we have reasons to state that Jenka is a relatively well known and acknowledged brand when it comes to creating a network that focuses on CI in general.

LKP –and people from our partners in Norway have also been used as speakers at conferences/meetings – held in other countries.

## **Value Creation**

### **A. How has Jenka influenced your organisations perception of the concept of the Creative Industry?**

LKP is involved in various international and Nordic networks, e.g. Creativity Meets Capital (NICE). and within regional Film development. The same goes for our regional university and Østlandsforskning. It should be no need to go in detail into this. We can mention that both institutions have been given strategic funding (Norwegian Research Council) to their work within CI. Høgskolen I Lillehammer has been given grant from the programme “næringsrettet HøgskoleSatsing” (nHS). Østlandsforskning have been assigned as contributor of various reports and studies to governmental ministries in Norway.

LKP is also managing the first Norwegian cluster within CI – [www.konvekst.no](http://www.konvekst.no) – which has developed very positive for one and a half year now.

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The Ministry of Regional Development has started up a coming programme for emphasizing CI, beginning from 2007 by launching 3 pilot projects this summer. Two of these 3 are initiated and run by LKP:

KIBINN – a network of incubators within CI

The Buckride (Bukkerittet) – marketing of extreme experiences in Lillehammer and the famous and beautiful valley of Gudbrandsdalen

The regional university is steadily crating new educational programmes within the CI field, where they collaborate closely with other Jenka partners – both LKP, Østlandsforskning and some of the businesses. In the cluster – [www.konvekst.no](http://www.konvekst.no) – run by LKP, we are nearly finished with a report that points out in which fields the 3 regional universities and the 2 research institutes in our region will try to develop new student programmes and new research programmes, to strengthen their already strong position in the CI in Norway.

This listing shows that Jenka members are major players in teaching, research and innovation/clustering in Norway within CI. Of course we have gained a lot from our Nordic networking to be able to hold such positions in Norway.

CI represents a combination of new and old branches. CI must be seen as a rather young branch. There is little research put into this branch – so there is a lot to learn. There are different possibilities and challenges in each of the branches; we are overall in a very early stage in building understanding and knowledge. We can develop faster if we learn from others.

## **B. Network creation – what kind of network has your organisation build as a result of the Jenka membership. Documentation**

It is not possible to say that the networks that are listed below altogether are formed by inspiration and collaboration from Jenka. But there is no doubt that the influence is substantial.

The cluster [www.konvekst.no](http://www.konvekst.no) – already mentioned

The research programme nHS at [www.hil.no](http://www.hil.no) – already mentioned

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The successful project “Creativity Meets Capital” (NICE – 2006)

The project between Norwegian incubators –KIBINN –already mentioned (Pilot for Ministry of regional affairs)

Forming out new Nordic – Baltic projects (NICE Call): Jenka Innovation and a project within IPR – the later together with CIP in Gothenburg.

In Creativity “Meets Capital” the partners have been;

CIP – University of Gothenburg

Copenhagen Business School

CIM Fund – Finland

Ice Tec – Iceland

Cultiva – Norway

SIVA – Norway

Høgskolen I Lillehammer – Norway

A lot of the work forming out this project was done during the Jenka Network Meeting in Iceland - in September 2004.

In Jenka Innovation there are so far intensions about forming a network between

Dreamhouse/Aalborg – DK

Hultsfred

Travel Park Incubator – Helsinki

Ice Tec/Reykjavik

We are also seeking partners in Baltic countries/Poland

The concepts are developed these days –when we write our report about Jenka.

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**C. Which projects has Jenka helped start up or contributed too (In the form of partners or opportunities?)**

The Creative Powerhouse [www.fabrikken.org](http://www.fabrikken.org) – also inspired by The Custard Factory in Birmingham.

The two programmes in our incubator:

Programme for experience businesses

Programme for tourism businesses

The collaboration between Hultsfred Rock Festival and the TV-education at Høgskolen i Lillehammer (students publishing/documenting some of the festival via TV).

Our regular conference – [www.lillehammerkonferansen.no](http://www.lillehammerkonferansen.no) – input to programme, speakers as well as marketing. On the conference in spring 2005 there was an own session – Education Lab, run by Jenka.

The founding of the conference were much inspired by conferences held by Nordisk Ide Forum – a network that later formed out Jenka.

We are now putting a lot of resources into what we hope will be an even bigger and more important yearly conference – under the brand “Next Stage”. It will be first held in Lillehammer on the 14. and 15.th of February 2007.

**D. Knowledge – in what way has Jenka (if at all?) developed your organisations knowledge about the creative industries?**

Here we fully share the evaluation that is stated so nicely by NCP in Finland;

“The multidisciplinary approach of Jenka proved to function well – even if it has been challenging to describe and to define focus points for each sector. As Jenka arranged various actions and

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seminars focusing on a specific area of CI, participating organisations were able to get acquainted with different forms, methods and concepts in CI.

Constructing the first Pan-Nordic web-site and news-letter in CI sector was valuable.

The Jenka newsletter as well as the web-pages provided up-to-date information about different events, seminars, conferences, projects, national reports of the research in CI.

Moreover, the newsletter played an important role in keeping the network together and rolling: via the newsletter information was not only delivered but also received. All participants had the responsibility but also privilege to share and cumulate the information.

Even if Jenka members and participants have most been from Nordic countries, the information and knowledge in discussions has been on international level, and in growing tendency, as the last seminar attracted also Baltic, Polish and Russian participants.”

## **Evaluation**

### **A. Conclusion on the value of Jenka for your organisation**

Here we go back to our expectations:

Obtaining and delivering information and making contacts

Attending professional meetings and seminars

Participating with professional organizations

It should be well documented during this report – that our expectations are fulfilled.

The network has contributed to our knowledge and understanding. We have gained a lot of inspiration during this period – both from individuals, institutions and visiting destinations/regions.

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As our network is expanded – both in terms of individuals and knowledge, we are now able to form out better projects, we are more clever in helping out our businesses in the incubator. And - the staff at the regional university/the research institute is also wiser. That gives us all a better platform to compete and to cooperate – in the years to come.

We are also wiser when it comes to “how to run/not to run” such a network.

## **B. Conclusions on the network as an organisations form**

Some dimensions have been very central in developing Jenka as a successful network for CI in general in the Nordic countries;

The emphasis on Project Management driven – or Partner Driven network

Limitations in building on membership models

Wide – or focused network – or is it possible to develop more hybrid looking organizational forms?

Does anybody own such a network?

Limitations in using mail – when there are tensions in the work in the network

We have had our tensions and conflicts. Forming out an Advisory Board, defining what kind of responsibility that the AB, the PM and the Hosting organisation should hold, was essential.

Altogether it is LKP’s understanding that we have been able to solve the problems and meet the challenges as we proceeded. It was worth the workload!

Bjørn Nørstegaard

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# Sweden

## Background for participating in Jenka Nordic CI Network

### A. When and how was the contact established?

The first contact was taken between Musicon valley (DK), Lillehammer Kunnskappspark (NO) and Rock City (SE) in the beginning of year 2000. Musicon valley had this idea of forming a network for the CI: s in the Nordic countries. People from RockCity visited Lillehammer and met Bjorn Nørstegaard and Flemming Madsen to talk about this network idea. Later on Tore Wanscher visited Rock City and proposed that we should form the network – Jenka. A network for knowledge broking, cooperation's and development projects over the Nordic countries. The network was supposed to focus and four fields within the CI: s

Regional Development

Research

Educations

Innovation

2003 Jenka received grants from Nordic Innovation Center.

### B. What was the motivation and purpose for participating?

Each Nordic country is very small but together we could be “a window” big enough to the rest of the world working in the CI:s when it comes to research, education and business. The knowledge sharing between us could help us build a stronger Rock City in Sweden. We could also see that all the organisations working under “the umbrella” of Rock City directly could gain from the network by exchange programs i.e. in product development. We could pre-test new Swedish CI product ideas very fast and reliable in other Nordic countries. Jenka could also become a brand that could be used as a status symbol.

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### **C. What was the expectation?**

One expectation was that we together could start new development projects and thru that take part of each others national and international networks. When many countries are involved it's easier to get funding for development projects. One motto that certainly concerns the CI:s is: "To gain regional development you need to be local but act global". That's something Rock City has seen a long time now. A successful local- and regional development needs to be built on a very global perspective and networking. JENKA was one of the networks to secure this way of working. Another expectation was that we would like to find ways of starting up Nordic educations within the CI:s and form a Nordic Quality assurance certificate for CI educations.

### **D. Under what circumstances does your organization participate?**

Rock City and the CI:s in Sweden has come very far in integration between research, education, business with the base in culture. Rock City had this innovation model called F.U.N.K. - a model for successful development for the Music industry that is based on cultural "raw material". This model has now gain approval for being the KK foundations innovation model within the whole CI:s in Sweden. This means that Rock City act as both a place, a city there research, education, culture and business meet each other in a so called "creative meeting point" to gain development for each other and at the same time acting on a national level as an adviser for governmental bodies that want to invest in the CI:s development.

### **E: Misc. (For an example – has there been a change in your participation, e.g. contact person organisation etc.)**

Rock City has remained as the Swedish national contact point for Jenka.

The contact person for Jenka network has been changed two times.

The present contact person, Lars Rönnlund, was recruited by Rock City to the board of Jenka. Lars was suitable for that job since ha has a long track record working in the CI:s on a national level. He has worked as a Managing Director for "the industrial development centre for the music- and experience industry" and has very good contact with the Swedish government. Among other

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things he has been working as an adviser to the Industry of Ministry when it comes to music industry questions.

## **Value Creation**

### **A: How has Jenka influenced your organisations perception of the concept of the Creative Industry?**

Jenka has made the analysis of how other Nordic countries are thinking around the CI:s much easier. Since we in Sweden don't use the word Creative Industries (we use Experience Industry) there have been very useful discussions about the difference, the need of using the same term and so on... This has helped us become better and better to define our own term Experience industry.

Network creation – what kind of network has your organisation build as a result of the Jenka membership. Dokumentation

Rock City is “an umbrella” for a multitude of organisations ranging from research, education, business and culture.

Thanks to Jenka, Rock City has broaden the total amount of people, within Rock City, that has established there own network thru the Nordic countries (which was one of our expectations of the network).

### **B. Which projects has Jenka helped start up or contributed too (In the form of partners or opportunities?)**

Rock City is also part of a project between the eight “creative meeting points” (SE), Lillehammer kunnskapspark (NO), Copenhagen Business School (DK), CIM funds (FI) and Ictech (IS). The project is called “Capital meets creativity”. The goal is to increase private investments in the CI:s. Nordic Innovation Centre is co-financing the project.

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“Creative meeting point Karlshamn” has started up a Nordic project called “Nordic playground” within the TV game industry. The initiative to this was taken on Island at the JENKA seminar. Knowledge – in what way has Jenka (if at all?) developed your organisations knowledge about the creative industries?

People from Rock City have thru different kind of seminars met persons from other Nordic countries within the education-, research-, and business area. Rock City has gained knowledge by benchmarking and thru newsletters produced by Jenka.

**C. Misc. (For an example – has there been other spin offs or benefits from participating?)**

## **Evaluation**

### **A. Conclusion on the value of Jenka for your organisation**

Jenka network has not had a main impact of Rock City but still there are always good to have many friends “out there”.

Jenka has given Rock City:

Wider network in the Nordic countries

Cooperation projects

Rock City has become better known

A lot of Jenka´s members have made a study visit at Rock City

Increased knowledge about the CI:s

### **B. Conclusions on the network as an organisations form**

Rock City disliked the very first “membership” –idea that was served by Musicon Valley, an idea saying that we all should sell membership to interested organisations in our countries. We thought

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this was more sounding like a business idea than a network idea. We were also sceptic of putting in so lot of money of producing newsletters and selling seminars and so on. We thought that the project management should be working in another way. The Project management should instead be focused on knowing a lot of all of us in the network, help us to find common things that we could gain more of in collaboration instead of working on our own, helping us to find funding for collaboration projects, filing “think-tank”-papers to all the Nordic governments and so on. A way of helping us in a more definite way. Jenka should be a “snowplough” for our regional development.

The project management has been changed a couple of times (both in organisation and persons) which makes it harder to keep the speed of network.

It is our strong belief that a network must be based on a “win-win” –situation. Networks should also be a part of your daily activities and not something that comes “on the top” of what your organisation do. It’s then that happens (“on the top of”) the network becomes more of a new organisation try to make a living for itself and not for the network:ers.

A network is a supporter not a player.

The conclusion must be that it was hard to find the “win-win” by just saying Jenka is a CI network in regional development, education, innovation and research. It was to wide address so it addressed to very few. But when we instead “turned the words upside down” and split up the network in four networks and started to say that Jenka has four networks:

#### Innovation

That is for you people who are interested in product development within the CI:s

#### Regional development

That is for you people working with regional development and want to know more how the CI:s can contribute.

and so on...

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The difference is that the network becomes better addressed to people. First saying Regional Development network and second saying that they through this network also could come in contact with people in other Jenka networks such as “innovation” and also has the CI:s as a focus area.

It is our belief that when the networking form is at its best it's a superior way of making growth.

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## 7. Future Jenka Activities

### a. The future Jenka concept and final conclusions

#### Connecting the Dots – Learning Circles

Globalisation is rapidly changing the economic development agenda in the Nordic countries. On one side outsourcing is becoming abundant, and on the other side markets are opening up around the world for new and innovative products, and tourism is exploding.

Nordic governments and shared Nordic political bodies are increasing their focus on supporting the development of faster and more globally oriented innovation on a regional level. Several “Cluster” analyses proclaim the Experience Economy to become an increasingly important growth factor, direct as well as indirect. Direct through tourism, services and new products, and indirect in order to attract and keep global talent.

Jenka has established a number of **learning circles** – Education, Innovation, Development and Research - to help participating institutions become a significant factor in the economic development of the regional creative and experience economy. The focus in the learning circles will be on scenarios and best practice, and the institutions will get inspiration and concrete tools for future development.

Being part of the Jenka network allows for additional information sharing and knowledge from other fields such as Innovation and Education and Research. This yields additional inspiring influences to network members giving rise to new ideas and possibilities for development.

#### Jenka Education

If the future society is defined as an experience society how are the educational institutions going to operate in this future? In the Jenka Education Network we will focus on how the educational

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institutions can play an active part in making the regions' work force able to contribute to the growth of the experience industry and to meet the demands of constant innovation and development. We will establish forums where we can discuss how the educational institutions must change the educational arena into being experience based. We will focus on the world in which the educational institutions are operating.

The Jenka Education Network will develop educational programs and discuss the synergy between different educational systems (universities, academics, colleges, high schools etc.) and secure a free and open discussion in the Nordic educational system.

In 2007 and 2008 the Jenka Education Network will focus on the new digital media in the educational system. Educational platforms are already fully implemented in almost all institutions and we therefore have to take the next step into the digitalized educational future.

## **Jenka Research**

Different developments and changes in the western societies (often summarized as globalization) have made *experiences* crucial. The general idea is that people today to greater extent seek excitement, adventure, authenticity, coolness etc. through experiences. Therefore the "Experience Economy" and their "Creative Industries" are of great importance to understand experience and creativity as part of people's life as well as part of new structures and (cultural) economies in society. The research "dot" in Jenka deals with:

Map research and research perspectives

What kinds of research are done in what kind of fields and disciplines? What kind of theories and scientific perspectives and methods are used and can be used?

Gather and exchange research and knowledge

Our goal is to gather research and researchers from different fields to exchange knowledge and experience. Furthermore a website will provide knowledge and information from the fields of research connected to the "Experience Economy" and the "Creative Industries".

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## **Jenka Innovation**

In the Jenka Innovation Network we deal with

- the shaping of new businesses within Creative Industries
- the developments of new ideas and projects within existing businesses
- the entrepreneurial processes – creating new businesses – within larger corporations

A vast number of innovative companies, research-institutes, knowledge parks and incubators inhabit the Nordic countries. Many who now has gained experience from working within the Creative Industries.

Jenka Innovation invites you to create and share knowledge and experience in this field focusing on themes like; methods proven to be functional when working with entrepreneurs in CIs. Processes proven to be successful when hitting the markets. Challenges crucial for entrepreneurs in the CIs. How can we ”bridge the gap” between entrepreneurs in CI and investors? When do clusters in CI make profit, to themselves - and to the cluster? How can we best involve researchers and educators in clusters and entrepreneurship?

## **Jenka Development**

The project focus is on Experience Economy, regional and rural development. The Jenka Development Network deals with:

Facilitation of Creative Clusters

Events and experiences as means for economic development

Entrepreneurial activities and business start-up in creative industries

Establishment of network under the Jenka umbrella

Recent study has shown how planned events strengthen local and national economic development. Entrepreneurial civic and public organizations can jointly engage in formation of Creative Clusters with focus on experience economy. The facilitation of such events in regional and rural areas can

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become an important factor of economic development, enhancing entrepreneurial start-up activities. Jenka Development invites you to create and share knowledge and experience in this field through network collaboration.

Our ambition is to become a leading network in the Nordic-Baltic region focusing on Creative Clusters, events planning and management, and entrepreneurial start-up activities with the aim to strengthen regional and rural areas.

We will fulfill our ambition through:

Establishing a network of competent contacts in the Nordic- Baltic regions

Creating networks within each country with a low “entry fee”

During 2007 Jenka will (hopefully) expand the Nordic network following on the Baltic States and the Northwest of Russia (Karelia).

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Nordic Innovation Centre

## Nordic Innovation Centre

The Nordic Innovation Centre initiates and finances activities that enhance innovation collaboration and develop and maintain a smoothly functioning market in the Nordic region.

The Centre works primarily with small and medium-sized companies (SMEs) in the Nordic countries. Other important partners are those most closely involved with innovation and market surveillance, such as industrial organisations and interest groups, research institutions and public authorities.

The Nordic Innovation Centre is an institution under the Nordic Council of Ministers. Its secretariat is in Oslo.

For more information: [www.nordicinnovation.net](http://www.nordicinnovation.net)