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# imperativepeople

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Produced by the Imperative Group:  
Independent digital out of home  
development, go to market  
and execution specialists

## About Imperative

The Imperative Group (*Imperative*) are independent digital out of home development, communication and execution specialists.

We are a 'pure-play' agency with a specific focus on developing, delivering and promoting digital media networks and associated products & services that engage people when they're out of the home travelling, working, shopping and relaxing.

To maintain our independence, Imperative is completely technology, process and vendor agnostic, enabling us to offer high quality value to our customers. This value is based on a cocktail of primary knowledge, experience, connections, method and approach gained from working within relevant & specific areas of retail, marketing, communications, broadcast television and technology sectors in Europe, North America and Asia-Pacific territories.

The group itself comprises a core team plus subject matter experts located across several territories. Imperative draws on many years of practical experience gained specifically in retail & out of home media networks relating to network development, network operations, project management and insight management.

Imperatives' considerable experience has been gained through working for retail and out of home owners, operators and practitioners including Sainsbury's, Viacom (*Now CBS Outdoor*), Mood Media, Butcher & Gundersen, Applied Television, How and Why and the CAN Media Group which includes StoreCast Media, Innov8 Solutions and The Life Channel.

This experience has been applied to a wide range of retail and out of home media network brands in the UK, US and Continental Europe including Beyond Digital Systems, BP, BTiNET, Cable & Wireless, Jewson, Kroger, Dynamax Technologies, Harris Broadcasting, Meteor Mobile Communications, MGR Corporation, Minicom Digital Signage, POPAdigital (*UK & Ireland*), Premier Retail Networks (*Thomson PRN*), ROI Team, Safeway, Scala, Screenmedia Expo, Shaws, Shell, Sony Professional, Tesco and Telenor.

Imperative is a full member of the Point of Purchase Advertising International (*POPAI*) association (*UK & Ireland*), is an active member on POPAdigital's management forum for digital media and contributes to the POPAI US Advocacy committee.

For further information on Imperative and previous experience please visit [www.imperativegroup.com](http://www.imperativegroup.com) or download a short credentials presentation in PDF format via this link:  
<http://www.imperativegroup.com/news/Introducing%20the%20Imperative%20Group.pdf>



## Our team

Our commitment is to provide high quality, accountable and measurable working practices, using talented and experienced individuals to add measurable value to your initiative or business.

Additional to our internal resource, we can add value by drawing on our exceptional pool of associates and strategic partners on three continents who bring considerable expert knowledge and competencies to provide you and your clients with commercial advantage and first class service throughout the duration of our relationship.

Our associates bring a wide range of complementary competencies, skills, knowledge and connections to the team from their experiences as business owners, entrepreneurs, senior executives and managers in the out of home, media, marketing and technical services sectors.

These associates widen and deepen the level of service we can provide, enabling us to draw off this experience and to put together highly skilled project teams quickly in order to respond to your needs, be they ad-hoc or project based, start-up or ongoing. These talented individuals & businesses bring a wide range of competencies to the Group including:

- ⊙ Audio Strategy
- ⊙ Commercial Development
- ⊙ Content Acquisition & Syndication
- ⊙ Copy Writing
- ⊙ Corporate Finance
- ⊙ Change Management
- ⊙ Insight & Research
- ⊙ IPTV & Streaming Content
- ⊙ Legal & Compliance
- ⊙ Marketing Communications
- ⊙ Media Development
- ⊙ Network Design & Management
- ⊙ Operations Management
- ⊙ Product Development
- ⊙ Proof of concept
- ⊙ Retail Media Strategy
- ⊙ Strategic Planning
- ⊙ Training & Education

## Our strategic alliances provide capability and reach across Europe, the Middle East, North America and Australasia

In order to extend our capability and reach, the Imperative Group and invidis consulting GmbH have formed a strategic alliance to provide comprehensive digital signage and out of home consulting & 'go to market' services for customers worldwide.

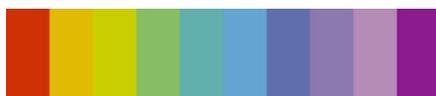
Both partners will work closely together to add value and apply our combined experience, know-how, people, contacts and networks to provide a depth of knowledge, operational expertise and capability to successfully deliver your project to the highest standard via the following 8 step process:



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*"This alliance brings together two complementary businesses with shared values and working principles. I believe this offers real value to the marketplace in terms of the talent, knowledge, process and operational practices we can bring to bear for prospective or existing clients in the digital signage and out of home markets whether they be in Europe, North America or the Middle East"* **Florian Rotberg, Managing Director, invidis consulting.**

Combined with our associates' network, retailers, landlords, brands, media agencies, technology companies and network operators will now be able to draw from the value and experiences offered by both businesses and their combined team of over twenty highly skilled digital media experts across Europe and North America, all of whom are experienced, technology agnostic independent practitioners in their own right.



## Our people

### **Chris Heap**

Managing Director, Imperative Group

Chris has accumulated over 11 years experience in the fields of brand, marketing, media and business development working directly for key retail and media businesses as a client and supplier.

He has worked as a buyer for Sainsbury's and in various marketing, research and business development roles for media owners in the digital out of home sector.

At CBS Outdoor, Chris was on the development team for the cross track projection product back in 1998, now sold by CBS Alive as XTP. He contributed to the acquisition of the National Express advertising account.

He moved onto Mood Media where he was responsible for marketing and brand for the Group. Specifically responsible for marketing strategy, lead generation and business development pitches. Chris was instrumental in the acquisition of the BP, Gala Bingo and Arcadia managed music contract wins/renewals, amongst others.

He then joined the Instrumental Media Group and worked across two business divisions within the Group. At Applied Television, Chris contributed to the development of several capital projects including Tesco TV, the Life Channel, Mall Corporation, Ascent Media and e-daily amongst others by managing the feasibility or proof of concept phase (blank page to rollout). Following Tesco TV's rollout, Chris became General Manager of How and Why, the consultancy business within the Group, specialising in new product development for digital signage products & services on behalf of retail & leisure customers.

Chris joined the CAN Media Group in 2005 to assist in the development of two of its businesses. the newly formed retail consultancy business StoreCastMedia and the health & community network, The Life Channel. Over Chris's three year tenancy at CAN Media, StoreCastMedia won several consulting and network ownership pieces of business for Kroger, IBN, Ashingo Media (Bluewater) and the production & content services business for BPTv. The Life Channel grew from 600 sites in Doctors surgeries in the UK 2005 to over 3,500 sites through a significantly enlarged community proposition that spanned surgeries, waiting rooms, schools, community venues and pharmacies in the UK and abroad. Commercial partners included Government Departments, Healthcare & Pharmaceutical brands and complementary national advertisers. Chris's broad contribution to CAN Media included business development, project strategy & delivery, marketing communications, media development, PR and research management.

Chris is currently Managing Director of the Imperative Group, an independent digital network development and communications agency to the retail, media, broadcast and digital out of home media sectors.

He sits on the POPAI UK & Ireland working group for Digital Media, contributes to the Digital Steering group in the U.S and regularly writes for Marketing @ Retail magazine in the U.S and AV Interactive and DDR magazines in the UK.

Chris is a member of the Chartered Institute of Marketing (ACIM) and holds a BA (Hons) in Consumer Psychology from Bristol University. Chris lives in London with his wife Claire. More information available from [www.imperativegroup.com](http://www.imperativegroup.com) and via [www.linkedin.com/in/chrisheap](http://www.linkedin.com/in/chrisheap)



## Introducing our experts

*"I'm delighted that this group of highly reputable, skilled and professional people have become associates to the business. This team will enable us to widen and deepen the level of service we can provide by drawing off their experience and packaging this into highly skilled project teams quickly in order to respond to client needs. This collaboration will enable us to deliver significant innovation, operational & commercial value to our clients".*

**Chris Heap, Managing Director, Imperative Group**

## Our experts' opinion

*"The Imperative Group, with its unique combination of subject matter experts can deliver a huge benefit to clients seeking to maximise the potential of their existing network or to those looking to invest in digital communication in a number of key areas regardless of their geographic location or vertical market."*

**Ralph Ahern, Digital Out Of Home Media Development Specialist**

*"Imperative's impressive team of associates offers clients the full range of independent services and capabilities required to plan, develop, operate and enhance their digital out of home networks. This is true both in Europe and here in North America. Because of the talent this group brings to the table, clients gain an ability to move quickly without having to hire as many full-time staff or deal with multiple layers of vendors to plan, launch and maintain the excellence of their networks."*

*"Digital out of home is a new medium" he explains, "that means that this type of high-level talent is difficult to find and almost impossible for any network operator to recruit without the help of an agency like Imperative. This agency led by Chris Heap is meeting a real consulting and Human Resource need at just the right moment in time in the history of the digital out of home industry."*

**Bill Collins, Principal, Decision Point Media Insights**

*"I am delighted to join Imperative's high value expert group. I believe this team provides the best platform to initiate, plan, develop, operate, grow and monetize a DOOH project regardless of industry or country. I look forward to bringing my marketing, branding and strategic expertise in television, Internet and new media to Imperative as part of its commitment to offering the best people, advice and knowledge for the benefit of retailers, brands, advertisers and consumers."*

**Bertrand Le Fischer, Digital Media and Content Strategist**

*"Emerging technologies such as gestural, mobile, augmented reality and holographic technologies have started to impact the digital out-of-home market and will likely have a profound effect on that market in the near future.*

*Already, they have often had a significantly greater marketing impact than traditional digital signage and especially traditional advertising. The Imperative Group is well positioned to assess strategies for effectively exploiting these dynamic technologies and I look forward to working with them."*

**Michael Mascioni, Researcher, Writer and Trend Analyst in Digital Media**

*"The digital out of home industry is rapidly developing and the convergence of distribution platforms and technologies will be the next major development to affect the sector. Given the complex nature of these deployments there is an increasing requirement for an accessible panel of credible experts in the industry. The Imperative Group will answer that need and will be the first organisation to provide the required depth and breadth of expertise to help clients maximise the value of their networks and their commercial opportunities."*

**Fiona Ryder, associate & CEO, Stream Exchange**

*"Mobile and social technologies are no longer just cool, they are critical to any place based media networks that depend on audience engagement. To that end, I am delighted to have the opportunity to help the talented team at Imperative Group accelerate industry knowledge and adoption of these technologies in our industry"*

**Stephen Randall, CEO of LocaModa Inc.**



## Associate biographies

*Alphabetical order*

### **Ralph Ahern**

Digital Out Of Home Media Development Specialist

*UK and European Associate*

Ralph is a successful sales and commercial manager with a media career spanning nearly 30 years. Having started with Thames TV in the early 80's as a Sales Exec, he became the Commercial Director at Digicom, the newly formed digital media sales house in 2008.

He joined TDI advertising in 1995 as the Senior Account Manager and was appointed to the role of London Sales Manager working alongside Alison Reay and Clive Punter in 1997 when TDI became Viacom. In this role Ralph managed a sales team of 30 and had prime responsibility for maximising advertising revenues from the outdoor specialists which today through consolidation have become Posterscope, Kinetic and IPM.

Ralph moved to the commercial side of Viacom's business as Franchise Manager in 2001 and took on responsibility for developing and renegotiating advertising contracts worth in excess of £30million. This included some of the UK's largest bus groups such as Stagecoach, Arriva, First Group, National Express, London United and many others. This role gave Ralph valuable experience and knowledge of the operational and business development side of Viacom's business both in the UK and Europe.

In 2006 Ralph joined the newly formed Titan Outdoor as Head of Bus concessions with departmental responsibility for budgeting and forecasting. Ralph managed the successful tendering process for many bus contracts across the UK including Transport for London fleets and larger regional fleets such as Nottingham City Transport and Rotala.

Ralph moved into the digital market in 2008 working alongside Tom Goddard, founder of Digicom and his former CEO at Viacom Outdoor. Ralph gained invaluable knowledge and experience of the digital market while establishing the 'start up' business. Having presented to over 100 prospective networks, clients, and media agencies, he was instrumental in signing up Digicom's first network Amscreen, as well as increasing Digicom's profile to businesses associated with the digital market.

In recent years Ralph has been approached to work for several businesses and as a result in October 2009 he formed the Ahern Partnership. Ralph is married to Jane and they have two teenage daughters. His favourite pastimes are golf, tennis and motorsport.

### **Gaye Bennett**

Production Strategy, Project Management & Client Service Specialist

*UK and European Associate*

Gaye has over 12 years of experience in the home entertainment and media industries. She started her career at The Edge Picture Company, where she developed content for Tesco's touch screen kiosks before taking her production and project management skills to Deluxe Digital Studios. On joining the emerging DVD production industry, she helped to create award-winning titles for companies such as BBC Worldwide, Columbia Tristar and Universal Pictures.

Gaye was headhunted by MusicandBrands Ltd, an international creative ideas company in 2005, to lead and expand their production department. In 2006 Gaye was invited to join the board of directors and became responsible for directing and managing all production and operations-related processes, creative strategy and all creative output.

Gaye conceived, assisted acquisition, developed and produced a Deal or No Deal DVD Game, which became the biggest selling non-movie DVD ever (1.6 million units sold to date) and produced products that have sold in excess of 5 million units globally helping to establish MusicandBrands as a market leader



in special interest interactive products. Gaye was instrumental in the formation and ultimate product delivery for a global output deal with Walt Disney Studios Home Entertainment for the exploitation of their leading brands in the interactive consumer DVD market.

In 2008 Gaye was appointed International Creative Director of i-vu Ltd, a leading digital out of home network providing one-to-one interactive content to customers in high-end hair salons throughout the UK and US. Magazine style programming, dynamic content and interactivity providing the ideal platform for brands including L'Oreal and RedKen. Gaye's remit was to create a global content strategy and new brand direction, encompassing latest technologies to attract incremental advertising revenue to the network.

Currently Gaye is combining her production, content strategy and project management skills as a consultant for a leading iPhone Application Development Agency on content and brand acquisition.

### **Bill Collins**

Custom Audience Research and B2B Go-to-Market Strategist  
*North American Associate*

During his nine-year career in the digital out of home media sector, Bill has developed a knowledge base of expertise in the provision of strategic consulting and custom research services to clients including Best Buy, 3M, Philips Design, Christie Digital Systems, C-nario, Barco, LocaModa, How & Why, Benjamin Moore & Company and the Out of home Video Advertising Bureau (OVAB).

Throughout this period, Bill has continued to play a leading role in the development of the digital out of home industry in North America. Bill co-founded and co-published [www.aka.tv](http://www.aka.tv), the world's first advertiser-supported news-and-analysis website to cover the global market for place-based audio/video networks at retail and digital out of home media which was a natural extension of Bills path-finding publication "Narrowcasting News", the world's first periodical publication of any kind to provide news and analysis on the Digital Signage market, first published in 2001.

Bill was also an architect of what has become the Out of home Video Advertising Bureau (OVAB) of North America and co-authored the world's first syndicated research report on Digital Signage networks for InfoTrends (formerly CAP Ventures) in March 2001.

### **Bryan Crotaz**

Digital Signage Solutions Architect and Product Strategist  
*UK and European Associate*

Bryan is a highly accomplished solutions architect with 15 years of experience in the broadcast and digital signage industry. Over these years, Bryan has delivered sustainable and scalable product, technical and commercial solutions for brands including the Discovery Channel, BBC Archives, Barclays, Heathrow Terminal 5 and most notably the award-winning real-time scoreboards at MCC Lord's cricket ground and O2's UK retail stores.

Bryan was the inventor of the Inspired Signage digital signage product, which he sold to AMX in 2007, a company in which Bryan became Director of Research and Development for Inspired Signage at AMX. Here he designed the new generation of AMX signage platforms to meet the complex demands of rollouts measured in thousands of players.

Bryan develops systems that stand up to long term use through a combination of forward planning, automated control and real-time management information and fault monitoring and works with existing products, custom scripting, and bespoke software. In doing so, Bryan creates simple interfaces for users that make the complexity of the systems behind easy to understand and manageable to use.



Bryan helps Imperative by identifying and designing systems with real-world usability, he assists in technical evaluations, creates specifications and can provide initial technical orientation work for early stage network owner/operators based on the strategic objective.

Lastly, Bryan is an expert in designing and building bespoke software that brings together, or converges, multiple products together to create a seamless technical solution. Bryan regularly lectures on software development techniques and presents at trade shows & conferences.

In what he jokingly calls his spare time he is an accomplished ballroom, swing and tango dancer, makes silver jewellery, is a stone sculptor and builds robots.

**Bertrand Le Ficher**  
Digital Media and Content Strategist  
*France & European Associate*

Bertrand Le Ficher brings 20 years in-depth expertise in entertainment, media, new media, Internet and digital out-of-home industries. He started out at MGM's international film marketing department in Los Angeles, being responsible for the marketing strategy of movies.

In 1990, Bertrand Le Ficher joined TF1, the leading TV broadcaster in France. As head of programming, he created new prime-time formats that became leaders in their respective programming slots. In 1993, he took over programming and brand for NBC EUROPE.

As executive vice-president of programming for FRANCE 2, the French broadcaster, Bertrand conceived a new programming strategy that allowed the network to increase its market share and to rejuvenate its audience. Bertrand also initiated the digital strategy for the broadcaster, leading the developments towards thematic channels and the Internet.

In 1995, the BERTELSMANN Group recruited Bertrand with the mission to create and launch AOL in France. As general manager, he brought AOL FRANCE to the leading position in the market.

In 2000 he joined the media division of LVMH Group, as president of the international new media branch, where he set up the first bouquet of web TV channels in Europe.

He founded THINK TWICE, a consultancy specializing in media and new media in 2002, delivering strategic, content-related, marketing and digital strategy consultancy services to media, new media, advertising agencies and brands. Bertrand also conceived and developed one of the first "out-of-home" television channel in Europe for J.C DECAUX, "AEO", a digital channel dedicated to airports' audiences, generating a new revenue stream for the company.

In 2006, Bertrand Le Ficher was appointed executive director of the "out-of-home" media division of the THOMSON Group, head of PRN EUROPE, the world leader in "in-store" television, and Chief Content Officer for Europe, Asia and Latin America. Under his tenure, PRN activities have been launched in France, Spain, Poland, China and Brazil and major clients were gained such as Carrefour, La Poste and Auchan.

Being also head of content strategies for PRN outside the US, he designed digital in-store communications strategies for major brands and leading international retailers in Europe, Asia and Latin America. Finally, Bertrand was instrumental in establishing the first forays of the PRN brand in UK, Belgium, Italy, Russia and Turkey.

Bertrand is a business graduate from *Audencia Business School*, Nantes, France. He attended a Master's degree in communications at *Celsa, La Sorbonne*, Paris. He holds a Master in media management from the *Annenberg School of Communications, University of Southern California*, Los Angeles.



**Andrew Griffiths**

Audio Strategy Specialist  
*UK and European Associate*

Andrew has over twenty years of audio production and programming experience, gained in some of the largest radio markets in the UK. He has also contributed to the creation of in-store media strategies for some of Europe's largest retail & leisure brands.

Andrew began his career at Hallam FM, gaining a thorough knowledge of the broadcast chain, especially audio production techniques. In 1993, Andrew moved to GWR-FM as a presenter and became heavily involved in the station branding for all of GWR Group (now Global Radio) before moving to DMX Music in 1995 where he established the company's European wide broadcast music and advertising channels.

He moved on to manage the development of music & audio strategies for brands including New Look, Arcadia Group and Pret a Manger, audio visual messaging for Thomas Cook, Top Notch Health Clubs, Brewers Fayre and generic broadcast music and messaging for Wilkinson, Focus DIY and Tesco. Latterly he was responsible for the creation of bespoke retail radio stations for WHSmith, Morrison's and BP Connect.

In 2002, he became Head of Programming for Inflight Productions, providing bespoke radio programming, licensing and acquisition services for Virgin Atlantic, Cathay Pacific, Emirates, KLM, BMI and Singapore Airlines, National Express, Virgin Trains and Patient TV. He was tasked with delivering content strategies that maintained or grew revenue opportunities in a difficult period in aviation companies' incomes.

Since 2005 Andrew has provided consultation services to a number of global businesses on audio strategy and production. These include a multi-national telecoms business, a Dutch media hardware and content aggregator and a provider of intelligent telephone contact systems. Andrew also owns and manages a successful photographic studio in Milton Keynes.

**Amanda Groom**

Multi-channel Content Strategy & Syndication Specialist  
*UK and European Associate*

Amanda is a UK/Australian Business Woman of the Year finalist (2009) and founder of Strand Media Consultancy. With 20 years experience in global media, Amanda's experience includes award-winning programme production & branded content creation, global channel launch and leadership, strategic media analysis, identifying & creating new media business including revenue streams, audiences and managing stake holder/client management, investments & portfolio management.

She combines creativity with solid business management, leading global start ups across B2B and B2C television/multiple platform channels, has developed cross-platform digital content strategies and designed interactive, multiple platform and mobile concepts for global and UK networks.

Amanda has consulted to senior Broadcasting and UK Government level on maximising media's reach to strategic audiences and across multiple & digital media platforms. She has strong organisational skills and is an excellent communicator with a proven talent for generating business, meeting financial targets and creating high profile, innovative and award winning TV & multi-channel media concepts.

**Jennifer Harris**

Strategy and Business Development Specialist  
*UK and European Associate*

Founder of JRBH Strategy Management and columnist for Management Today magazine



**Michael Mascioni**

Researcher, Writer and Trend Analyst in Digital Media  
*North American Associate*

Michael is a market researcher, writer and trend analyst with a broad background in interactive/digital media. He is a specialist in assessing the opportunities that interactive and digital technologies in public places provide for users and businesses and has extended that specialism into cutting edge technologies and applications including alternate reality games, virtual worlds, user-generated content and video on demand.

Over the past few years, Michael has written several seminal reports on topics including user generated content and interactive TV advertising for clients including AT&T, Burson-Marsteller, HBO, Sony Pictures, Paramount Communications, IMAX Corporation and Image Entertainment.

Michael is also a regular contributor to off and online trade publications including Digital Signage Today, Internet Evolution and Video Age International and regularly writes on digital media, video, and other topics including white papers on interactive experiences in public places and online events.

As a senior analyst in the Broadband Entertainment Group at Strategy Analytics, he devoted special attention to analyzing the prospects for such new digital services and applications as video on demand, user-generated content and virtual worlds. In addition, he served as a research associate in consumer electronics at LINK Resources, where he conducted research on such topics as cable TV and home video.

He has maintained his position at the forefront of digital media by creating and delivering the groundbreaking conference, "Revolutionizing Interactive Marketing in Public Places- the Mobile and Gestural Digital Signage Imperative" which preceded the Digital Signage Expo in February 2009.

Michael continues to contribute to a wide range of trade journals and think tanks. Most recently, Michael joined as a contributor to the DailyDOOH blog.

Michael holds an M.S. in Management from the Polytechnic Institute of NYU and a B.A. in English from St. Lawrence University. He lives in New York City.

**Andrew McCall**

Insight & Research Strategy Specialist  
*UK and European Associate*

Following a substantial career in broadcast television for Yorkshire-Tyne Tees Television as Head of New Business Development and latterly as founder of Inside Broadcast, a specialist broadcast and out of home media consultancy business, Andrew focussed on developing digital out of home networks. Between 2004 and 2006, Andrew was a Director of the Instrumental Media Group, co-founding [www.aka.tv](http://www.aka.tv) an online news & information website for the digital out of home sector.

During this period Andrew was appointed MD of How & Why, Instrumental Media's business planning consultancy. Using commissioned and existing research How & Why modelled business plans and strategies for a number of digital networks, notably for The Mall Corporation, Tesco and the Life Channel.

In 2006, Andrew founded ROI Team, advising clients on how to address business challenges and strategies using hard evidence derived from primary and acquired research relating to retail and shopper behaviour which is very much at the heart of ROI Team's work. In 2009 ROI Team won the Enterprising Business Award from WestFocus, a consortium of UK universities.

Andrew's married to Jolanta and they have one daughter. He's also a dedicated amateur singer, singing early choral music and opera for Esterhazy Singers, Philharmonia Chorus, and Midsummer Opera.



**Alex Ostrowski**

Digital Out Of Home Solutions Architect  
*North American Associate*

Alex is an accomplished solutions architect with 12+ years of hands on experience in designing, implementing and operating the largest digital out-of-home installations in the world. He has built lucrative solutions for high-profile clients, including Wal-Mart, Costco, Best Buy, Target, Circuit City, Sam's Club and Carrefour.

As the Director of Retailer Development for PRN, he assisted with the expansion of the company's Digital-Out-of-Home ("DOOH") media networks for U.S. and international retailers, contributing to the business framework development, conversion and creation of new media networks.

Alex's career in the DOOH sector began in 1997, where he played an instrumental role in establishing PRN as the industry leader by launching Wal\*Mart's first in-store network. In 2010, this network grew to more than 4,000 installations. PRN's aggregated network encompasses 6,500+ retail installations, with over 200,000+ displays.

Alex's strong technical background in digital media networks emphasizes the following capabilities: Software platform selection & design; Video network design and distribution; Audio network design, coverage / directionality; Network layout, media management and data delivery; Network implementation, management and operations; Hardware vendor equipment selection and sourcing; Integration, shipping and installation training & oversight; Business intelligence modelling.

Through his business development background, he's proficient in understanding client requirements and conveying those requirements into an appropriate platform design, based on standardized industry metrics. Additionally, Alex is an accomplished, visionary leader with a focus on driving positive financial impact from solution design, client management, sales, marketing and business development perspectives. He has delivered successful solutions in fast-paced, changing and challenging environments.

**Stephen Randall**

Social Media, Mobile Technology and Product Strategist  
*North American Associate*

Stephen has been a leading mobile computing entrepreneur for over 15 years. He is founder and chief executive of LocaModa Inc., a technology company extending the reach of place based social media to millions of mobile consumers in thousands of locations.

Prior to LocaModa, he was a founder of Symbian, the world's leading mobile operating system provider with over 200 million units shipped across approximately 250 different phone models. Stephen served on Symbian's Operational Board from 1998 to 2002.

Prior to Symbian, Stephen was the architect of Psion PLC's licensing strategy where he restructured the company to form Psion Software, which as Joint President, he helped build into the global licensing business that was spun out to form Symbian. During that period, he also served as the Chairman of The Ambient Computing Working Group, advising the European Parliament on roadmaps for pervasive computing. He was also a founder of pen-based computing company, Eden Group, which was acquired by Geoworks.

Before venturing into mobile computing, Stephen had a career in music technology, developing the world's first digital guitar, for which he received a British Design Award from HRH Prince Phillip.



**Fiona Ryder**

Multi Channel Media & IPTV Specialist  
*UK and European Associate*

Fiona has over 20 years experience in the media, film, TV and technology sectors. An innovative former commercials producer, she spent the last 15 years at CXO level, developing branded digital media channels and networks for multinationals in the out of home market, both outdoor and in-store.

She established her first digital out of home company in 1994, which pioneered the use of big screen advertising at live music and sports events. In 1999 she founded her award winning company, Cube Music, which rapidly became a leading content and signage provider in the market, winning major accounts and rollouts for retailers including Topshop, Topman, Toni & Guy, Burberry, Etam, Tammy and World Duty Free.

Cube created and distributed media to over 2,000 sites and was responsible for some of the leading innovations in the sector. Her work with Selfridges for the Bodycraze event earned her and her company the accolade of Best Retail Theatre. She sold Cube to Immedia plc in 2006 and left the enlarged company late 2007. In 2008 she co-founded StreamExchange which provides cross platform media distribution and content syndication operating across the business, retail and professional content industries.

Fiona specialises in helping clients realise the value of content and audiences using multiple technologies including web, digital signage, IPTV and mobile. She is a passionate evangelist of social and new media and has a comprehensive knowledge of the technologies needed to deploy successful branded rich media solutions on a cross platform basis. She is a guest lecturer at Nottingham Trent University and regularly consults on the use of emerging technologies for brand communication and marketing.

She studied Film and Photographic Arts at the University of Westminster (BA Hons) and is a Board Director of a number of companies, both in the UK and in Canada.

**Joy Salisbury**

Media Development Specialist  
*UK and European Associate*

Joy started her career in Advertising and Marketing Communications at Saatchi & Saatchi in the 80's as a media buyer, before moving on to media research with the AGB group.

The 1990 Broadcast Act expanded the relationship between advertiser and broadcaster and Joy moved into the then very new area of Advertiser funded programming, initially with programme Funding, a small specialist consultancy, and latterly with Bates Dorland as Ad-funded Programming and Content Director.

In 2004 she joined Instrumental Media Group to run Tesco TV as Channel Editor with responsibility for senior client relationships and for the Tesco Group responsible for producing all on-screen material for the seven channels on the Tesco Network. Her role encompassed dealing with all stakeholders in the network from the Media sales team at JCDecaux through to the technical team at Innov8, the content management system service providers.

On leaving Instrument she joined CAN Media Group, the principal part of the business is The Life Channel, a community focussed out of home TV network with outlets in GP waiting rooms, schools, dentists, community centres, play centres, and community centric retailers. The network services government at national and local level and other community and social agencies providing a highly targeted and tailored communication vehicle. In addition to running The Life Channel the company runs networks on behalf of retail clients and Joy pitched for and won the pilot for BP Forecourt and C-Store Screens Network which ran from July 2006 until March 2009.



**Mike Silverman**

Commercial & Operations Strategist

*UK and European Associate*

Mike brings broad commercial management, business development and financial experience gained from a number of industries in the UK, Africa and the Indian Ocean, USA and Australasia.

Qualifying as Chartered Accountant in 1970, he worked in the accountancy profession, in hotels and in electrical manufacturing (Deputy Managing Director of a public company) before moving into broadcast television in 1980, co-founding and managing Corinthian Television ("CTV"), which he subsequently sold to what was to become Carlton Communications plc. It was, in fact, the first Carlton Television company.

After being head-hunted by Richard Branson, he set up and managed the television division of the Virgin Group. Mike returned to the UK in 1990 following a spell in New Zealand to hold senior posts in television facilities, computer animation, DVD authoring and business television production before being invited to rejoin CTV in late 2001. He led the bid for a £150mn contract to build and operate a new television facilities centre for The Walt Disney Company, subsequently awarded to CTV in 2002. Mike led the design, project management and construction team that built the facility. As Chief Executive, Mike was responsible for the strategic management and development of CTV, employing 150 people.

In 2004, Thomson Technicolor acquired the majority stake in CTV and re-named it Technicolor Network Services. Mike retained his shareholding and became Senior Vice President, responsible for business development and special projects (including mergers and acquisition) across the division's broadcast and out of home services activities. Mike is married to Isabella and has 3 daughters, Mia, Nikki and Lucie. He is a keen golfer, fitness enthusiast and an active public

