Strategic Alliances

Kurtz is open to subcontracting. As a general rule, on an advertising-based project up to 20% of the work will be out-sourced. Kurtz uses mainly freelance animators. When the workload really backs up, the need for animators is at its greatest.

For the near future, Kurtz is optimistic. The firm is still project-driven and freelance workers provide an efficient use of resources. Though this is considered an operational tool, Kurtz uses it to its advantage.

Kurtz has never had a formal strategic alliance partner, though the ideal partner would be one with "money" and "good taste". The successful partners on former projects have been notable entertainers such as Billy Crystal, George Carlin and Lily Tomlin.

The sensitive issue of business failures is elaborated with one example. The lessons for overseas production were learned the hard way – through experience. Several years ago a Korean firm was hired to do an animation production. The promises were full of lies! The firm never delivered and the project had to be pulled back. Kurtz suggests that ill advice came solely from internal staff. The lesson learned was that one has to be selective in evaluating collaborative opportunities. One must also temper one's myopic view with a second opinion preferably, from an outside source. Kurtz was fortunate in that the firm survived the ordeal; another firm may not be so lucky!

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