

C21's Future Media 2009

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COMMUNICATIONS



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Networking cocktail sponsored by KORN/FERRY | Whitehead Mann

It's your future

Welcome to C21's annual FutureMedia conference, this year set against a climate of unprecedented change in digital media.

This week alone News Corp chairman and chief executive Rupert Murdoch was pretty laid back when asked how he felt about pirate episodes of *The Simpsons* appearing on YouTube - all 37 minutes posted legitimately on the world's biggest video sharing website ad-free.

"One telephone call and they'll take them off," he said in an interview with Sky News Australia,

He acknowledged that YouTube does in a sense represent competition to traditional TV, but added: "You can have a lot of fun on YouTube, a lot of laughs."

Murdoch wasn't laughing about YouTube parent Google, however, warning that News Corp will pull its newspaper sites from the search engine's index as soon as it erects pay walls around these some time next year.

He wasn't joking about suing the BBC either - a "scandalous" organisation that "steals" News Corps' stories and "will go into any commercial enterprise where they see an opening."

Murdoch's views trickle down through his company and those it controls. In the case of UK satellite TV operator Sky, a recent manifestation has been attacks of Project Canvas, the BBC proposal to create an open IPTV standard.

When up to £24.7m of licence fee payers' money will be needed to help cover Canvas running costs over the next four years, it's right that the BBC should be rigorously quizzed on the necessity.

After all, the market is to some extent already supplying its own Canvas-style hybrid DTT/IPTV set-top boxes, such as start-up IP Vision's Fetch TV product, which features the BBC iPlayer and Sky Player snuggled up happily alongside one another.

Aside from ITV, Five and BT, which have all already expressed their enthusiasm to be involved in Canvas, who else will step forward (assuming the combative BBC Trust gives the whole thing the green light)? The BBC is seeking at least two other partners to bring the cost of the project down but does "cash-strapped" Channel 4 have the reserves or the heart after the Kangaroo debacle?

The latter's recent deal to put its entire VoD catalogue on YouTube means that 4oD will almost by default find itself on TV screens in the very near future anyway. YouTube is already available on Apple TV (now a potential vehicle for Steve Jobs' rumoured move into the subscription TV business) and on TiVo. A TV-optimised version - accessible via Sony's PlayStation3



and the Nintendo Wii - has been around for some time.

C4's deal with YouTube also means that it won't likely be a joint venture partner in the creation of Hulu UK - something that makes the US online video service's anticipated partnership with ITV crucial, and of course questions remain over the involvement of one-time Kangaroo champion BBC Worldwide, given existing relationships with MSN (in the US, now Bing) Video and BlinkBox, plus the imminent rise of the deceased marsupial's offspring SeeSaw.

Perhaps Sky will step in on both fronts - surprising everyone with its ultimate support for Canvas, now that the BBC has abandoned its stipulation that public service broadcasters should control a majority share of the venture.

Perhaps Sky will also help a fellow News Corp-backed ally launch Hulu UK, making Premier League football available via the site, once it has also put in place the pay models Murdoch is insisting upon. Sky's existing movie deals with the studios might also make putting these on Hulu easier, removing the need for an entirely new round of negotiations.

Sky is, after all, aggressively extending the availability of its Sky Player broadband service across multiple outlets, unlike rival Virgin Media, which has been remarkably quiet on any plans for an equivalent offering. True, Virgin has proven a key driver of BBC iPlayer consumption but so too has Sony PS3, which Sky has already lined up as its next deployment following the recent launch of Sky Player on Microsoft's Xbox games console.

Xbox is proving an interesting new distribution platform for others such as Endemol, which launched a version of 1 vs 100 for Xbox Live channel Primetime in North America in May. The game was downloaded nearly three million times during its 13-week pilot season, making it one of the most popular downloads on Xbox Live ever.

Endemol has clearly spied the potential of social gaming - something EA also this week staked a major claim to, buying out Playfish for up to US\$400m despite the furore that's surrounded rival Zynga recently. Facebook has proved fertile ground for these start-ups, unlike MySpace - once the rising star of the News Corp empire, now demoted to a "work in progress."

What a difference a year makes. The internet has a habit of presenting business critical decisions at breakneck pace. Those outlined above and others will be discussed at the conference today. We hope you will join in the debate, via the traditional means of heckling or by making your thoughts known through Twitter using the hashtag #FutureMedia.

Jonathan Webdale, Editor, FutureMedia

8.00-9.00 Registration and coffee

9.15 Opening remarks

9.20 Opening keynote:

Future Media – The next wave of innovation

Erik Huggers Director of future media and technology, BBC.

What is the future of digital entertainment at the BBC? From the challenge of Canvas to the Corporation's role in Digital Britain, this opening keynote sets the agenda for a day of unique debate.

Moderator: David Jenkinson

9.50

FM keynote presentation:

Playing the digital standards game

David Docherty CEO, The Digital Television Group.

To steer a course to success in digital, a wide variety of standards and issues need to be resolved. What is the priority and what needs to be done to get things moving?

Moderator: David Jenkinson

10.10

FM keynote presentation:

Content strategy & the third screen paradigm

David Cuff Commercial director, Virgin Media TV.

As one of the few broadcasters able to capitalise on its telco status, Virgin Media has been developing a broad range of revenues beyond the television screen. David Cuff explains the future of multi-platform content.

Moderator: Kate Bulkley

10.30

FM keynote presentation:

Sky Player – extending choice, control and flexibility

Griff Parry Director of on-demand, BSkyB.

Having just announced Sky Player, the man in charge of its roll-out outlines the challenge ahead and restates Sky's position in the fast-changing digital landscape.

Moderator: Kate Bulkley

10.50 Coffee

11.10

FM panel session: **Supply and demand**

As we move towards a VoD world, how will changes in the distribution of content to audiences change the commercial model?

Eddie Abrams CEO, IP Vision

Simon Hutson Vice president of digital media and DVD EMEA, BBC Worldwide

Michael Comish CEO and co-founder, Blinkbox

Colin Moorcraft CEO, OnTV Europe

Moderator: **Joe Trainer**

Head of business development, Level 3

11.50

FM branding keynote:

Brands programming the future

Doug Scott President, OgilvyEntertainment.

Responsible for many of the most creative content strategies being employed by brand owners, Doug Scott will share his knowledge about what works and what doesn't in this emerging space.

Moderator: David Jenkinson

12.10

FM panel session: **Brand new world**

In light of proposed changes to UK TV legislation, FutureMedia 2009 brings together leading brand owners with content creators and channel operators to discuss how new commercial models might be developed across platforms.

Doug Scott President, OgilvyEntertainment

Zad Rogers CEO, Atomized Entertainment

Adrian Swift Director of TV, ETV

Moderator: David Jenkinson

12.50

FM case studies from the digital frontier:

Nuno Bernardo, CEO of beactive, on

Final Punishment.

Final Punishment is the latest project from the *Sofia's Diary* creator. The horror web series and alternate reality game follows eight innocent women who are thrown into an experimental maximum security prison for violent criminals.

Moderator: Jonathan Webdale

13.10 **Light Buffet Lunch**

14.00

Afternoon opening keynote:

The YouTube Factor

Patrick Walker, Director of EMEA partnerships, YouTube.

As online video finds its feet, what role does YouTube have to play in the future of online entertainment and how can the professional production sector work in partnership with the platform?

Moderator: Jonathan Webdale

14.30

FM keynote presentation:

Next on 4oD

Jon Gisby

Director of future media and technology, Channel 4.

Moderator: Jonathan Webdale

14.50

FM keynote presentation:

Creating social entertainment

Adam Valkin Global head of digital media and new business, Endemol.

Moderator: Jonathan Webdale

15.10

The new broadcasters keynote:

Alex Connock, CEO of Ten Alps, explains how the dividing lines between broadcaster and production company are now so blurred as to be almost irrelevant – as the internet empowers indies to not only retain rights to their own content, but be their own publisher/broadcaster.

Moderator: David Jenkinson

15.30

The new broadcasters panel session

What do the new platform operators hope to achieve and what strategies are they employing to grab land as the digital and internet TV landscape emerges? How is online video enabling a new breed of broadcasters to emerge and challenging the role fulfilled by traditional broadcasters?

Jane Burton Head of content and creative director, Tate Media, Tate London

David Sabel, Head of digital, The National Theatre

Rachel Coldicutt

Head of new media, Royal Opera House

Moderator: Alex Connock

16.15 Break

16.30

FM panel session:

New producers: Making multi-platform work

Making multi-platform content work everywhere. We hear from some of the most progressive players in the digital sector about how to create compelling digital content online and on mobile.

Kate Bradshaw Deputy MD and head of online commissioning, ITV.com

Darren Navier Creative director, Numiko

Louise Brown

Head of cross-platform commissioning, Channel 4

Jon Davenport Head of digital, Hat Trick Productions

Clare Laycock Acting director of new media, UKTV

Moderator: David Jenkinson

17.15

FM panel session:

New producers:

Social media games and the next generation

How to capture new audiences with social media, gaming and a fresh approach to production.

Jo Twist Multi-platform commissioning executive for entertainment and Switch, BBC

Tom McDonnell

Co-founder and creative director, Monterosa

Richard Vargas Senior VP development and production, FMX

Matt Locke

Commissioning editor for education, Channel 4

Moderator: Jonathan Webdale

18.00

Conference close

18.00-19.30

Networking cocktails sponsored by

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(C21 Media reserves the right to amend the agenda at any time and cannot guarantee changes to the published schedule. All bookings are made with the understanding that no refunds are available due to agenda changes.)

Erik Huggers

Director of future media and technology
BBC



Erik Huggers is the director of BBC Future Media & Technology and a member of the BBC's Executive Board.

He took up the role in August 2008, and is responsible for the BBC's output over the internet, interactive TV and mobile services, helping audiences enjoy a seamless experience of BBC programmes, wherever they may be. He also holds responsibility for managing the BBC's Broadcast and Enterprise Technology portfolio, Information and Archives, as well as leading the BBC's Research and Innovation activities.

He was previously group controller, BBC Future Media & Technology, having joined the Corporation in May 2007. Within this role, Erik was responsible for the strategy and organisation of the division to ensure that the BBC led the industry in its transformation from linear to on-demand broadcasting. Erik joined the BBC from Microsoft, where he worked across a wide variety of industry-changing digital media initiatives. After successfully launching the MSN portals in the Benelux countries, he went on to lead the European business development efforts of Windows Media Technologies, establishing Windows Media as a leading platform used by the European media and entertainment industry to create, protect and deliver audiovisual content to consumers via the internet. Prior to joining Microsoft, Erik worked with Endemol Entertainment as director of business development for their interactive division. He was born and educated in the Netherlands and is married with two children.

David Docherty

CEO

The Digital Television Group



David Docherty is chief executive of the Council For Industry and Higher Education, and chairman of the Digital Television Group, which is the

industry body for digital television in the UK.

In the media world, he was the BBC's first director of New Media and deputy managing director of

TV. In the commercial world, he headed up cable company Telewest's drive into broadband content and services as MD Broadband.

He has been chief executive of two media companies providing television and interactive media. In the public sector, he was chair of Governors of the University of Bedfordshire and was a member of various government advisory panels on new media and future technology. He is also on the management board of The Society of Authors.

He has written extensively on media and technology convergence as a regular columnist for The Guardian, but also for the Financial Times and other national newspapers. He is in regular demand as a speaker at the world's leading media conferences and has served on government committees on the future of technology.

David has senior board level experience as a member of the BBC's Board of Management, Telewest's seven-person Executive Board, YooMedia's board, and as chairman and pro-vice Chancellor of the University of Bedfordshire. He is the author of six books, including three on the history and sociology of the media, three internationally published novels, and many academic articles across on subjects as diverse as theology, media and sociology.

David Cuff

Commercial director
Virgin Media TV



David Cuff joined VMTV as Commercial Director in September 2008. He is responsible for commercial strategy across the full range of

VMtv's business – encompassing commercial and creative partnerships, business development, platform relationships, gaming and digital strategy. VMtv has eight wholly-owned channels, some of the strongest entertainment brands in UK multichannel television, including LIVING, LIVING2, Bravo, Challenge, Virgin1 and the recently launched online channel Liv. The portfolio spans pay and free-to-air television – reaching over 27 million each month – and has a growing presence on broadband, mobile and on-demand platforms. Prior to joining VMtv, David ran his own business working with a diverse client list that included

Teachers TV, ITV, Brighton and Hove Albion FC and Modern Toss Productions. Before that he held a number of senior roles in the media industry, including positions with Initiative Media and Flextech Television.

Griff Parry

Director of on-demand
BSkyB



Griff Parry leads Sky's On Demand operations which encompass TV, PC and mobile. Reporting into Sky's commercial group, Griff has

responsibilities for services such as Sky Player and the wider development of Sky's on-demand proposition. He also leads the team working on Go!View, the joint venture with Sony Europe which offers on demand content to Sony PSP owners.

Griff joined BSkyB in 1998. Before taking up his current role in April 2006 he held a senior role in Sky's business development team, focussing on the company's activities on new distribution platforms. He previous worked in Sky's strategic planning team and in its Sky Networks and Sky Productions content divisions. Before joining BSkyB in 1998, he spent three years in as a business analyst and consultant with the international management consultancy, Arthur D Little.

Eddie Abrams

CEO
IP Vision



Eddie Abrams set up IP Vision in 2007 with former colleagues David Docherty and Phil Walder and French company

Netgem S.A. IP Vision has been developed to support the launch of a hybrid STB platform that can operate as a direct to consumer service or as a white label platform that can offer interested parties a managed service solution, reducing both cost and time to market. Prior to IP Vision Eddie co-founded the interactive entertainment company YooMedia (now Miranda plc) in 2000. At YooMedia Eddie worked as the Chief Financial Officer moving on to become Director of Strategy and Development. In this role he was responsible for the strategic development of converged media delivery technologies for digital television, web and mobile. Eddie

has worked for PricewaterhouseCoopers in London spending five years in Corporate Finance focusing on the development of new businesses in Technology, Media and the Telecoms sectors. Eddie attended The University of Glasgow where he achieved a BAcc in Finance.

Simon Hutson

Vice president digital media and DVD EMEA,
BBC Worldwide



Simon Hutson is responsible for the distribution of BBC Worldwide's programme content onto digital platforms across Europe, Middle

East and Africa. This involves leading a dedicated sales team on strategy and all digital media licensing to platforms such as IP-T, VoD, DTO and mobile. Simon also oversees DVD licensing throughout EMEA working closely with BBC Worldwide's joint venture partner 2Entertain who are the UK's leading independent publisher and distributor of video.

As an employee of BBC Worldwide since 2001, Simon started his career with the company managing their English Language Teaching business having had a background in publishing. He brokered BBCW's first book co-editions in India and set up the Indian home entertainment business. Simon then took on the newly created role of DVD Manager EMEA for the company's Sales & Distribution business where he managed the transition of international sales into the newly created 2Entertain JV. In 2006 Digital Media sales was added to Simon's responsibilities and since becoming VP in 2008 he has overseen the licensing of over 2000 hours of content to digital platforms with deals spread across 15 EMEA territories.

Michael Comish

CEO and co-founder
Blinkbox



Michael Comish is the CEO and co-founder of online TV and film company, blinkbox. Michael helped found one of the pioneers of

online video, AtomFilms, where he served as AtomShockwave's president of international operations across Europe and Asia. Over a three year period Michael helped build a business revenue worth

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\$25m which included two global websites. AtomShockwave was sold to Viacom for \$200m in 2006. Michael's experience led him to Channel 4 as managing director of 4 Services; a role which included running New Media, the Studio and Post Businesses, 4 Creative and Corporate Development. The early part of his career was spent at Braxton Associates and later as partner at Mercer Management Consulting, where he advised media clients in Europe and the US.

Michael graduated from The University of Western Ontario, and later earned an MBA from INSEAD in France.

Colin Moorcraft CEO

OnTV Europe



Colin was a pioneer of database-driven publishing, who made the transition to the internet early specialising in large, multilingual sites. As bandwidth increased he became interested in the multimedia potential of the web, and the key problem of content discoverability. He was the XML schema editor for the TV-Anytime metadata specification and has contributed to several other international metadata standardisation initiatives - with a special interest in adapting these to the semantic web.

Joe Trainer

Head of business development Level 3



Joe Trainer is responsible for executing the go to market strategy for the Level 3 suite of CDN services in Europe.

His role is to evangelise the key values of the Level 3 propositions to the market as well as work with the Level 3 product team to deliver the future product set that the market needs to deliver success online.

Trainer has dedicated his career to driving video across IP. With 10 years experience in the industry, he has been engaged in the early adoption of online video, to the modern technical achievements of delivering High Definition video online. An engineering background and 14 years commercial and managerial experience has given him a unique perspective on the trends and commercial future of video online.

Prior joining Level 3 in 2008, Joe built commercial success in pioneering start-ups like Narrowstep and Virtue Broadcasting, where he was instrumental in developing the business from start-up to public listing both in the UK and the US. His goal at Level 3 is to show how a network company can 'Broadcast enable the Internet' and deliver the quality and scale that broadcasters and content owners need to commercialise this space. Joe is based in London.

Doug Scott

President

OgilvyEntertainment



Douglas Scott is the president of OgilvyEntertainment, where he has, since June 2006, been developing and

producing brand funded entertainment for clients, including IBM, Cisco, Unilever and BP. Prior to joining Ogilvy, Doug was co-founder of MATTER, where he developed and produced high visibility integrated marketing programs for Sean Combs, Ford Motor Company and Blender magazine. Prior to MATTER, Doug was Executive Vice President, Marketing and Branded Entertainment Creative Director at Hypnotic where he developed initiatives for Daimler Chrysler, Reebok, Nintendo and Toyota. In 1997, he was EVP, sales & marketing and general manager of the Hollywood Stock Exchange (HSX), where he was responsible for launching the Music Stock Exchange; developing Virtual Producer; developing and producing the Company's annual Academy Awards event; launching a weekly radio show on CBS Radio, and structuring and overseeing content syndication relationships with national media outlets. From 1995 thru 1997, Doug was president and COO of ArtView a global network of galleries, auction houses and museums where he was responsible for developing and executing strategies for e-commerce and inventory management with strategic investor, GE. Prior to ArtView, Doug worked at the Red Herring magazine where he served as vice president of sales & marketing.

Doug is a board member of NATPE and an advisor to Desi Hits, Treehugger, and Sogua. He holds a B.S. in Economics from University of Maryland, College Park.

Zad Rogers

CEO

Atomized Entertainment



Zad was co-founder of Ideal World and IWC where he created a range of successful lifestyle shows

including Location, Location, Location, Location, in 2005 IWC was sold to RDF Media Group. In 2006 Zad founded RDF Digital for the RDF Group, which launched the groundbreaking review show B.Box and A Message From Earth, both in partnership with Bebo. The group also launched a number of brand-funded projects, most notable Renault.TV, the largest brand funded project in Europe. RDF Digital was also responsible for providing programme support for all RDF programmes including the award winning Being Human blog which was the most popular blog in the BBC's history. It also launched the support site for the hit series Waybaloo.

In October 2009 Zad left RDF to set up Atomized, a social media business that will create content for distribution across the web and TV.

Adrian Swift

Director of TV

etv



Adrian heads up etv media group's creative team, which provides all our clients with creative excellence whether it be the development of a multi-platform format, an adaptive video campaign or an iPhone app.

He has spearheaded etv's key digital TV, online and mobile projects including Thomas Cook TV, London TV, Gala TV, Thomas Cook TV broadband service and his most recent commission, Fat Pets, Fat Owners for Sky. Adrian began his media career as a newspaper journalist before becoming one of Australia's top executive producers for major lifestyle and sporting programmes. While at Channel Nine, Adrian was the founding producer of Australia's number one travel programme Getaway. Under his stewardship, the programme won many awards and was sold to 14 countries, gaining an international audience of over 100 million.

As well as producing several international outside broadcasts, including the Australian Grand Prix, Adrian launched Australia's first commercial television website - a site which ultimately became

NineMSN Expedia in Australia. After working on the Nine Network-Microsoft joint venture in Australia, Adrian moved to London to work for leading British factual producer Endemol as Executive Producer on programmes for Channel 4 and Channel 5.

Before founding the etv media group, Adrian was head of digital interactive development for Mirror Television, where he was responsible for developing advanced interactive formats and broadband solutions for new digital channels and platforms.

Nuno Bernardo

CEO

beactive



After spending some years in the Marketing and Advertising world, Nuno Bernardo established his own Company, beActive,

where he created "Sofia's Diary"(Portugal), the Interactive TV Series that explores the modern Pop culture and European teen culture and is pioneering the mix of traditional medias like TV, Books and features films with New Medias like Internet and Mobile. The Series is being localized in different territories around the World and distributed by Sony Pictures Television.

With "Sofia's Diary" he was nominated in 2004 for Innovation Award in Mobile Entertainment Forum Awards (London) and also to the Mobile & Internet TV Awards in 2007 (Cannes). The Series is being localized in different territories around the World. His pioneering work on this area lead him to be guest and keynote speaker in International events like the Toronto, Cannes and Venice International Film Festivals, MIPTV (Cannes), MEM (London), Participation TV (London), the Interactive TV Show Europe, and many others.

He just finished producing the third season of the UK version of Sofia's Diary for SONY and social Networking BEBO.COM and the second season of the Interactive show called "Flatmates" for the Portuguese Web portal SAPO and national broadcaster RTP. Last year he created the Web magazine "Beat Generation", directed the Web-Documentary "The Art of B-Boying" and was Executive Producer on the TV series "The Weight" featuring Linda Hamilton. His latest production, Final Punishment, a thriller/horror based on-line experience will hit Brazilian

screens in October 2009 and in the Fall 2009 he will Executive Produce the Canadian Comedy Series, "Living in Your Car" In his home country, Nuno Bernardo already sold more than 400.000 books and his work is being licensed for International publishing.

Patrick Walker

Director of EMEA Partnerships
YouTube



Patrick Walker leads the development of content strategy and partnerships for YouTube in Europe, the Middle East and

Africa. He has over 15 years of experience in the television, radio and online media industry, including his tenure as General Manager of International Video Services for RealNetworks, where he was instrumental in launching Real's first premium audio and video services in Europe, Asia and Latin America. While at Real, Patrick was also responsible for developing direct-to-consumer broadband video products with partners such as UEFA, BBC Worldwide and Channel 4.

Patrick began his career in international media and technology as a TV producer for Japan's public broadcaster, NHK. While in Tokyo, he produced and directed award-winning educational and documentary TV programmes and participated in the launch of the world's first HDTV channel. He later joined BBC News as a Senior Broadcast Journalist in Japan and South East Asia. Returning to London in 2000, Patrick accepted a role with TWI's management team to launch one of the earliest 'converged' web and TV services.

Patrick holds a Master's degree in International Administration, Planning and Social Policy from Harvard and a Bachelor's degree in Journalism from the University of Southern California. He also studied at Keio University in Tokyo and the University of Paris.

Jon Gisby

Director of future media and technology
Channel 4



Jon Gisby joined Channel 4 in November 2007 with responsibility for expanding Channel 4's presence in online digital media and growing revenue from this source. He was recently

responsible for Channel 4's pioneering content deal with YouTube that will make the broadcaster's original programmes available on demand, in full and free-of-charge via YouTube in the UK in the coming months. He is also responsible for overseeing Channel 4's £50 million public service digital media fund 4iP which launched with a range of partners in October 2008.

He is an executive member of the Channel 4 board and sits on the Group's executive management team. Prior to joining Channel 4, Jon was vice president of media and communications for Yahoo! Europe and managing director for Yahoo! in the UK & Ireland.

Previous roles include working for Freeserve in a variety of senior management roles and a stint in the BBC's corporate strategy team.

Adam Valkin

Global head of digital media & new business, Endemol



Adam is responsible for overseeing and driving Endemol's global digital media activities including identifying, acquiring and developing

businesses in new growth areas. Adam joined Endemol from Arts Alliance where he spent nine years investing in and developing a number of digital media businesses including LOVEFiLM, Propertyfinder, Player X and Blinkbox.

Adam also served as the first CEO of LOVEFiLM and previously worked for barnesandnoble.com in New York and for internet software developer Firefly.

He joined Endemol as Global Head of Digital Media and New Business in September 2008.

Alex Connock

Chief executive
TenAlps



Co-founded Ten Alps 1999 with Bob Geldof, and listed it in 2001 on AiM, after a TV and Radio production background at BBC, Granada and Planet 24.

Ten Alps has made 20 acquisitions and is now a leading independent factual media producer - high-quality TV, online TV and B2B content.

Companies within Ten Alps include production companies Brook Lapping, Films of Record and

Blakeway, which between them make broad, agenda-setting documentary output for BBC, Channel 4 and many other broadcasters, as well as globally-recognised online education channel Teachers TV.

Ten Alps also publishes around 700 trade titles, making it a market leader in multi-platform B2B and public sector contract publishing, ground-breaking corporate responsibility content production company DBDA and online corporate video producer Twenty First Century Media amongst other communications businesses. Revenue 2008 was over £80m.

Alex has been several times shortlisted as Entrepreneur of the Year. He is currently entrepreneur in residence at INSEAD (Fontainebleau), governor of Manchester Metropolitan University, advisory board member of Salford University Media School, board member of Northwest Vision and Media, and a NESTA mentor to startup media companies, working with Roughcut TV, a comedy producer.

Bloggng on entrepreneurship for Grant Thornton. Has a BA from St John's College, Oxford in Politics and Economics, Master's in Journalism from Columbia University (New York), and MBA from INSEAD.

Jane Burton

Head of content and creative director

Tate Media, Tate London



Jane Burton is head of content and creative director for Tate Media, Tate, London. She is responsible for developing and delivering the creative

strategy for Tate's video and film productions. Projects she oversees include documentaries about artists for UK television, the video podcast series TateShots, and the newly announced Tate Movie - a collaboration with Aardman animation.

In 2002, she launched the world's first wireless multimedia tours at Tate Modern, winning a Bafta for innovation, and last summer piloted the UK's first tour for the iPod touch and iPhone, part of an ongoing project to find ways of delivering rich media content direct to people's own devices. She initially joined Tate in 1999, as Tate Modern's curator of Interpretation, and previously worked as a journalist and art critic

for national newspapers.

David Sabel

Head of digital
The National Theatre



The National Theatre appointed David Sabel as its first head of digital media to develop and co-ordinate its growing

digital strategy in 2009. He joined the NT in September 2008 as producer of NT Live, the ground-breaking initiative to broadcast plays live from the National's stages to cinemas worldwide.

David Sabel trained as an actor at Northwestern University in Chicago and Jacques Lecoq in Paris. After having worked as a chef for three years, he received an MBA from Cambridge University. His dissertation, looking at digital opportunities in the arts, brought him to the National Theatre where he stayed on to produce the pilot season of NT Live and the National's first documentary commission, Making War Horse.

Rachel Coldicutt

Head of new media
Royal Opera House



Rachel has been working with interactive media since 1997, working across the arts and entertainment sectors for companies as

diverse as Microsoft, BT, the BBC, and the V&A.

At the ROH, she is responsible for increasing audience engagement through interactive channels, and has been a part of the team that has shaped the organisation's approach to the digital world.

Kate Bradshaw

Deputy MD and head of online commissioning
ITV.com



Kate Bradshaw joined ITV.com in January 2008, having spent eight years as Executive Editor at the BBC, and more

recently as director of production new media the sports and entertainment giant IMG. Kate's role at ITV is to commission content and applications for itv.com, providing users with the very best experience of ITV's programmes and talent online. Kate has been the driving force behind the award-winning website

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for The X Factor and in 2009 The X Factor website won a Broadcast Digital Award for Best Multi-Platform Project. Earlier this year she commissioned the explosively popular Britain's Got Talent website for itv.com. Beyond entertainment Kate has commissioned exclusive online content for the re-launched Coronation Street site, content for the immersive online drama Primeval Evolved, This Morning and she is currently focused on the site development for this year's I'm A Celebrity Get Me Out of Here! When Kate isn't commissioning, as Deputy MD of itv.com she leads the implementation of itv.com's strategic direction and focus.

At IMG, Kate was Director of Production New Media, working on 360 content propositions with IMG's production companies Tiger Aspect and Darlow Smithson, as well as developing interactive IP. As Executive Editor at the BBC, Kate delivered the BBC's first broadband channel for BBC Two in 2006, featuring over 80 catch-up titles and exclusive short form video. It was a ground-breaker for the BBC, mixing official content with UGC, fan sites and blogs. Kate's commissioning and production credits include The Apprentice, Dragons' Den, The Verdict, My Science Fiction Life, BBC Two's Summer of British Film, Party Animals, Picture of Britain, The Proms, Shakespeare Live from The Globe and various BBC Four seasons, including its launch website.

Darren Navier

Creative director
Numiko

Darren joined Numiko after having spent the majority of his career working in London for some of the country's biggest and most well known digital and interactive advertising agencies.

Working at AGENCY.COM for seven years, with roles at many levels and finally as Creative Director, Darren worked on blue-chip brands and 'big digital spenders' such as BT, BA, O2, Heineken and Dulux among others. Darren led multi-disciplinary creative teams delivery core web services as well as engaging and creative online marketing.

Darren then spent four years establishing Play as the digital and interactive heart of M&C Saatchi. Firstly as creative director, then as emerging channels director, Darren worked closely with brands such as Heinz, Fosters and RBS to create some ground-breaking branded-content projects' incorporating multiple channels including digital

outdoor, mobile and online.

Joining Numiko, Darren now works directly with entertainment and media brands; making broadcast or linear narratives come alive online - with an emphasis on getting the audience involved via the increasing opportunities social and mobile media offers.



Louise Brown

Head of cross-platform
commissioning
C4

Jon Davenport

Head of digital

Hat Trick Productions



Jon began his career at Granada where he produced the websites for I'm A Celebrity Get Me Out Of Here!, and Blind Date. He then moved

to Endemol where he devised a variety of cross-platform projects including the supernatural drama Signs of Life for BBCi, the most expensive web production funded by the BBC at the time. Since joining Hat Trick in 2006, Jon has continued to develop and produce ground-breaking digital projects, including the BAFTA nominated Bryony Makes A Zombie Movie for BBC Three, online drama Neon Candy for Ford Fiesta, and cross-platform entertainment format Chartjockers for BBC Switch.

Clare Laycock

Channel Head, Home and Really
UKTV



As part of UKTV's ambitious rebrand activity, Clare was appointed in 2008 to lead the overhaul of two of the

broadcaster's lifestyle offerings, rebranding UKTV Style and UKTV Gardens into Home and launching brand new channel, Really. A lifestyle television veteran with over 15 years of broadcasting under her belt, Clare is responsible for content and strategy for both these new channel brands and their associated websites, lovehome.co.uk and isitreally.co.uk, in her role as Channel Head. Before joining UKTV, Clare spent two years at BBC Learning as Head of Campaigns, where she oversaw a 50-strong team delivering multiplatform campaigns off the back of a diverse range of Learning-funded programmes, including BBC Two's Springwatch, BBC Three's Baby Borrowers and

BBC One's Desperately Hungry Housewives.

Prior to that and following a stint in medical production, Clare spent many years at Discovery UK where she experienced the digital TV revolution first hand, launching their first ever lifestyle channels, and ultimately running Discovery Health and Discovery Kids as VP and Channel Director.

Jo Twist

Multi-platform commissioning
executive for entertainment and
Switch

BBC

Jo Twist is the Multiplatform Commissioner for BBC Entertainment & Switch. She commissions multiplatform formats, experiences, and products for the BBC's major Entertainment TV and online only shows, as well as the corporation's Teen brand. Previously, Jo was BBC Three's Multiplatform Channel Editor where she led the multiplatform extension and online strategic direction of the channel's rebrand in 2008. She re-joined the BBC in 2007 as Multiplatform Research Manager after heading up Digital Society & Media research at the Institute for Public Policy Research where she was a Senior Research Fellow. Her early career at the BBC was as Technology Reporter for the BBC News website and a broadcast journalist for CBBC Newsround online. An expert in participatory media, social media, and online communities, she has written and commented extensively across digital print, radio and TV. She holds a Ph.D. in online communities and youth identity from the University of Newcastle.

Richard Vargas

Senior VP development and
production
FMX



Richard Vargas is Senior Vice President of Development & Production at FMX, the central new media division of FremantleMedia.

Within FMX Richard is responsible for developing and executing new on-line entertainment experiences, which are both created by the FMX team, as well as in partnership with third parties. Richard's credits at FMX include Freak an on-line drama produced with MySpace for Red Bull and P&G, as well as urFANTastic, an on-line fan music website. Prior to joining FMX Richard worked in FremantleMedia's

Worldwide Entertainment division looking after development activities across the group. Richard also worked at Thames Television in entertainment development where his credits included The Richestfor Sky One, and The Farmer Wants A Wife for ITV1. He started his career in television working on natural history documentaries.

Matt Locke

Commissioning editor for education
C4



Matt Locke is commissioning editor for education at Channel 4. He works with the Education team to commission

online services that will deliver informal learning in innovative and exciting ways to teenage audiences. In the first year of its new online strategy, C4 Education projects have won numerous awards, including a BAFTA, BIMA and Flash Forward award for Bow Street Runner, a BAFTA nomination for Yeardot and an EMMY for Battlefront. Also in 2009, Matt Locke was nominated for the New Media Age Greatest Individual Contribution to New Media award. Before Channel 4, Matt was head of innovation for BBC New Media & Technology. He was responsible for developing and running research programmes within the BBC and with external partners, including developing academic and industry partnerships, and developing open innovation initiatives like <http://backstage.bbc.co.uk> and <http://open.bbc.co.uk/labs/>. Before joining the BBC, Matt worked as a curator and writer, specialising in the social adoption of technology and still continues to write regularly about these themes for journals, websites and his own site at www.test.org.uk

Tom McDonnell

Co-founder and creative director
Monterosa



Tom McDonnell is co-founder of creative technology house Monterosa, who specialise in live multiplatform events.

Starting out as a developer in games, post-production and broadcast, he and Simon Brickle setup Monterosa in 2002. Their vision was to establish new ways of allowing television and web to work together seamlessly, and have since been instrumental in formats such as Test The Nation, CBBC's Run! and the Apprentice Predictor.