



MEDIA. NYC. 2020

Final Report



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

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INTRODUCTION: LETTER FROM SETH PINSKY

Fast-paced, connected, relevant: these are just a few of the defining characteristics of New York City. It is no wonder, then, that New York City has long been an international media capital. Many of the world's largest media companies are headquartered here, with businesses based here alone generating roughly half of the country's revenues in magazines, books and broadcast television and accounting for a quarter of the country's market share in newspapers and cable television. However, traditional media business models are being challenged as new technologies change the industry landscape. At NYCEDC, we believe that to bolster the City's media sector and to maintain its status as the world's leading media capital, we need to transform our media and technology sectors.

Through Media.NYC.2020, launched in February 2009, NYCEDC set out to identify specifically what the challenges (and opportunities) facing New York's media sector are in order to secure NYC's place as an industry leader by 2020. Our year-long examination of the dynamics facing the sector drew upon the insights and recommendations of more than 200 experts, venture capitalists and academics. Together with industry leaders, we identified four strategic areas of focus: promoting connectivity; fostering innovation and entrepreneurship; opening a bi-lateral media gateway; and attracting top talent.

The initiatives launched in the past two years have already had a significant impact. They include cultivating collaborations among the City's start-ups, media companies, and academic institutions through the NYC MediaLab; fostering innovation through the NYC BigApps Competition, developed in partnership with the Department of Information Technology and Telecommunications to provide software developers with access to over 150 City datasets, resulting, in among other things, in a partnership with \$100 MM BMW iVentures fund; spurring entrepreneurship through low-cost, shared workspace for start-ups through incubators such as the Hive at 55 and the facility at 160 Varick; investing in seed-stage companies through the NYC Entrepreneurial Fund; and mentoring nearly 400 enterprising New Yorkers through two initiatives, NYC Venture Fellows and JumpStart.

As we continue to cultivate a 21st century media culture here in New York, NYCEDC is working to ensure that the City's media sector remains the most fast-paced, connected, global, innovative and adaptive on the planet. While the sector will undoubtedly continue to face future challenges, we are committed to creating growth opportunities that build on a strong history of leadership — leadership that I am confident our City can, thanks to the depth of our talented workforce, maintain in the coming decades and beyond.

Seth Pinsky
President
NYCEDC



INTRODUCTION: LETTER FROM PROJECT CHAIRS

Dear Friends,

NYC has a bright future as a global media capital thanks to the depth of its creative, technical and managerial talent. However, the future does pose challenges for NYC's media industry, as new technology continues to disrupt existing business models and growth in emerging markets outpaces more established media markets in the United States and Europe.

To help NYC navigate these challenges, we were pleased to partner with NYCEDC on Media.NYC.2020. This initiative brought together City government with media leaders from NYC and beyond to examine the trends and uncertainties shaping the future of media globally and identify concrete steps NYC could take to strengthen its position as a global media hub. This report summarizes the findings of Media.NYC.2020, and we trust that it will be of interest both to our private sector colleagues with a stake in the future of the media industry and to anyone passionate about the future of NYC as a media capital.

As you will see in the report, Media.NYC.2020 has led to a number of innovative initiatives. We applaud these efforts by NYCEDC and their partners in the NYC media community.

Tim Armstrong
CEO & Chairman of AOL

Peter O. Price
President & CEO of
Premiere Previews

Jeffrey L. Bewkes
Chairman & CEO of Time Warner

Sir Martin Sorrell
CEO of WPP Group

EXECUTIVE SUMMARY

The media ecosystem in New York City, as elsewhere, is being fundamentally transformed. Mayor Michael R. Bloomberg notes “NYC is the media capital of the world, but—with the industry undergoing profound changes—it’s incumbent on us to take steps now to capitalize on growth opportunities and ensure we remain an industry leader.” To address these challenges, Mayor Bloomberg and the NYC Economic Development Corporation (NYCEDC) launched Media.NYC.2020 in February, 2009. **The vision of Media.NYC.2020 is to secure NYC’s status as the world’s leading media capital by 2020.**

We would like to thank the project Chairs: Tim Armstrong, Chairman & CEO, AOL; Jeffrey L. Bewkes, Chairman & CEO, Time Warner; Sir Martin Sorrell, CEO, WPP Group; and Peter O. Price, President & CEO, Premiere Previews. We would also like to thank the participants in the Media.NYC.2020 community for their support (see Appendices A and B), and the global management-consulting firm Oliver Wyman, represented by Martin Kon, Head of the Media & Entertainment practice, for their strategic guidance as NYCEDC’s knowledge partners.

Media.NYC.2020 convened a series of workshops and panel discussions with over 200 industry leaders from each of the key media sectors as well as real estate, financial services, and academia. These sessions aimed to understand:

1. NYC’s current situation and relative market share;
2. likely potential scenarios for the future of the industry; and
3. actionable next steps the City can take to help strengthen its situation

To realize the project vision, industry leaders proposed that NYC focus on four strategic areas:

- **Connectivity:** Connecting people to one another and to world-class data networks, as well as fostering cross-industry collaboration;
- **Innovation:** Developing a world-class hub for innovation, providing key resources for startups, and connecting them to sources of funding, as well as incubators;
- **Talent and Education:** Recruiting home-grown technical talent, relaxing visas for international talent, expanding creative and technical programs at universities, and retooling skills of current media employees;
- **Turning NYC into a Bi-Lateral Media Gateway:** An entry point for foreign companies, and a staging ground for US companies reaching out to the world.

These initiatives have already produced significant results. BMW iVentures has recently opened in NYC, attracted by the Media.NYC.2020 initiatives and community.

ACTIONABLE NEXT STEPS: MEDIA.NYC.2020 AND RELATED INITIATIVES

NYC has already launched a suite of initiatives that focus on these four crucial areas.

INITIATIVE	CONNECTIVITY	INNOVATION	TALENT AND EDUCATION	TURNING NYC INTO A BI-LATERAL MEDIA GATEWAY
NYC Media Lab	○	○	○	
Media and Tech Bond Program		○		
NYC Venture Fellows		○	○	○
Startup Procurement and Prepare for Success	○	○	○	
NYC BigApps Competition	○	○	○	
Hive at 55		○		
JumpStart New Media			○	
International and Domestic Recruitment			○	○
Incubators		○	○	
NYC Venture Connect	○	○		
NYC Entrepreneurial Fund		○		
Engineering and Applied Sciences Research Campus (RFEI)	○	○	○	

A set of “no regret” moves was identified that would benefit NYC under all scenarios:

1. **NYC Media Lab:** Seeks to partner companies looking to advance new media technologies with academic institutions undertaking related research. Our partners for this initiative are the Polytechnic Institute of New York University (NYU-Poly) and Columbia University.
2. **Media and Tech Bond Program:** Helps startup and small companies purchase manufacturing, research, or production facilities, retrofit existing buildings to accommodate high-tech servers, or make large IT purchases.
3. **NYC Venture Fellows:** Selective, annual program for rising, high-potential entrepreneurs from around the world. Our partner for this initiative is Fordham University.
4. **Startup Procurement:** NYC will encourage local startups and established firms to team up on bidding for city IT contracts and promote other city contracting opportunities.
5. **Prepare for Success:** Workshops to address challenges faced by startups in NYC.
6. **NYC BigApps Competition:** Annual software competition to develop online and mobile applications that utilize city data. Our initial partners for this initiative are the NYC Department of Information Technology and Telecommunications and ChallengePost.
7. **Hive at 55:** A center for media freelancers at 55 Broad Street. Our partners are the Downtown Alliance and Rudin Management.
8. **JumpStart New Media:** Training program to assist displaced or entrepreneurial junior to mid-level employees explore opportunities in new and digital media. Our partner for this initiative is the Levin Institute.
9. **International and Domestic Recruitment:** Recruitment campaign across Asia and the Middle East, as well as Silicon Valley and greater Boston.
10. **Incubators:** High-quality, ready-to-use office space that includes basic business services. The first incubator was launched at 160 Varick Street in July 2009 as a partnership with Trinity Real Estate and Polytechnic Institute of NYU.
11. **NYC Venture Connect:** NYC created a website to serve as a central information portal for entrepreneurs.
12. **NYC Entrepreneurial Fund (NYCEF):** A \$22 MM fund – the first of its kind outside Silicon Valley. Managed by FirstMark Capital, the target is NYC-based technology startups.
13. **Engineering and Applied Sciences Research Campus, Request for Expressions of Interest (RFEI):** On December 16, 2010, Mayor Bloomberg announced a bold initiative to increase the scale of NYC’s applied sciences community.

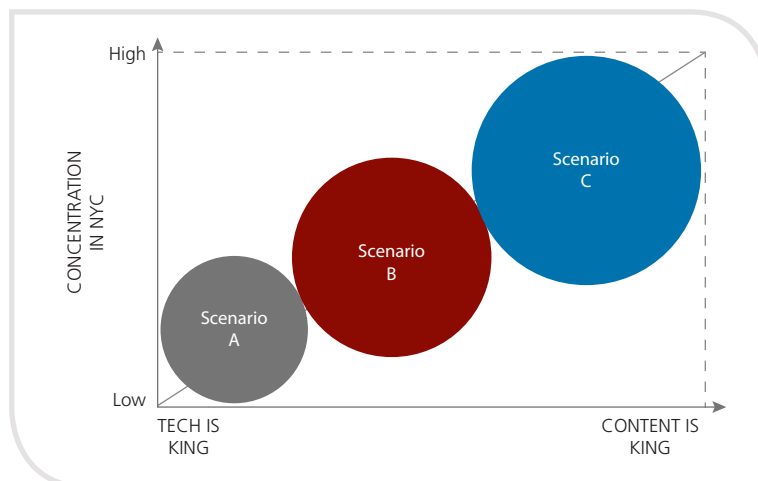
NYC MEDIA'S CURRENT SITUATION

NYC has more media jobs and is home to more multi-billion dollar media companies than any other city in the world. NYC's media ecosystem includes the largest advertisers, the most respected news agencies, and the largest broadcast and cable television networks. Companies in NYC have access to an unparalleled variety of talent, and entrepreneurs have access to venture capital, which is fueling innovation. Finally, as the largest US air travel hub, NYC is an accessible, international center. But what will the NYC media landscape look like in a decade?

2020 LIKELY SCENARIOS

We canvassed the opinions of 200+ media executives. A synthesis of these discussions suggested three plausible scenarios for the media ecosystem in NYC by 2020:

DIVERSITY/CONCENTRATION OF MEDIA IN NYC



- **Scenario A: Fragmentation.** Content, the backbone of NYC's media ecosystem, declines in value. Value flows to device and connectivity players (not a traditional NYC strength). Potential risks in this scenario are that NYC loses talent and its networks weaken.
- **Scenario B: New Equilibrium.** NYC's media ecosystem continues to grow on current course and speed. Media companies begin to build a business around digital models. Networks remain in place, and startups collaborate with incumbents. NYC competes with other media capitals for global prominence.
- **Scenario C: Concentration.** Content is king and there is a high concentration and diversity of media businesses in NYC. Content, device and connectivity players create and capture additional value, and ad spend grows. Job growth increases across all sectors. With investment in world-class data infrastructure, NYC becomes a hub of entrepreneurial activity. Innovation drives M&A activity. NYC strengthens its position as the global media hub.

EMERGING THEMES IN MEDIA

How these scenarios develop and which one triumphs depends on the answers to three broad questions:

- What kind of content and experiences will consumers demand?
- How will they find and access content?
- How will business models and value chain competition evolve?

Panel members feel confident identifying eight themes—domestic vs. international, mass vs. niche content, personalized content delivery, digital distribution, payment models, advertising evolution, and network openness—whose evolution will provide answers to these questions. But each theme has open issues that will only be answered by the quality, price, and convenience of the product delivered to consumers. Today, it's easier to list the spectrum of possibilities than it is to give concrete answers. In the report, we fully delineate the seven themes and possible outcomes. However, whatever the future holds, we believe Media.NYC.2020 and related initiatives are no-regret moves that will strengthen the City.

We thank the more than 200 media and entertainment executives for their unvarnished opinions about NYC's future as a media center and the triggers the City might leverage to maintain its status as the global media hub. It has been our great pleasure to work on this project and we look forward to the implementation of our recommendations.

Sincerely,

Steven Strauss

Kristy Sundjaja

Peter Robinson

Andrew Chen



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1. MEDIA.NYC.2020 PROJECT SUMMARY OF ACTIONABLE NEXT STEPS AND WORK IN PROGRESS

NYC has launched a suite of initiatives that focus on the four areas crucial to maintaining the City's status as a global media capital: Connectivity, Innovation, Talent & Education and Turning NYC into a Bi-Lateral Media Gateway. Listed below is a brief status update on Media.NYC.2020 and related initiatives. For continually updated information, please visit www.nycedc.com.

NYC MEDIA LAB (WWW.NYCMEDIALAB.ORG)

NYC Media Lab partners companies looking to advance new media technologies with academic institutions undertaking related research. The Media Lab's database of research projects facilitates interactions between researchers and corporate partners, and generates workshops on practical applications. An Executive Director, Roger Neal, was hired to oversee all Media Lab activities, which has already resulted in a number of cross-sector workshops on topics such as digital advertising, analytics, online media, and gaming. Our partners for this project are Polytechnic Institute of NYU (host) and Columbia University.

NYC VENTURE FELLOWS (NYCVENTUREFELLOWS.ORG)

NYC Venture Fellows is a selective, annual program for rising, high-potential entrepreneurs from around the world. NYCEDC, in conjunction with Fordham University, established NYC Venture Fellows to provide a group of entrepreneurs from a variety of industries with the professional network, resources, and training to build scalable, NYC-based businesses. Each year, Fellows will be matched with mentors for one-on-one advice and support. Following completion of the one-year program, NYC Venture Fellows will remain engaged and connected through an alumni network. For a list of the first year Venture Fellows, see Appendix D. We would like to thank the Venture Fellows Selection Committee:

- Lawrence Lenihan, CEO and Managing Director of FirstMark Capital
- Rev. Joseph M. McShane, S.J., President of Fordham University
- Emily Rafferty, President of the Metropolitan Museum of Art
- Sir Martin Sorrell, CEO of WPP Group
- Fred Wilson, Managing Partner of Union Square Ventures

STARTUP PROCUREMENT

NYC encourages local startups and established firms to team up on bidding for city IT contracts and promote other city contracting opportunities for startups. For this, city agencies hosted Gov 2.0 Tech Forum – designed to educate small and start-up tech companies about the city’s evolving use of technology and to help these companies become involved in the city’s IT processes. The one-day forum, held at Digital Sandbox at 55 Water Street in Lower Manhattan, included a panel discussion and presentations by city agencies and private sector partners from the Department of Information Technology & Telecommunications (DOITT), Department of Small Business Services (SBS), Mayor’s Office of Contract Services (MOCS), venture capital firms, IBM, and Google.

PREPARE FOR SUCCESS

The city has hosted several workshops to address challenges faced by startups in NYC. The Department of Small Business Services (SBS) assisted in administering these essential workshops. For example, a workshop on PR, Marketing, and Branding was hosted at The Hive at 55 with representatives from nearly 30 companies in attendance. A similar workshop on Legal issues for startups was hosted at DLA Piper.

NYC BIGAPPS COMPETITION (WWW.NYCBIGAPPS.COM)

BigApps is an annual software competition to develop online and mobile applications that utilize city data. The first NYC BigApps Competition launched in October 2009. BigApps received 85 eligible submissions in December, and the winners were determined in January. NYC BigApps 2.0 launched in Q3 of 2010 and finished in March of 2011. The second competition garnered even more involvement by both the developer and NYC community, attracting a partnership with BMW iVentures, who provided a \$100,000 yearly donation and announced their \$100 MM venture fund in NYC. BigApps 3.0 is currently in development, with an expanded focus to challenge developers to create even more useful mobile and web applications for NYC.

HIVE AT 55 (WWW.HIVEAT55.COM)

The lack of affordable workspace and specialized equipment for emerging sub-sectors such as gaming and social networking is a barrier to growth. To address this issue, NYC has partnered with the Downtown Alliance and Rudin Management to launch a center for media freelancers at 55 Broad Street. “Hive at 55” is a 5,000-square-foot space for 50 media professionals at a time (and up to 1,850 per year) who need quality workspace on a daily or short-term basis and access to services such as contract editing, news feeds, and conference space.

JUMPSTART NEW MEDIA (WWW.LEVININSTITUTE.ORG/JUMPSTARTNYC)

JumpStart New Media is a training program to assist displaced or entrepreneurial junior to mid-level employees explore opportunities in new and digital media. The first JumpStart New Media program, which launched in February 2010, consisted of a training “boot camp,” after which the first class of 50 participants was offered a 10-week unpaid apprenticeship with a new media company. The program built on Mayor Bloomberg’s successful JumpStart NYC program designed for workers laid off from the financial services sector. To date, 350 participants have completed the JumpStart program, with approximately 18 percent of participants staying on with their JumpStart company (full-time or part-time) or starting their own company. Nearly 15 percent of participants found jobs during the program or one month after program completion, and over 500 companies have expressed interest in taking on a JumpStart consultant.

INTERNATIONAL AND DOMESTIC RECRUITMENT

As a part of Media.NYC.2020, BMW has recently decided to establish its \$100 MM BMW iVentures fund in NYC, just one example of the NYCEDC’s efforts in multinational corporation recruitment. NYC is home to 29 multi-billion dollar media companies, more than any other city in the world. To ensure its position as the global bi-lateral media gateway by increasing representation among emerging international and domestic media players, NYC, along with media executives, is embarking on a recruitment campaign across Asia and the Middle East, as well as in Silicon Valley and greater Boston. To date, Media.NYC.2020 workshops have been convened in San Francisco, London, and Delhi, and the CEO Advisory Committee has been expanded to include executives from companies in Europe and Asia. In December 2010, NYC hosted its first World to NYC delegation, the beginning of a series of programs hosting delegations of foreign executives of entrepreneurial companies to reduce the barriers for establishing a New York City presence. World to NYC delegations with China, Singapore, and London have brought in nearly 70 companies and nearly 90 delegates to NYC. Only visiting NYC a few months prior, two companies have decided to open operations in NYC.

INCUBATORS

NYC is partnering with academic institutions and commercial landlords to establish high-quality, ready-to-use office space that includes basic business services. The first incubator was launched at 160 Varick Street (a partnership with Polytechnic Institute of NYU and Trinity Real Estate) in July 2009 and we have subsequently launched six additional incubators. Startups can sublease space starting at \$200 per person per month for six months with an option to renew. The space can accommodate 85-100 entrepreneurs. NYCEDC will continue to expand the incubator program.

NYC VENTURE CONNECT (WWW.NYCVENTURECONNECT.COM)

NYC created and manages a website to serve as a central information portal for entrepreneurs. It includes a comprehensive calendar of seminars and networking events, a directory of existing real estate and funding venues, a discussion forum, and other resources. Currently, NYC Venture Connect is being managed in partnership with Columbia University.

NYC ENTREPRENEURIAL FUND (NYCEF)

To strengthen and expand early-stage entrepreneurship in media companies, NYC created a \$22 MM fund – the first of its kind outside Silicon Valley. Managed by FirstMark Capital, the target is NYC-based technology startups.

2. NYC'S CURRENT SITUATION AND MARKET SHARE IN MEDIA

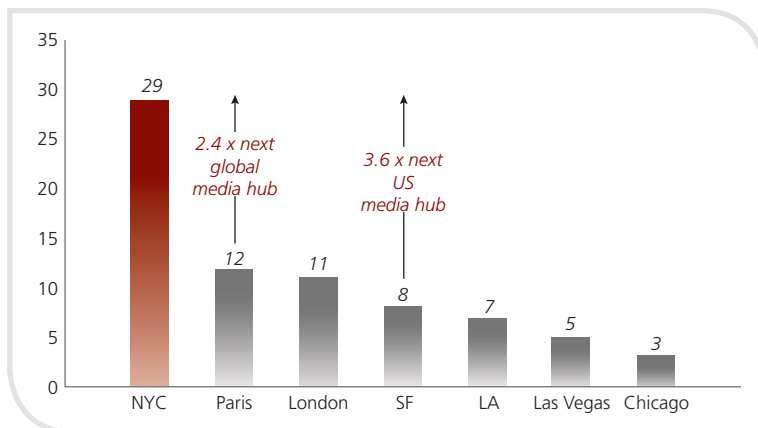
NYC is the media capital of the world, home to more than 17,000 media companies employing more than 300,000 people. NYC has more media jobs and is home to more multi-billion dollar media companies than any other city. Many media companies with headquarters outside NYC also have a significant presence in the city (e.g., Google, WPP).

On a national scale NYC has the largest share of US media jobs. For example, NYC is home to 2.7% of the US population, yet accounts for 20.4% of magazine publisher employment, 15.4% of book publisher employment, 11.5% of motion picture employment, and 11.2% of advertising employment (19.6% of ad agency employment).

NYC's media ecosystem includes the largest advertisers, the most respected news agencies, and the largest broadcast and cable television networks. Small and mid-sized companies also abound. More than one-third of NYC's media jobs come from companies with 100 or fewer employees; and 46% of media employees work in media companies with 500 or fewer employees.

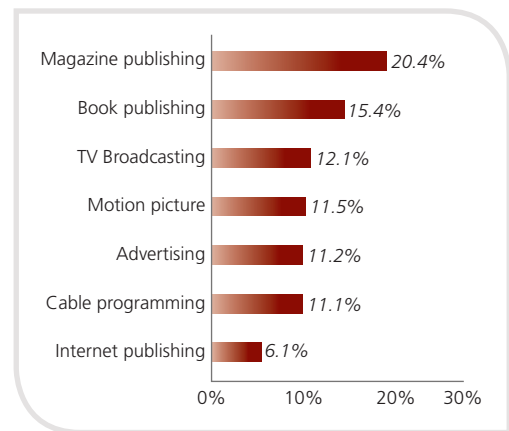
TOP HEADQUARTER LOCATIONS OF MAJOR MEDIA & ENTERTAINMENT COMPANIES

Companies with annual revenue over \$2 BN



Source: US Bureau of Labor Statistics, May 2007, Hoover's. One Source, Oliver Wyman analysis

NYC EMPLOYMENT AS % OF US (2009)



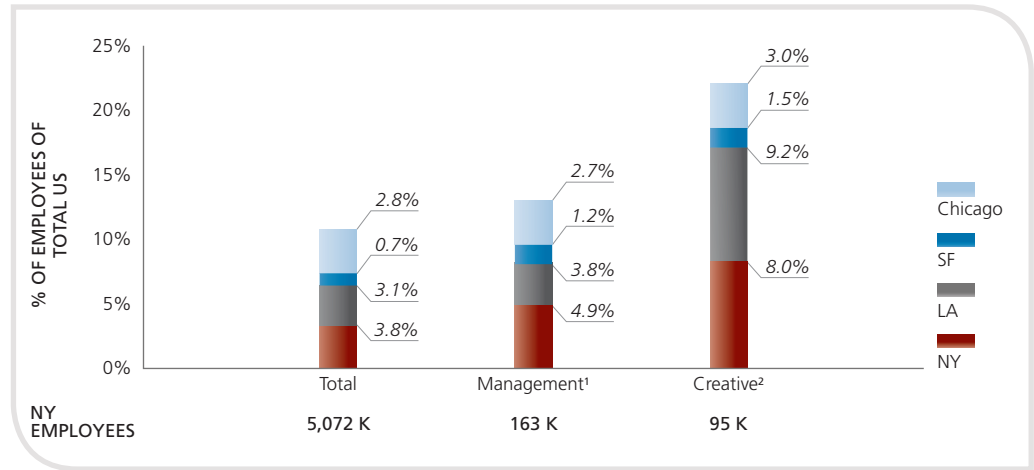
Source: Bureau of Labor Statistics and NYCEDC analysis

Companies in NYC have access to an unparalleled variety of talent. NYC has more business managers and professionals (accounting, finance, and legal) than any other US city, and is among the top 2 American cities in its pool of creative talent. NYC's dynamism particularly attracts young talent, drawing more than 20% of graduating classes from top schools such as Cornell, Dartmouth, Harvard, MIT, and Wharton¹.

¹ Source: The Wharton School Career Report, Harvard Career Report, Cornell Engineering Post Grad Stats, MIT Graduating Student Survey, MBA Employment Report Sloan, HBS Data & Stats Career Hiring, Wharton MBA Career Report, Johnson Employment Report, Tuck Employment Statistics, Kellogg Employment Statistics, Columbia Business School Employment Report.

2. NYC'S CURRENT SITUATION AND MARKET SHARE IN MEDIA

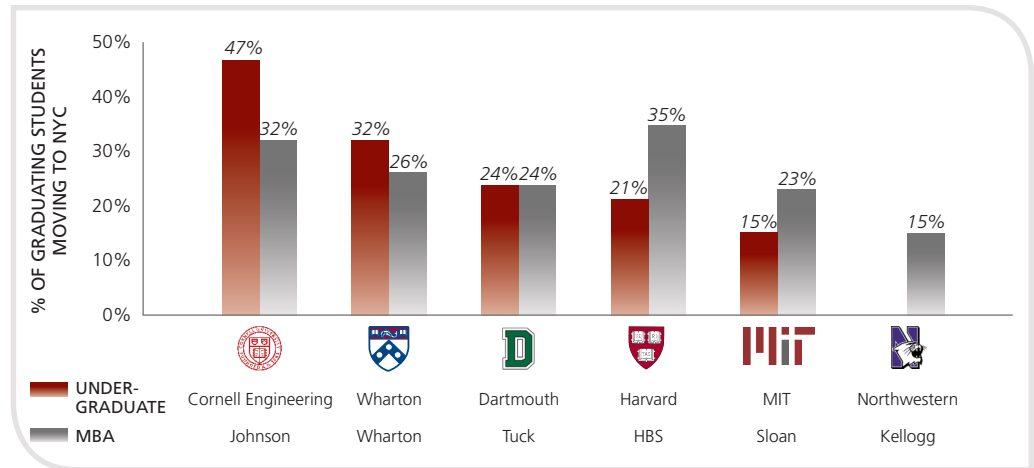
SHARE OF OCCUPATIONAL EMPLOYMENT OF US Percent of industry occupations by major US city



Source: Bureau of Labor Statistics

1. Management includes all business type managers including chief executives, operations, PR, administrative, information, financial, HR, production, and purchasing

2. Creative includes artists, performers, media analysts, reporters, media technicians, and designers



Source: The Wharton School Career Report, Harvard Career Report, Cornell Engineering Post Grad Stats, MIT Graduating Student Survey, MBA Employment Report MIT Sloan, HBS Data & Statistics Career Hiring, Wharton MBA Career Report, Johnson on Employment Report, Tuck Employment Statistics, Kellogg Employment Statistics, Columbia Business School Employment Report

Note: Columbia, NYU, Princeton, and Stanford report location by Northeast region only and have been excluded

NYC has a track record of innovation and entrepreneurship. Notable media and related technology startups include mobile (Foursquare), online video (Howcast, Boxee), advertising (Clickable), e-commerce (Etsy), email (Thrillist), blogging (Tumblr), news (Huffington Post), and hyperlocal (Outside.in)². Startups are fueled by NYC-based venture investors, such as FirstMark Capital, First Round Capital, RRE Ventures, DFJ Gotham, Greycroft, Greenhill, and Union Square Ventures, which have actively participated in the Media.NYC.2020 program.

NYC is an accessible, international hub, the largest US air travel hub by all measures (average daily departures, average daily passengers, etc.). NYC annually hosts more than a dozen major media events and conferences, including Internet Week, AdWeek, Social Media Week, and The Webby Awards.

Last, NYC offers an attractive quality of life. NYC is safe and continues to get safer: from 2000-2009, major felonies in NYC declined by 43% compared with an 8% drop in the US as a whole (source: NYPD and FBI). NYC is clean: in 2010 the Mayor's Office of Operations found 97% of sidewalks and 94% of streets acceptably clean. NYC is diverse: 36% of New Yorkers are foreign born and 48% of people in New York City speak a language other than English at home. And NYC is a cultural hub: home to over 700 performing arts companies and more than 200 museums and historical sites³.

Despite NYC's many attributes as a media capital, it cannot simply rest on its accomplishments. Seoul and Singapore are focusing on new media and technology; and Mexico City, Sao Paulo, and Beijing are looking to dominate the media market in their respective regions. Technology such as video conferencing is making it easier to work remotely, so geographic proximity could become less important in the future, particularly given the relatively high cost of employing personnel in NYC.

To ensure that NYC maintains its status through 2020 and beyond, NYC must be the most attractive location for three key stakeholder groups: leading media companies, startups and entrepreneurs, and talent. The Media.NYC.2020 and related initiatives the City has launched represent our efforts so far to make NYC more attractive for each of these stakeholder groups.

² Source: Silicon Alley Insider 2010.

³ Source: HR&A analysis of 2007 NYSCA and 2006 DCA data.

3. PLAUSIBLE POTENTIAL SCENARIOS IN GLOBAL MEDIA AND IMPLICATIONS FOR NYC

In thinking about potential future scenarios, we started by identifying emerging themes in media around which there is relative consensus as well as areas where there are open questions and uncertainty. Based on the uncertainties, we identified three potential scenarios that could play out for the global media industry, each with different implications for NYC. The scenarios are not forecasts but possible directions the media industry could take depending on how different uncertainties unfold. The purpose of identifying plausible scenarios was to develop actionable next steps, in the face of uncertainty, that could help strengthen NYC's media industry regardless of future outcomes.

3A. EMERGING THEMES IN MEDIA

Facilitated by Oliver Wyman, media and entertainment executives outlined eight themes affecting the evolution of the media ecosystem between now and 2020. Questions were presented to Media.NYC.2020 participants with a spectrum of possible outcomes, and participants were polled on expected future outcomes along the spectrum. For example, we asked how participants thought content would be monetized in the future. They were asked to choose which model would dominate

along a spectrum, from user-paid a la carte transactions for content and bundled subscriptions on one end, to ad-supported and publicly sponsored content at the other end. Through this polling and discussion with participants, we identified areas of consensus, reflected in the following emerging themes:

1. **Shifting Media Activities.** Hybrid media activities, the advent of producing and “mobiling”, and multi-tasking will increase overall consumer time spent with media and drive revenue growth.
2. **Increasing Importance of Non-US Markets.** Non-US consumers grow disproportionately in spending power, and international markets will spawn new content creators serving both local and US audiences.
3. **Mass vs. Niche Content.** Mass-market blockbusters and niche user-generated content grow symbiotically, leaving “mid-tail” content pinched on both sides.
4. **Personalized Content Delivery.** Consumers rely heavily on personalized discovery for on-demand access to content.
5. **Digital Distribution.** The shift from physical to digital distribution results in a migration from high-price content ownership to lower-cost content access.

6. **Payment Models.** Industry revenue migrates away from transactional content purchases toward bundled subscriptions, advertising, and consumer electronics purchases.
7. **Advertising Evolution.** Targeted and more measurable (performance-based) advertising replaces traditional interruption-style ads.
8. **Network Openness.** “Over-the-top” video services to PCs and mobiles proliferate, fragmenting audiences.

3B. OPEN QUESTIONS

The themes presented above reflect the consensus opinions from the participants in this project. However, with a number of questions and possible outcomes we posed to Media.NYC.2020 participants, there was much less consensus about position along the various spectra for the themes. The open questions represent areas where our participants’ answers were dispersed across a range of alternatives.

Value capture. Although new (e.g., mobiling) and hybrid (e.g., reading/watching/listening) activities are emerging, which will capture bulk value from these activities—content providers or technology companies?

1

Content taken for granted and assumed free, consumers pay only for device and connectivity	←	Value shared between content, devices and connectivity	→	Content providers reassert value capture leads in new sectors
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

The future of mid-tail content. While blockbusters and user-generated content grow in symbiosis, professional mid-tail content will be squeezed. Will it disappear?

2

Professional mid-tail disappears, succumbs to squeeze	←	Professional mid-tail retools for much lower cost model to attempt to compete successfully	→	Maintenance/growth in importance of professional mid-tail content
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

Size and nature of overall ad spend. The shift from buying discrete content to securing access to content will impact advertising. But will overall ad spend grow or decline? How much will shift to alternate models (e.g., search)?

3

Decline in ad spend: decline in traditional ad business, Little innovation toward new models	←	Ad spend returns to previous levels, maintaining status quo	→	Ad spend grows through combination of traditional and new alternate models
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

Drivers of innovation. Media innovation will primarily come from startups. But how will innovation achieve scale? Will it do so from the growth of more independent “Googles” or with support from established players?

4

All innovation comes from start-ups, who reach scale as stand-alones	←	Innovation shared by start-ups and incumbents through collaboration	→	Est. players leverage assets & harness start-ups’ creativity to lead innovation
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

Established media players and their staff. Jobs will likely be transferred away from asset-intensive creation and distribution. Will established players retool to create new jobs internally, or will jobs be transferred elsewhere?

5

Est. content players, esp. publishing and TV, retrench around much leaner orgs	←	Established players “cannibalize” “obsolete” activities internally	→	Established players embrace digital, re-invent themselves and grow
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

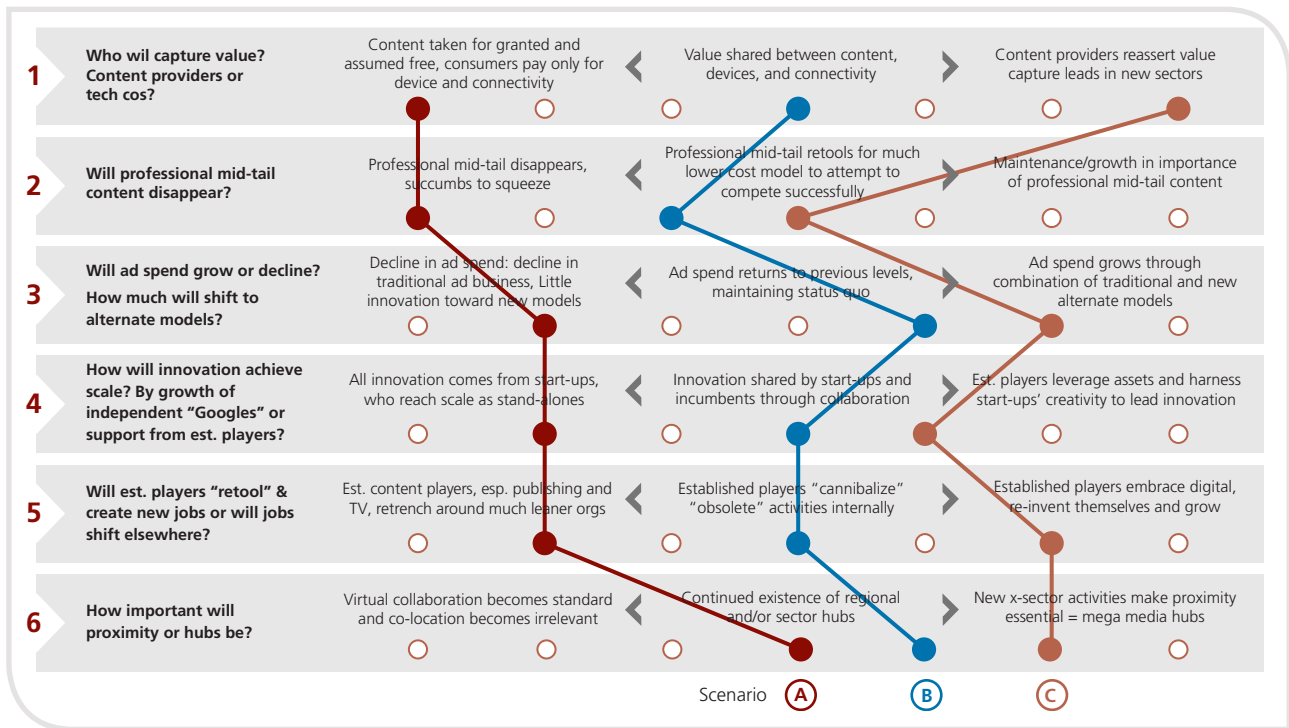
Relevance of global hubs. Faster growth in international markets will power the rise of foreign media hubs. How important will proximity or co-location/hubs be for global players and related businesses?

6

Virtual collaboration becomes standard and co-location becomes irrelevant	←	Continued existence of regional and/or sector hubs	→	New x-sector activities make proximity essential = mega media hubs
<input type="radio"/>		<input type="radio"/>		<input type="radio"/>

3C. THREE SCENARIOS FOR MEDIA EVOLUTION

Based on the dispersion of participants' polling responses across the spectrum of alternatives and their thoughts regarding the most likely outcomes for each uncertainty, we have constructed three possible scenarios for the media sector:



These three scenarios can be described as follows:

	(A) FRAGMENTATION	(B) NEW EQUILIBRIUM	(C) CONCENTRATION
Who captures value?	<ul style="list-style-type: none"> Content (particularly professional mid-tail content) declines in value Lower cost production models dominate Overall ad spend diminishes 	<ul style="list-style-type: none"> Content, devices, and connectivity capture value, likely at today's levels Professional mid-tail content retools in order to compete Ad spend remains static 	<ul style="list-style-type: none"> All aspects of ecosystem – especially content – capture additional value Professional mid-tail content retools Ad spend grows through both existing and new models
Who leads innovation?	<ul style="list-style-type: none"> As incumbents falter, startups lead innovation 	<ul style="list-style-type: none"> Incumbents and startups collaborate to innovate 	<ul style="list-style-type: none"> Incumbents and startups collaborate to innovate more extensively
What does this mean for talent?	<ul style="list-style-type: none"> Talent faces a tough market as companies retrench around leaner organizations 	<ul style="list-style-type: none"> Companies restructure around the "new world," so there are roles for talent who have adapted 	<ul style="list-style-type: none"> As companies restructure around the "new world" and locate new value, there are many new roles
How important are hubs?	<ul style="list-style-type: none"> Regional/sector hubs remain important 	<ul style="list-style-type: none"> Regional/sector hubs remain important 	<ul style="list-style-type: none"> As the importance of extensive collaboration grows, proximity is critical, and mega media hubs begin to emerge

Each scenario has a different impact on NYC:

SCENARIO A: FRAGMENTATION

Content, the backbone of NYC's media industry, declines in value. Many of NYC's large content-focused companies (including magazine, newspaper, and book publishers as well as television producers) face a more challenging environment. Advertising spend – a critical component of media that is tied strongly to content spend – declines. Growth in media and technology activity in NYC comes from device and connectivity players, but fragmentation and the lack of strong content companies constrains growth of device and connectivity companies.

As companies (especially content companies) retrench, the City's competitive position is stressed. The vibrant network/cluster effect weakens, making innovation and entrepreneurial activity more challenging. With content companies and ad agencies struggling and minimal growth in the device and connectivity space, NYC must compete harder to maintain its position.

SCENARIO B: NEW EQUILIBRIUM

The City's media ecosystem continues to grow on current course and speed. Content, device, and connectivity players capture value and add jobs at today's rate, and ad spend remains flat. As NYC's media companies begin to build a business around digital content (e.g., magazines and newspapers) and forge new advertising models, they retain existing talent with relevant skills and continue to attract some new talent.

Productive networks remain in place, and the number of startups gradually increases. Entrepreneurship and innovation remain part of, though not a hallmark of, the NYC media ecosystem. Collaboration between incumbents and startups generates a few success stories of scaled innovation.

SCENARIO C: CONCENTRATION

Content, device, and connectivity players create and capture additional value, and ad spend grows through both existing and new models. Media companies concentrate in NYC, and job growth increases across all sectors. Professional mid-tail content retools, opening the door for additional post-production activity in the city. As companies capture additional value and more fully embrace the digital world, talent flocks to NYC.

Media and technology companies of all sizes and ages of maturity interact and collaborate with great frequency. Investment in world-class data infrastructure increases NYC's production and distribution capability. With a thriving network of media companies and access to best-in-class talent and data infrastructure, NYC becomes even more of a hub of entrepreneurial activity. Extensive collaboration between incumbents and startups drives innovation, which sparks M&A activity.

3D. REALIZING THE VISION: MEDIA “CONCENTRATION” IN NYC

In scenario C, “Concentration,” all players in the media ecosystem capture additional value, ad spend grows, incumbents and startups collaborate heavily, and exciting jobs attract talent. Scenario C is the most attractive scenario for NYC and best represents NYC’s vision for 2020, NYC positions as the dominant media capital of the world. However, no matter which scenario plays out, we see four no-regret areas that the City should focus on (one, “Connectivity,” is split in two parts):

1. NYC MUST DEVELOP A WORLD-CLASS HUB FOR INNOVATION, PROVIDE KEY RESOURCES FOR STARTUPS, AND CONNECT THEM TO SOURCES OF FUNDING, AS WELL AS INCUBATORS

NYC has a number of strengths: a thriving network of startups and financing support, more business managers than any other US city, and the second-largest pool of creative talent in the country. But a number of factors hinder startups. Information about resources for new businesses is fragmented; NYC should play a role in uniting and disseminating such information. NYC has more professionals to support the media industry (e.g., accountants, lawyers, finance professionals) than any other US city; NYC should certainly provide guidance to startups on how to leverage this network. Similarly, NYC should help connect startups with potential new sources of financing.

2. NYC SHOULD AIM TO BE THE MOST CONNECTED CITY IN THE WORLD IN TERMS OF BOTH PEOPLE AND DATA

Regarding people, the city can facilitate many different types of connections. Currently, with somewhat of a “velvet rope” syndrome, startups have difficulty connecting with leading companies and executives. To that end, it is important that the City encourage collaboration both within the media sector and across other industries. For example:

- Within the media ecosystem, collaboration between startups and established companies will encourage innovation but allow nascent ventures to obtain valuable guidance;

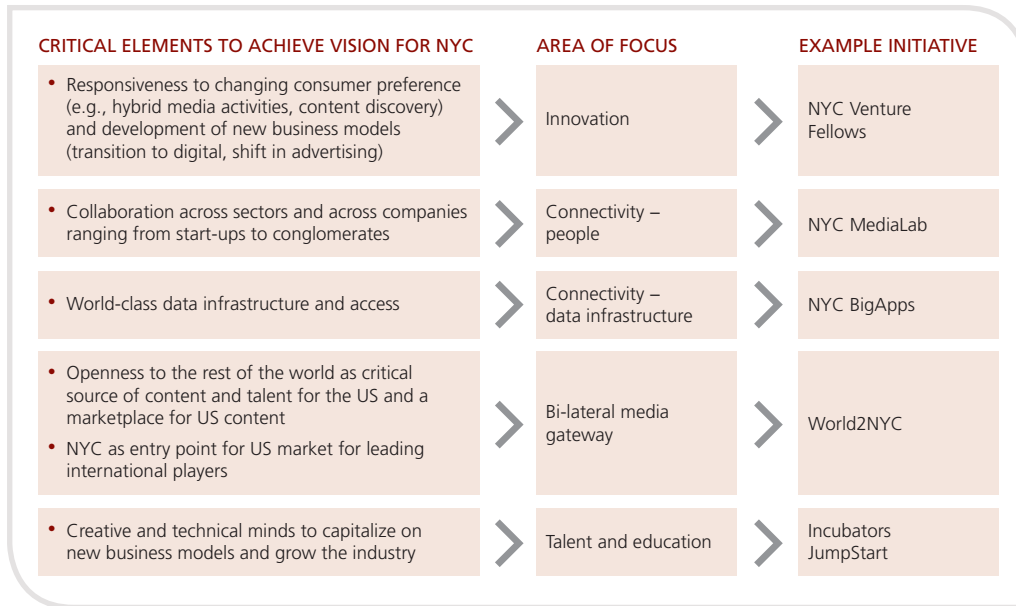
- Interaction between investors interested in specific media sectors and entrepreneurs in these sectors will encourage funding of new businesses;
- NYC houses a number of world-class educational institutions with relevant creative and technical programs; these institutions are home to budding talent and research, both of which benefit the media sector.
- Sectors such as fashion/retail and healthcare, which are still developing their media strategies, could benefit from interacting with media companies.

The city should also encourage world-class data infrastructure. This infrastructure could take a number of forms (e.g., WiFi, WiMax) and could be widespread or concentrated in portions of the city where media companies—especially emerging media companies—are clustered.

3. NYC SHOULD POSITION ITSELF AS AN INTERNATIONAL BI-LATERAL MEDIA GATEWAY

NYC should seek to be the place from which US media companies reach out to the rest of the world to recruit talent and companies—and the US entry point for foreign companies. NYC already has relevant assets; it is an international travel hub and host to over a dozen media events and conferences. NYC should also encourage non-US media companies to establish their North American headquarters in NYC (e.g., the recent success with BMW iVentures).

VISION: NYC – THE WORLD MEDIA CAPITAL IN 2020



4. NYC SHOULD BE THE PLACE WHERE MEDIA COMPANIES CAN FIND THE BEST TALENT

NYC now has more multi-billion dollar media companies and more media jobs than any other city, access to talent from nearby universities, a high standard of living, and unmatched ethnic diversity. The city should enhance these strengths by focusing on a few major areas:

- Recruiting efforts should focus on technical talent, now in short supply (for example NYCEDC recently hosted NYC@Boston, chaired by Charlie Kim, CEO of Next Jump, to attract engineering talent to NYC).
- NYC should help with talent retention wherever possible. Restrictive visa policies make the United States a difficult place for new—especially international—talent.
- To ensure that the city has ongoing access to young talent, it should help expand the creative and technical programs of existing universities, perhaps by providing grants for additional research facilities or by offering funds for endowed positions. In addition, the city could develop free courseware, both technical and creative. (The RFEI for an Engineering & Applied Sciences Research Campus represents a city commitment to substantial investment in expanding technical academic programs in NYC).
- NYC should look to retool the skills of current media employees.

4. CONCLUSION

Already home to leading global media companies and top industry talent, NYC is uniquely poised to meet future challenges facing the media industry. NYC's efforts in the past two years have laid the groundwork to strengthen four key areas: promoting connectivity, fostering innovation & entrepreneurship, opening a media gateway, and attracting talent. Key accomplishments have been made in generating growth in media through key programs, especially:

- Challenging developers to create over 140 apps through the NYC BigApps Competition, resulting in a strong partnership with the \$100 MM BMW iVentures fund.
- Creating collaborations between 200+ academics, media companies, and startups through NYC MediaLab.
- Providing talented creatives and entrepreneurs with workspace through incubators such as Hive at 55 and 160 Varick.
- Mentoring and developing nearly 400 talented New Yorkers through NYC Venture Fellows and the JumpStart initiative.
- Investing in seed stage companies through the NYC Entrepreneurial Fund, beginning with the startups MyCityWay and Medico.

Key to these efforts moving forward is the collaboration among industry leaders, many of whom have already dedicated their time and insights to these findings. Through interviews and discussions with leaders in media, entertainment, and technology, as well as our knowledge partner Oliver Wyman, NYC has developed an informed and thorough view of the future of the media ecosystem. Though facing future challenges and uncertainties, NYC can, through continued collaboration, achieve the best-case scenario for the media industry. To this end, NYCEDC has initiated a suite of public and private sector initiatives, and the results described in this report attest to NYC's commitment to both securing its status as a global media capital by 2020 and pioneering the industry transformations necessary to do so.

MEDIA-NYC 2020

5 Questions

- 0 WHAT ARE THE CRITICAL UNCERTAINTIES THAT WILL SHAPE THE FUTURE MEDIA LANDSCAPE?
- 0 WHAT ARE THE MOST LIKELY FUTURE SCENARIOS BASED ON THESE CRITICAL UNCERTAINTIES?
- 0 HOW WILL THESE SCENARIOS IMPACT DIFFERENT MEDIA SECTORS?
- 0 WHAT IS THE BEST WAY TO CREATE A SUSTAINABLE DIALOGUE AMONG MEDIA LEADERS AND BETWEEN THE PUBLIC AND PRIVATE SECTORS?
- 0 WHAT ARE THE IMPLICATIONS FOR NYC AND WHAT ACTIONS SHOULD BE TAKEN TO PROTECT AND HOLD ITS POSITION AS THE WORLD'S MEDIA CAPITAL?

FEBRUARY 18th, 2009
 1500+ PEOPLE ATTENDED
 100+ COMPANIES PARTICIPATED
 100+ MEDIA SECTORS REPRESENTED
 100+ CITIES PARTICIPATED
 100+ COUNTRIES PARTICIPATED
 100+ COUNTRIES PARTICIPATED

NEXT...
 A SERIES OF INTIMATE
 GATHERINGS WITH
 KEY INDUSTRY
 'STATE HOLDERS'

BASED ON THESE CONVERSATIONS
 THE INDUSTRY
 STRATEGIES AIMED AT
 GROWING
 THE INDUSTRY

INITIATIVE AIMS:

1. RE-EVALUATING THE INTERNATIONAL REPUTATION AMONG MEDIA INDUSTRY LEADERS AND NYC'S UNIVERSITIES TO FOSTER STRONGER PARTNERSHIPS IN NEW AND EMERGING MEDIA CHANNELS
2. ORGANIZING A RETAINING TOP TALENT TO STRENGTHEN NYC'S COMPETITIVENESS IN THE GLOBAL MARKET PLACE
3. RECRUITING LEADING FOREIGN MEDIA COMPANIES A HELPING NEW YORK CITY BOSS COMPANIES EXPAND ABROAD

IN BOTH SAN FRANCISCO AND NYC, THE MOST INFLUENTIAL LEADERS FROM MEDIA AND TECHNOLOGY SECTORS...

THE LOCAL WORK TO IDENTIFY A TRANSPARENT KEY LEADERS OF CHANGE, ENGAGE / EMPOWER "PRIVATE UNCLE SAM" FOR THE MEDIA INDUSTRY AND THE KEY POTENTIAL INTERESTS ON INDUSTRY SECTORS.

THE LOCAL WORK TO IDENTIFY A TRANSPARENT KEY LEADERS OF CHANGE, ENGAGE / EMPOWER "PRIVATE UNCLE SAM" FOR THE MEDIA INDUSTRY AND THE KEY POTENTIAL INTERESTS ON INDUSTRY SECTORS.

APPENDICES

APPENDIX A: MEDIA.NYC.2020 CEO ADVISORY COMMITTEE (ALPHABETICAL BY FIRST NAME)

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A&E Television Networks

ALAN PATRICOF
Managing Director
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ALBERT WENGER
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KickApps

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ANDREW LIPSHER
Partner
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Barclays Americas, Barclays

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Co-founder & Managing Director
Draper Fisher Jurvetson Gotham Ventures

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JEAN-CHARLES DECAUX**

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THOMAS GLOCER

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Founder and CEO
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Associated Content

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Premiere Previews

TOM ROGERS

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TiVo

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CBS, CBS News and Sports

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Softbank Capital

KARLYN ARMSTRONG
Dow Jones & Co

KATE ROCKWOOD
Fast Company

KATHERINE ELSASSER
Internet Week

KATHRYN WYLDE
Partnership for New York City

KEITH MCALLISTER
Mochila

KELLI TURNER
Martha Stewart

KELLY LEACH
Wall Street Journal

KELLY SICKLES
Noveda Technologies

KEN BRONFIN
Hearst Interactive Media

SIR KENNETH WARREN
Management Consultant

KENNY ROSENBLATT
Arkadium Games

KEVIN BEATTY
Associated Newspapers

KEVIN MCCORMACK
WPP Group

KEVIN PRENTISS
Red Rover

KIT VAN TULLEKEN
Quayle Munro Limited

**APPENDIX B:
ADDITIONAL MEDIA.NYC.2020 PARTICIPANTS**

KRISTEN (KRIS) SOUMAS

Lifetime Games Studio, Lifetime Networks

LUDOVIC LEROY

Pratt Institute

MARK ALT

Opportunity Green Enterprises

KRYSZYNA BLOCH

R/GA

LUIS VIADA

The McGraw-Hill Companies

MARK GOLDMAN

Current Media

KURT BECKER

NYU Poly

LUKE BEATTY

Associated Content

MARK LIEBERMAN

Artists Den

LAUREL TOUBY

Media Bistro Inc.

MAC LIPSCOMB

RRE Ventures

MARK MACKENZIE

Alliance Bernstein

LAUREN FRITZ

Tisch School of the Arts, New York University

MAGGIE MCGUIRE

Scholastic Media Interactive

MARTIN KON

Oliver Wyman

LEE DOYLE

MEC Global

MAHALIA ASANAENYI

PublicSway

MARTIN NIESENHOLTZ

The New York Times Company

LESLIE NAKAJIMA

Nokia

MANUEL URRUTIA

Time Warner

MARTIN TAD

Cross Commerce Media

LINCOLN MILLSTEIN

Hearst Corporation

MARA EINSTEIN

Queens College, CUNY

MATT ARTURI

Spokes NYC

LINDA BIRBARA

Thomson Reuters

MARGARET WALLACE

Rebel Monkey / Playmatics, Inc.

MATT BEALE

Pushpin Web

LINDA DORRIAN

Associated Press

MARGO SPIRITUS

Pingg.com

MATT GLOTZER

Fox Entertainment

LONNIE ROSENBAUM

Introspectr

MARIA GOTSCH

New York City Investment Fund

MATT GORIN

Contour Ventures

LUCY BARNES

Lucy Barnes

MARICLAIRE CLOUTIER

WebEBP, Inc

MATT SANCHEZ

Video Egg

MARISSA CAMPISE

Greycroft Partners, LLC

MATT SUNBULLI

Social Amp

MATTEO BERLUCCHI

Skinkers

MATTHEW RUDEY
Just Energy LLC

MATTHEW WANG
To Be Continued LLC

MAX HAOT
Livestream

MAX KALEHOFF
Clickable

MEI SHIBATA
ThinkEco, Inc.

MICHAEL BISHARA
HBO

MICHAEL BROWN
Life Cycle Solutions

MICHAEL CAVALIERE
Bookzee

MICHAEL DEL NIN
Time Warner

MICHAEL GORDON
Yodle

MICHAEL JACKMAN
Deluxe

MICHAEL LEVINE
Joan Ganz Cooney Center,
Sesame Workshop

MICHAEL LYNNE
Unique Features

MICHAEL PERLIS
Softbank Capital

MICHAEL RYBA
Oliver Wyman

MICHAEL SPECK
Heidrick & Struggles

MICHAEL ZIMBALIST
The New York Times Company

MICHAEL COLLINS
Joule

MICHAEL GLASS
Reducify

MICHAEL RUEHLMAN
BrightGrid Solar, Inc.

MICHELLE BYRD
Independent Feature Project

MIKE BOSKI
Bookzee

MIKE BROWN
AOL Ventures

MIKE JAZAYERI
Google

MIKE LAZEROW
BuddyMedia

MIKE PAOLUCCI
Solvate

MILLIE CHIAVELLI
The Hollywood Reporter

MITCH DAVIS
LiveGamer

MITCH SINGER
Sony Pictures Entertainment

MITCHELL MOSS
New York University

MOJO TALANTIKITE
Fisaga Inc.

MONA BIJOOR
JOOR

MURAT AKTIHANOGLU
Centrl Inc.

NARESH SHETTY
YouHavelWant Inc.

NATE WESTHEIMER
AnyClip.com

NAVEEN SELVADURAI
Foursquare

NEAL PRESCOTT
WPP Group

NEAL ROGER
BusinessWeek Digital

NEIL VOGEL
Recognition Media

**APPENDIX B:
ADDITIONAL MEDIA.NYC.2020 PARTICIPANTS**

NICK KATSIVELOS
R/GA

NIHAL MEHTA
Buzzd

NIMA POURSHASB
LiveGamer

NING ZHOU
Blocks And Lots

OLIVER LAUBSCHER
WPP Group

OLIVIER POMEL
DataDog

ORI DOV GRATCH
Torch Films NYC

ORIN HERSKOWITZ
Columbia Technology Ventures

OWEN DAVIS
NYC Seed

PARAM PARAMESWARAN
Sulekha

PATRICK PHILLIPS
I Want Media

PAUL BERRY
The Huffington Post

PAUL HORN
New York University

PAUL MARCUM
GenMouse

PAUL TUMPOWSKY
InSITE

PETER CETINSKI
NYC Greenmarkets

PETER DAVIS
The McGraw-Hill Companies

PETER EZERSKY
Quadrangle Group

PETER FLINT
Polaris Venture Partners

PETER MEIRS
Time Inc. Production

PETER PATCHEN
Pratt Institute

PETER O. PRICE
National Academy of TV Arts &
Sciences Foundation

PHILIPP SCHINDLER
Google

PUNEET MEHTA
MyCityWay

RACHEL LAM
Time Warner Inc.

RACHEL STERNE
GroundReport

RAM SHRIRAM
Sherpalo

RANCE CRAIN
Crain Communications, Inc.

RAPHAEL ROSEN
Just Energy LLC

RAPP JASON
IAC

RAUL MATEU
Fluent Media Group

RAVIV TURNER
GUERILLAPPS LLC

REBECCA EYDELAND
Reducify

RED BURNS
Tisch School of the Arts, NYU

REECE PACHECO
Overtime Media Inc.

REI INAMOTO
AKQA

RIC BURNS
Steeplechase Films

RICHARD BAUM
New York Academy of Sciences

RICHARD WARREN
Delaney Lund Knox Warren

RICHARD WILSON
Apax Partners Worldwide LLP

RICK HEITZMANN
FirstMark Capital

RICK WEBB
The Barbarian Group

ROB BARNETT
My Damn Channel

ROB KALIN
Etsy

ROB NORMAN
Group M Interactive

ROB O'NEILL
Pratt Institute

ROB SPAMPINATO
Rockstar Games

ROB WIESENTHAL
Sony Corporation of America

ROBERT DAVIDSON
Talent Portfolio Solutions

ROBERT ECCARDT
NYC Events: Parks, Art and Music

ROBERT GREENBERG
R/GA

ROBERT GREENE
Contour Venture Partners

ROBERT HAYES
Showtime Networks, Inc.

ROBERT (BOB) ZITTER
HBO

ROGER EHRENBERG
IA Venture Partners

ROGER NEAL
BusinessWeek Digital

RON GONEN
RecycleBank

RON JACOBSON
Fordham University

ROSS GOLDSTEIN
Draper Fisher Jurvetson Gotham Ventures

ROWAN HAJAJ
Rockstar Games

SAKSENA ASHEESH
Time Warner Cable

SAM LESSIN
Drop.io

SAM GIROTRA
Wall Street Journal

SAM REICH
CollegeHumor

SAMIR AJMERA
Anzenna

SAMUEL CRAIG
NYU Stern

SAMUEL SIA
Junco Labs

SANDOOR MARIK
CONDÉ NAST DIGITAL

SANG A IM-PROPP
SANG A

SARAH BEATTY
Green Depot

SARAH CHUBB
Conde Nast

SARAH DECKEY
VF Sportswear, Inc.

SATYA PRABHAKAR
Sulekha

SCOTT BROWN
The Nielsen Company

SCOTT HEEKIN-CANEDY
The New York Times Company

SCOTT HEIFERMAN
MeetUp

SCOTT KILROY
Expo Communications

SCOTT PETERS
The Jordan Edmiston Group

**APPENDIX B:
ADDITIONAL MEDIA.NYC.2020 PARTICIPANTS**

SCOTT SPERLING

Thom H. Lee

SHIVENDRA PANWAR

NYU Poly

STEVE GROVE

YouTube

SEAN FINNEGAN

OMD Media (Omnicom)

SIMON BOND

Proximity Worldwide

STEVE LYNAS

NY Daily News

SEAN MANDEL

Pure Origin, LLC

SIMON MURTHA-SMITH

Introspector

STEVE MARKOV

WGSN

SEKAI MASWOSWE

bandywagon

SONNY MEHTA

Alfred A. Knopf

STEVE ROSENBAUM

Magnify.net

SERGEY NAZAROV

FirstMark Capital

SONPREET BHATIA

NYC Way

STEVEN ASHERMAN

Base One International Co.

SETH BESMERTNIK

Conductor Inc.

SOPHIA GUSHEE

The S File LLC

STEVEN JOHNSON

Outside.In

SETH HABERMAN

Visible World

SORAYA DARABI

Drop.io

STEVEN LAO

Wayfinder

SHAKHRUZ ASHIROV

ADS Software Group, Inc.

SREENATH "SREE" SREENIVASAN

Columbia University Journalism School

STEVEN GREENWOOD

Drop.io

SHANI HIGGINS

Technorati

STEPHEN FREEDMAN

Fordham University

STUART EPSTEIN

Morgan Stanley

SHARON WIENBAR

Scale Venture Partners

STEPHEN FRIEDMAN

MTV

STUART SUCHERMAN

Sucherman Consulting Group

SHAWN VAN EVERY

Tisch School of the Arts,
New York University

STEPHEN BRIER

CUNY Graduate Center

STUART SUNA

Silvercup Studios

SHEILA SPENCE

WPP Group

STEPHEN BRONSTEIN

IODA

SUBHASH CHANDRA

Zee Network (Essel Group)

SHENGCHENG WANG

China Mass Media Corp.

STEVE BROTMAN

Greenhill & Co.

SUJATA GOSALIA

Oliver Wyman

SUHAS GOPINATH
Globals Inc.

SUSANNA KEMPE
WGSN & EMAP

SUZANNE DUNCAN
Sesame Workshop

SVEN TRAVIS
Parsons The New School for Design

TALI RAPPAPORT
Matrix Ventures

TATIANA REIS
Spokes NYC

TED MAGDER
NYU

TED MYERSON
FTEN

TEJPAUL BHATIA
MediaMerx

TEREZA NEMESSANYI
Honestly Now

TERRY MCGRAW
The McGraw Hill

THOMAS DAVE
The Nielsen Company

THOMAS GEWECKE
Warner Brothers

TIM HOBBS
Torch Films NYC

TIMOTHY MURRY
Bookzee

TOBY DANIELS
Social Media Week

TODD ASHER
NYC Media

TODD LARSEN
Wall Street Journal

TODD MARTIN
Associated Press

TOM KANE
CBS

TOM KLINKOWSTEIN
Pratt Institute

TOM O'BRIEN
WNBC TV

TOM MOEBUS
Levin Institute

TOM WALLACE
Conde Nast

TRAGAN CAMPBELL
NYC Treasure Finder

UPENDRA SHARDENAND
Daylife

VICTOR GANZI
PGA TOUR, Inc.

VICTOR SIMA
Wayfinder

VINCENT TRIPODI
Associated Press

VINIT KUMAR
Globals ITeS Pvt Ltd

VIVIAN SCHILLER
National Public Radio

VIVIAN SELBO
Slate.com

WEN ZHOU
Philip Lim

WENDA MILLARD
Martha Stewart OmniMedia

WENDY LADER
CUNY Computing and
Information Services

WONYA LUCAS
Discovery Communications Inc.

YASSER ANSARI
Networked Organisms and Habitats

APPENDIX C: MAJOR MEDIA.NYC.2020 EVENTS

FEB 18, 2009	Media.NYC.2020 Launch @ Gracie Mansion
MAR 26, 2009	West Coast Executive Workshop @ Oliver Wyman – SF
MAR 30, 2009	East Coast Executive Workshop @ Oliver Wyman – NY
APR 13, 2009	First Progress Update on Media NYC 2020 @ Thomson Reuters
JUL 28, 2009	CEO Workshop hosted by the Metropolitan Museum of Art @ the MET
SEP 29, 2009	Interactive Entertainment Roundtable @ Oliver Wyman
OCT 14, 2009	“Written Word” Roundtable @ Oliver Wyman
NOV 10, 2009	CEO Workshop hosted by Time Warner @ Time Warner
FEB 4, 2010	BigApps Award Ceremony @ The IAC Building
FEB 5, 2010	Post-Production Workshop @ Oliver Wyman
FEB 25, 2010	“Mobilizing” Workshop @ Oliver Wyman
MAR 24, 2010	Media.NYC.2020 European CEO Workshop hosted by WPP @ MediaCom
JUN 9, 2010	Startup Exchange @ Hearst Tower
JUL 28, 2010	CEO Workshop hosted by Thomson Reuters @ Thomson Reuters
NOV 8, 2010	“Edutech” in NYC Roundtable November @ Harvard Club
DEC 7, 2010	NYC Start Up Exchange @ The IAC Building
DEC 15, 2010	Media.NYC.2020 CEO Workshop @ Barclays Capital
MAR 1, 2011	Media.NYC.2020 Indian CEO Workshop – Mumbai
MAR 31, 2011	BigApps 2.0 Award Ceremony @ The IAC Building

APPENDIX D: FIRST YEAR NYC VENTURE FELLOWS

ACHIM KOPMEIER
Epuramat

OLGA KUBASSOVA
Image Analysis

ALASTAIR ONGLINGSWAN
GreenSoul Shoes

ORY OKOLLOH
Ushahidi

ALEXANDRA WILKIS WILSON
Gilt Groupe

RACHEL LLOYD
GEMS

ALEXIS MAYBANK
Gilt Groupe

ROB KALIN
Etsy

BARRY SILBERT
SecondMarket

SETH BESMERTNIK
Conductor

CARLOS MONCAYO
ASIAM

SHABNAM REZAEI
Big Bad Boo

CATERINA FAKE
Hunch

SUHAS GOPINATH
Globals Inc.

DENNIS CROWLEY
foursquare

TAL KEINAN
SemantiNet

ERIC BECKMAN
GKIDS

TODD KRIZELMAN
MagazineRadar

FELIX HAAS
amiando

ZVIKA NETTER
Innovid

HAI DONG PAN
Hudong

NAVEEN SELVADURAI
Foursquare

