STERN SCHOOL OF BUSINESS, NYU

MBA GLOBAL ENTERTAINMENT COURSE
Spring 2004

THE CRAFT & COMMERCE OF CINEMA: THE CANNES FILM FESTIVAL 2004
B70.2313 (3.0 CREDITS)
June 1, 2003

Al Lieberman
Professor of Marketing
Executive Director Entertainment,
Media & Technology
Stern School of Business, NYU
44 West 4th Street
New York, NY 10012

Dear Professor Lieberman:

I am pleased that you are planning on coming to Cannes with a group of MBA students in May 2004, and that you are hoping to include some film professors and other visitors as guest lecturers.

We are eager to have educational institutions become involved in the city of Cannes, its life, the importance of the Film Festival, and the positive impressions they can bring back to their home constituencies

The participation of the Stern Business School, and its academic parent, New York University, have a reputation as a leading global institution. This involvement with Cannes will be a productive and hopefully, a long term program.

On our behalf, we will provide access through our office, for accommodations if needed, at appropriate hotels, dining facilities, arts and crafts visits to educational and historical sites. We hope to enhance the students appreciation of Cannes and its important position within France and the Cote d’Azur environment.

As you proceed with the finalization of your program, please let my associate (name) the coordinator for my office, be advised of your progress, and what you need to accomplish this successfully.

Good luck, and we look forward to meeting with you in the next year

Office of the Mayor, Cannes, France
The Stern School of Business, EMT Program, is offering a master class in Global Cinema to be taught at the Cannes Film Festival, 2004. This will take place primarily in Cannes, France from May 12 to May 18, 2004 (dates subject to change by the Film Festival Management) with some lectures before the Festival and a final assignment after a return to NY.

The course will consist of lectures in the morning from Professors and some guests from the industry on film development, financing, budgeting, supplementary revenues, distribution, foreign sales, marketing, exhibition, re-purposing, etc. We will also discuss the impact of critics, the need for joint ventures, and the impact of digital technology. On most afternoons, we will attend Variety magazine panels. 

(A sample of the panels during the 2003 Cannes FF is attached.)

We will have an opportunity to ask questions of producers, directors, financiers, studio executives, cinematographers, and many senior executives attached to the business. Both during the day and in the evenings there will be continuous screenings of selected International and some American films, both Hollywood and independents. There will also be invitations to the occasional distributor and sponsors parties.

Requirements and Registrations for the Course;
Having taken or taking the survey course the Entertainment & Media Institutions B70.2119 (1.5 credits) or have previously taken B70.2341

PLEASE NOTE: Only 25 students will be admitted to the class. They will probably be first year fulltime MBA’s and Langone MBA’S who are able to take the time from work.
Every student registering for the course and wishing to gain admission, will be required to submit an essay (two pages, double spaced) that explains why they wish to
take the course, and why they feel they are particularly well prepared and well suited for the course. All decisions will be determined and final by December 1, 2003.

Travel Arrangements and Costs
Total cost will be $2,000. This will cover airfare, British Air to Heathrow, London, British Air to Nice, Bus to Juan Le Pins, the Hotel for six nights (more at your own discretion), breakfast, and two special dinners at Cote d’Azur restaurants, bus or cabs to the Nice airport.

However, the Stern School is underwriting $600 for each student and so the total charge for each student is $1400. If students have points on British Air, or other airlines that fly to Nice, France such as American + Easy Jet, or Air France, etc, the cost will be further reduced by $600 and the actual cost would then be only $800.

We have arranged for a hotel in Juan Les Pins, with two to a room. Those who request a single room (if they are available) will have a per night single supplement. Arrangements for room mates sharing will be made in December after the registration and selection process is complete. The students will contact the Teaching Fellow directly, to make all arrangements. Other meals lunches, dinners will be on your own.

HOTEL
We have selected the Best Western Victoria hotel in Juan Les Pains, a very chic South of France resort. The hotel was selected because it is one block (barely) to the train station with two stops in 10 minutes for the price of $2. in each direction to/from Cannes. The train station in Cannes is five blocks from the Croissette or main Boulevard where all the action takes place. Our destination or first stop will always be the Variety Village Pavilion. A substantial and suitable buffet breakfast is included every day.

DOCUMENTS NEEDED
Every student will require an up to date International Passport, a copy of which will be attached to the Waiver Form. Also required are two passport sized pictures which will sent to Variety magazine so that passes will be provided. These are worn around the neck, and will identify you at all events that do not require separate tickets. Further details will be provided to those students accepted into the course.
Forms for waiving the Stern School of any responsibility due to student issues must be submitted with the deposit in November.

We are pleased to have as the Teaching Fellow Nadia Leonelli, at email: manifestofim.com. She is a working producer, a Stern MBA student, has attended several Cannes Film Festivals, and lives part of the year in Antibes (a town between Cannes and Juan Les Pins). All questions about the course or the overall logistics should be referred to her after you have been accepted into the course.

Attached is a draft syllabus
NEW YORK UNIVERSITY
LEONARD STERN SCHOOL OF BUSINESS: EMT PROGRAM
New York & Cannes, France: SPECIALIZED DELIVERY

SPRING B70. 3031 New York & Cannes,
2004 France

THE CRAFT AND COMMERCE OF CINEMA: CANNES FILM FESTIVAL

FILM DEVELOPMENT, FINANCING, PRODUCTION, MANAGEMENT,
MARKETING, DISTRIBUTION & EXHIBITION

PROFESSOR MARKETING: AL LIEBERMAN
EXECUTIVE DIRECTOR: ENTERTAINMENT, MEDIA & TECHNOLOGY
PROGRAM
PROFESSOR TSOA: TBA

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Office KMEC, Rm. 8-77
Office Hours: Tuesday 12:00 – 4:00 PM

COURSE DESCRIPTION

This is a specialized EMT course designed to provide students with a framework for understanding the dynamics of the global film industry including the complete process from crafting the idea for a film script, hiring or becoming a producer, financing the project, selling it to a studio or independent production company, building a team, production elements, post production including music acquisition, and the selling or distribution to a global market place

The course will include learning about distribution and exhibition, marketing and building audience awareness, research applications, international licensing, and preparation for career in the industry. We will be invited to attend and fully participate in the Variety magazine panels presented in their Pavilion in Cannes during the Film Festival.

The course is designed to educate the student in the process of feature production from the initial concept of the story, through script development to completion of the project. The course will cover the most important steps in the production of an independent film,
or a studio project, and its journey to the several world class film festivals, with the focus on the Cannes Film Festival, Cannes France, now in its 35th year. The course will explore all the elements a producer must know, understand and eventually become skilled through mastery of development, including script selection, finance, budgeting, timetable development, team building, talent selection, salesmanship, contract and union negotiation, regulations, technology and other relevant core competencies.

**COURSE OBJECTIVES**
To provide students with a framework through lectures, both by experienced professors and guest lecturers, studio and production company visits and on-site discussions, case studies, articles and selected chapters of relevant texts of the critical problems and opportunities facing the studio executive, the independent executive and the producer, both specialized and generalist. It will be seen primarily through the eyes of those industry executives who have chosen to exhibit or participate in the Cannes Film Festival.

To learn the basic concepts, terms, principles that apply to the important roles of key players in the entertainment & media industries.

To analyze the activities of the producer within the specific job functions that are required to effectively and efficiently complete a project.

To build a body of knowledge and information through understanding the various disciplines that cut across all the competencies required for the producer to effectively function as a key member and in most cases, the leader of the creative and business team, assembled to complete a project.

**COURSE REQUIREMENTS**
Class participation will be extremely important, since much of the study of the role of the producer will be obtained from specific lectures, articles, assignments, video clips, some selected texts, and experienced guest speakers.

**COURSE DELIVERABLES**
There will be at least two team projects with an expected learning outcome that will be required from the students:

1. **COMPANY ANALYSIS:** At the first class, each team will be assigned one of the leading International Film Distribution and Marketing companies. The assignment will be to research background, development, history, operating methodology, relationships to US and global partners, successes, and failures, innovations, technology enabling, etc. of their assigned company.

   Each team will submit a 20+ page paper to the professor before departing for Cannes. At Cannes, each morning one of the teams will provide and present a synopsis of their findings to their class-mates.
2. **GLOBAL FILM EXPLOITATION:** For a final deliverable, each team will receive a country or area of the world, i.e the Mediterranean countries (France, Italy, Spain), the Germanic and Scandinavian countries, the Latin American countries, the Far Eastern countries. The team will then develop, describe and write-up a business plan for exploiting a given film from the perspective of financing, funding, production, distribution, marketing, rights, licensing by territory, supplementary revenues, home video, television availability, cable, etc.

This report of 15+ pages will be handed in two weeks after the return from the Cannes experience. The reports will be bound and returned to the students in a booklet as a take away text, and a summary of the work they developed in the class.

3. **FESTIVAL CINEMA FINALISTS:** During the week, each team will be assigned one film that has been selected by the Cannes Festival Committee as finalist in the judging. The team’s assignment is to explain based on the framework and learning during the classes, why they would pick up the rights to the film for International development, licensing and exploitation. This analysis is to be reported on at the end of the course period.

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**SPRING 2004  THIRD CRAFT & COMMERCE OF CINEMA COURSE**

**TIMELINE: TWO LECTURES IN NEW YORK March/April 2004**

**March 5, 2004 Friday 9-12:00 noon**
- Introduction to the Course
- Syllabus
- Team Development
- Review Deliverables
- Assignments
- Cases

Lecture: Professor Lieberman: “The Business of Film”

**April 9, 2004 Friday 9-12:00 noon**
- Case Review and Discussion
- Lecture on “Film Financing & Marketing”

**May 10, 2004 Monday by 5:00pm**
- Team Papers Deliverables submitted
May 11, 2004, Tuesday 4:00pm – 6:00pm
Departure from JFK through Heathrow London to Cannes, France

May 12, 2004, Wednesday 9am
Arrival in Nice, Bus to Hotel, Hotel in Juan Les Pins, Check In
Breakfast or Lunch
11- 12:30 Review the Week’s Program

2:00 Train from Juan Les Pins to Cannes, then walk to Variety Pavilion, get name badges for all the students.

LECTURES 2 hours EVERY DAY 9:00 - 12:00 @ Conference Room
LUNCH BREAK
ATTEND PANEL SESSIONS AT THE VARIETY PAVILION

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LECTURES  May 13-17, 2004  9:00 AM  -  11:00
Introduction to courses covers objectives, introduction of faculty
Commerce of Film  showing the breadth of the business side of film, television, & music.
Craft of Film  showing how films are put together, directing techniques.
Sequence.
Law - Copyright (intellectual property), Contracts (options, & deal memos).
Technology – Digital Technology
Producing Developing Financing, Casting, Production from principal photography.
Scripting, Editing
Producing - Budgets independent feature.
Film - Television - Music distribution, ownership, residuals, etc.
Review of the process and questions.

VARIETY PANELS WITH SENIOR EXECUTIVES OF GLOBAL FILM FIRMS,
MODERATED BY PETER BART EDITOR IN CHIEF OF VARIETY, PETER BART

PANEL ATTENDANCE : FILM PRODUCTION - FILM POST - UNIVERSAL

PANEL ATTENDANCE: FINANCING FILM

PANEL ATTENDANCE: ELECTRONIC GAMES & OTHER SUPPLEMENTARY INCOME STREAMS
PANEL ATTENDANCE: ANIMATION - PRE & PRODUCTION

PANEL ATTENDANCE: TECHNOLOGY AND STUDIO INTERNET INvolvement