

This is KPTZ 91.9FM in Port Townsend, Washington. I'm Nigel O'Shea bringing you news and commentary from the Jefferson County *Beacon* for Wednesday, December 4, 2024

Ross Pruden believes we can build a filmmaking revolution in Port Townsend, and he has some ideas and strategies he wants to share to do so. "Port Townsend will one day be a place to shoot feature films. Million-dollar budgets. Known actors. Movies shown at the Rose. Not a crazy idea – Zachary Spicer of Pegasus Pictures has already shot seven union-sanctioned feature films in Bloomington, Indiana, a town about the same size as Port Townsend and even more remote. Spicer's advice for those wanting to shoot features in small towns? Build your own crew. Conveniently, Jefferson County has a dormant 4H Performing Arts category, which is a perfect excuse to teach all aspects of filmmaking – including writing, acting, shooting, editing, and even marketing – to our next generation of filmmakers. So I have a plan to make feature films in Port Townsend.

"But first, I have to take you on a bit of a detour. This is a short true tale of two companies – one of them is a massively successful company (We'll call it "GREEN TEAM", green symbolizing financial security), and a smaller newer company (which we'll call "RED TEAM", red being for financial risk). Now in 2000, in a Dallas boardroom, the Green Team company invited the smaller Red Team company to discuss a possible acquisition. The \$3 billion Green Team company was an ideal buyer for Red Team's tiny services ... if and only if Red Team could convince Green Team their company could benefit. Red Team had to nail this meeting. Red Team's CEO shifted in his seat. 'I think our company is valued at \$50 million.' Well, Green Team eventually declined, saying that Red Team's services were too niche, financially unprofitable, and serving different customer groups. So, on the way home, Red Team was understandably pretty despondent. Then one of them said, 'This just means we're going to have to kick their ass.'

"The Green Team, in case you hadn't guessed by now, was Blockbuster, and the Red Team was Netflix. We all know what happened next: Ten years after Netflix's \$50 million ask, Blockbuster filed for bankruptcy. So, how could Blockbuster have blundered so badly? It comes down to the rate of innovation. Larger companies with lucrative revenue streams have no incentive to innovate – not really – whereas smaller Red Team companies will do anything to get a foothold in the market; Red Team businesses always innovate more. Customers flock to the better competitor, and loyalty attrition often happens too fast for Green Team to keep up. This problem is addressed at length in the book, *The Innovator's Dilemma* by Clayton Christensen, and it has a stark moral: either you disrupt your own business, or someone else will do it for you.

"The solution? Green Team companies must create a Red Team sub-division to disrupt Green Team's business model without restrictions. Now you should understand my two-pronged approach: Simultaneously create a Green Team AND a Red Team. Red Team would port professional filmmaking practices onto social media shorts, 2-minute documentary shorts, and so on – basically, anything new and innovative feature filmmakers won't do because they would never get funding for it. While Green Team hires professionally trained crew, Red Team makes films so cheap that cast and crew can feel free to experiment and learn on the job... so they can one day work for Green Team. The two strategies, then, work in tandem.

"The Port Townsend Film Festival and I both want to see a vibrant filmmaker community in Port Townsend, and 4H is how we build it from the ground up. Why go to Los Angeles when scenic Port Townsend is a perfect place to build our filmmaker community?! There's a brief survey online that we would love you to fill out. Just go to <https://rosspruden.art/film>. Fill out as much as you want and we would love to hear from you."

KPTZ 91.9 FM brings you local news at noon and 5 Monday through Friday and at noon on Saturdays, partnering on Wednesday to bring you stories from the *Jefferson County Beacon*. This is Nigel O'Shea. Thanks for listening.