



The DPP 2021 Predictions

FEBRUARY 2021

Enabled by



Executive Summary

DPP members are predicting some important new trends for the year ahead:

▶ **The purpose of the workplace will be redefined**

▶ **There will be market disruption and consolidation**

▶ **Unpredictability will be the new normal**

▶ **Businesses will better assess both sides of the risk equation**

▶ **AI and automation will become pervasive across the supply chain**

▶ **Security will become distributed**

How are the DPP Predictions created?

Our predictions are drawn up by industry practitioners – people who shape and run media businesses

This is the fifth year of industry predictions from the DPP. We're delighted to be producing them in partnership with DPP member company Zixi.

Our predictions are drawn up by industry practitioners – people who shape and run media businesses, of all kinds. Those practitioners help us create predictions that are business focused, exploring the themes that will dominate the boardroom agenda in the year ahead. And they build year on year: unlike most predictions, we always look back to assess just how accurate the previous ones proved to be.

Each year the DPP Predictions consist of two components:

Mood music

There are some prevailing considerations that surround almost everything a media business does. The identification of such themes is not so much a prediction as a comment upon the general context in which everyone is working. We limit ourselves to a maximum of five mood music themes for each year.

Eight predictions

It's impossible to say what the ideal number of predictions should be: it needs to be sufficient to cover a range of themes; but not so many as to lose focus. We choose a maximum of eight – with those eight ranked in order of expected impact.

This is the process for how we get to our new mood music and predictions:

Our group of experts is first invited to revisit the predictions from the previous year. We ask them to assess the significance of those predictions in hindsight by putting them in order from the most to the least impactful.

We then invite them to review the mood music themes from the previous year and decide whether that mood will change for the year to come.

And finally, our experts are invited to make new predictions they believe will impact media businesses in the twelve months ahead. They are also welcome to maintain predictions from the previous year. But ultimately they have to select a top eight, and to rank them by the impact they believe they will have.

The DPP 2020 Predictions: how accurate were they?

Far from the pandemic rendering our 2020 predictions irrelevant, they actually proved uncannily prescient

The group of experts the DPP assembled in January 2020 made eight predictions, which are shown in the table on the next page. They are in descending order of anticipated impact.

Those predictions were made about two months before the global coronavirus pandemic changed everything.

But far from the pandemic rendering our predictions irrelevant, it actually confirmed them to be highly prescient.

Validation through crisis

It has frequently been said that the pandemic didn't really change the media industry: it just demonstrated the value of the direction in which it was already going, and accelerated it.

And that view is borne out by the DPP's 2020 Predictions. Those predictions identified that all businesses, never mind their size or where they are located, will need to be able to operate globally; and equally, that all global businesses will need to consider their local offer. This trend was emphasised the moment the world went into lockdown in mid-March 2020.

Similarly, existing instability in the media economy was only accelerated by the pandemic – a reality that was evidenced as early as July 2020 in the DPP report, [Will COVID-19 Change the Way We Work?](#) The prediction that 'business will be re-formed' reflected that sense of instability. It referred to changes in business relationships – both around where those relationships are conducted (company footprint and structure), and with whom.

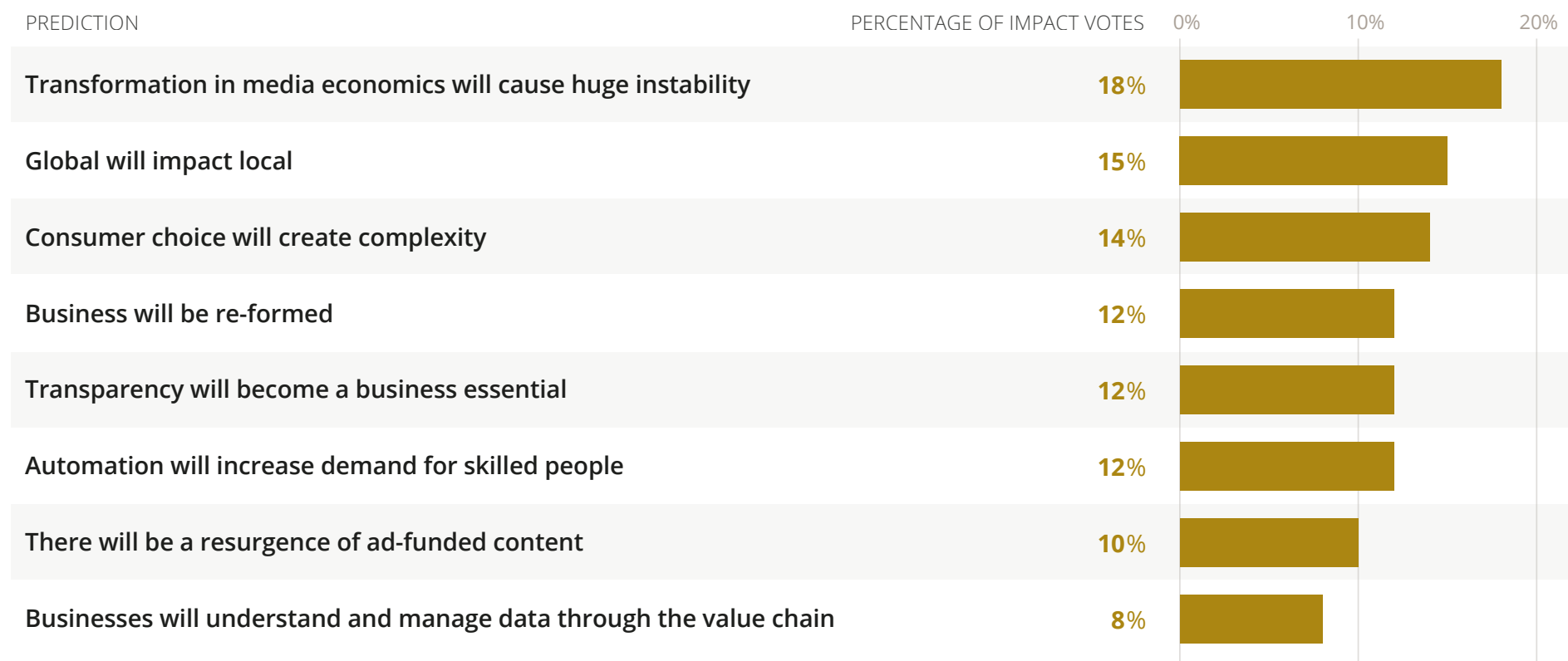
It is almost uncanny to read this extract from our 2020 predictions – which feels as if it could have come from the heart of the COVID crisis



Each time a senior person wants to award a contract, they find themselves being interrogated about what they'd do in the event of the supplier failing. "If they weren't here what would we do?" is the first question I'm now being asked on sign offs," said one of our contributors.

Also highly prescient, was the observation that 'transparency will become a business essential.' When the DPP undertook its *Design for Tomorrow* project, which explored the ingredients for success for companies seeking to thrive in a post-pandemic world, the need for transparency, or visibility, between customer and supplier was strongly emphasised. This was particularly the case when considering supply chain relationships around content preparation ([Design for Tomorrow: Content Preparation](#)).

The DPP 2020 Predictions



Assessing the impact

So the group of experts we assembled a year ago can feel proud of predicting trends that a global crisis served only to make more, rather than less, accurate.

But looking back from the start of 2021, which of those predictions proved to have the greatest impact?

We asked this year's experts to make this assessment, and their scoring of actual impact is shown in the table on the next page. This actual impact score is shown beside the projected impact score generated twelve months earlier.

As can be seen from the table, the actual impact proved remarkably close to the projected impact – which is extraordinary considering the circumstances that unfolded last year.

The slightly lower score for 'automation will increase the demand for skilled people' probably reflects the fact that many companies were focused on their current workforce rather than building a new one; and also that some automation projects may have been delayed or put on hold.

The significance of ad-funded content, meanwhile, was reduced. This is one prediction that may have been temporarily undermined by the pandemic.

It is no surprise, however, to find that the prediction which carried the greatest increase in impact was the one that said that 'business will be re-formed.'

2020 Predictions impact assessment

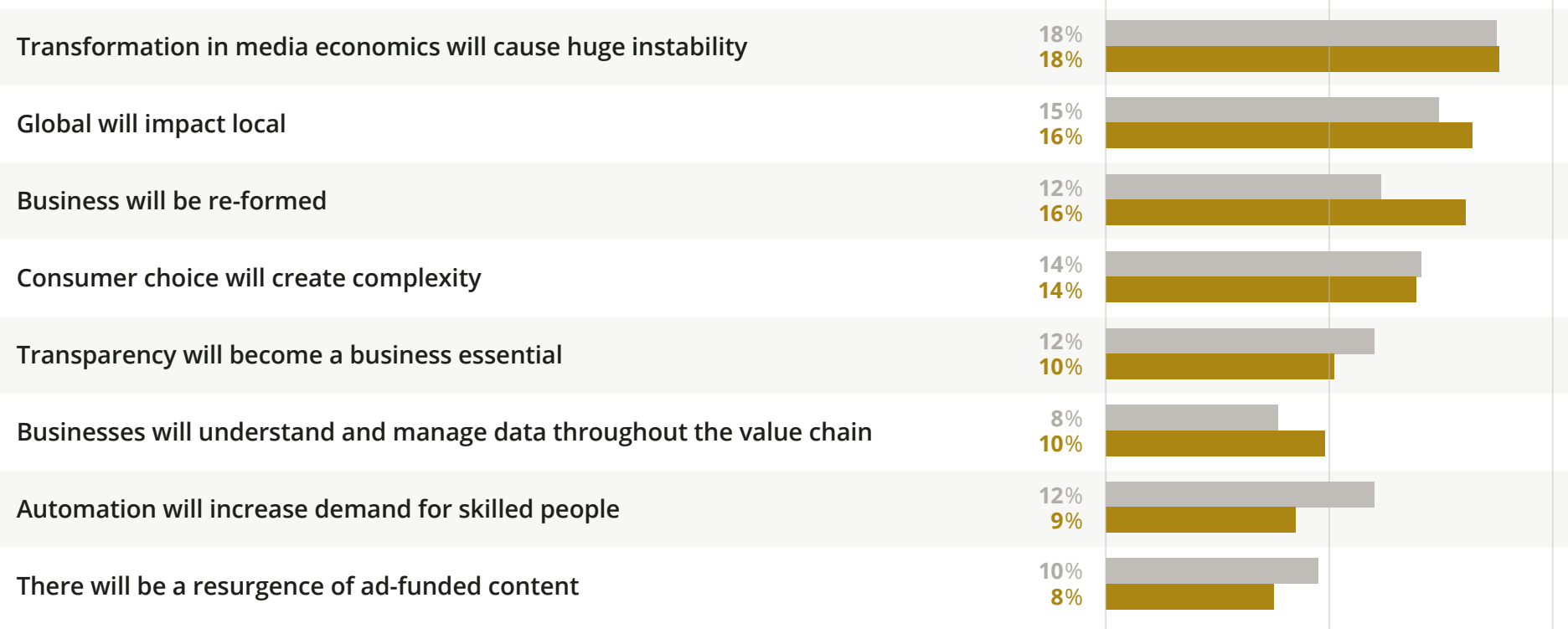
Predicted
 Actual

PERCENTAGE OF IMPACT VOTES

0%

10%

20%



Has the mood music changed for 2021?

The mood music selected for 2021 was the first indication that the industry has been materially altered by the events of 2020

Each year we consider five overarching themes that will inform the thinking of all media businesses in the year ahead. These are not specific predictions; they are lenses through which a company board is likely to look at almost everything.

The table on the next page shows the mood music over the last five years.

As we can see, the media industry mood music has gradually evolved. Most themes have either sustained for more than one year, or been subtly updated. In past years, brand new themes have appeared only occasionally.

But this year was different. The mood music selected for 2021 was the first indication that the industry has been materially altered by the events of 2020.

Our experts believe 2021 will play out to five new mood music themes:

Values

In 2020 environmental sustainability finally forced itself onto most board agendas. But the extraordinary and turbulent events of that year led companies to think about other key business values, such as diversity and inclusion, wellbeing, trust, and social responsibility. If 2020 was a year for reflection about the wider position of companies within society, 2021 will be a year of action.

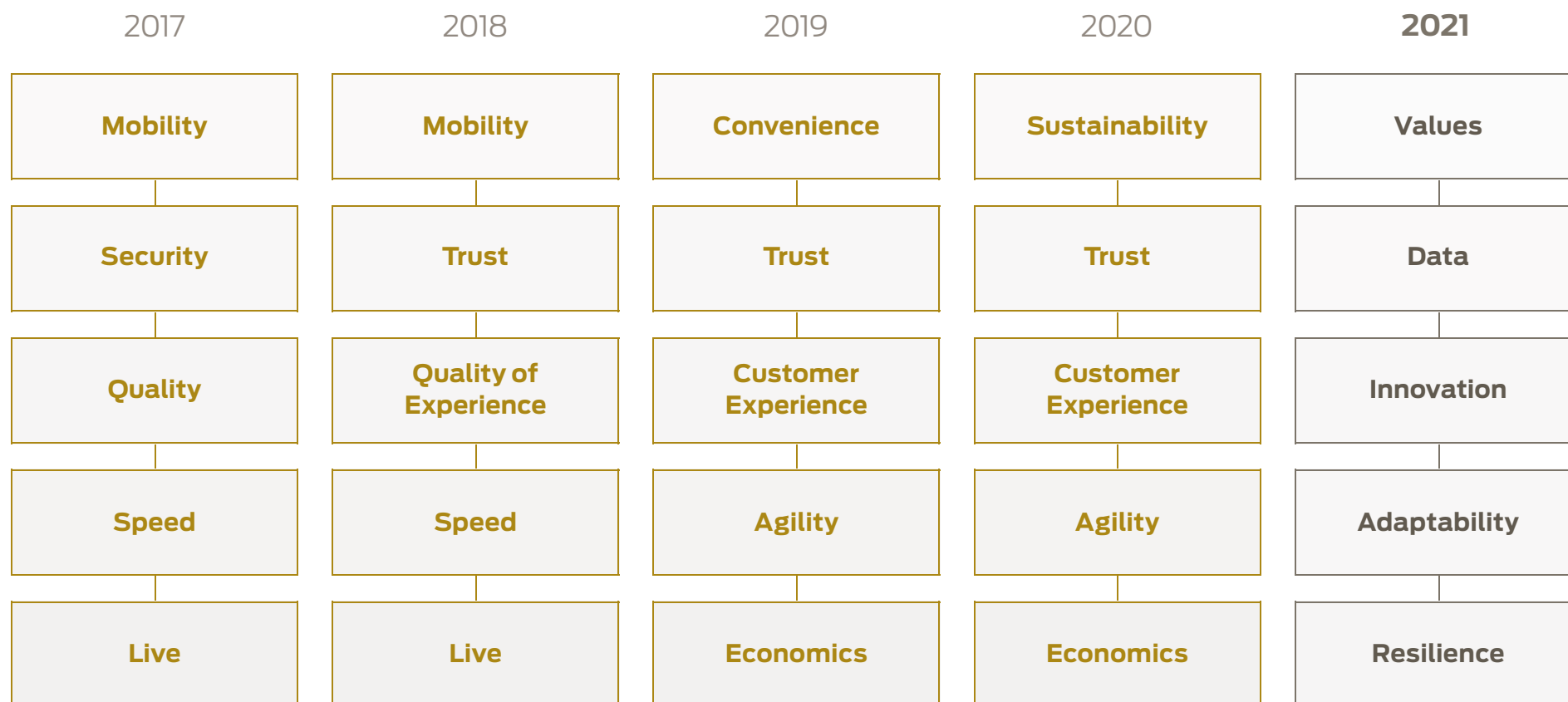
Our experts saw the articulation of business values, and the need to act upon them, as essential for the development of their companies – both from the point of view of their ability to attract, maintain and motivate their employees, and for their ability to stay relevant to their customers.

“Values are really useful when you’re in a tight spot. And I think a lot of businesses have asked themselves last year, who are we really?”

“Culture and values have become absolutely a top priority throughout this year. People really want to connect with those values, and have them visible to provide an anchor when we’re all working remotely. It’s not just about corporate social responsibility; it’s about staff, and what drives those people to have a sense of belonging.”

“One topic that’s in every boardroom is employee health and wellbeing. It’s not just about customers anymore, not just about the economics, but actually about asking ‘how are our employees doing?’”

The mood music 2017–2021



Data

As we will see when we focus on the specific 2021 predictions, data, and the means to expose it, has rapidly become central to all businesses.

But what was particularly arresting about the view taken here of the growing pervasiveness of data, was the role it has now come to play in helping companies to navigate their way through the complexities of a pandemic.

“Data helps us manage remote workforces. And I think that’s a big shift for some companies – to get their heads around how valuable the metrics can be when we’re looking to manage on output rather than presenteeism. Just utilising the ability to separate out the fact that it’s been quite an emotional year for everybody, and to rely on good old facts and data to drive decisions in a crisis, has been really valuable.”

“Senior executives are now rethinking, ‘what type of business do I want to have for the next five and ten years?’ They’re using data to say, ‘well, we’ve continued to produce content at a high level, do we really need this real estate footprint in this city? Do we really need to mandate all of our people to be in the office?’ One of the things I’m seeing is a diversion of spend from things like real estate into content – moving all of the money to the content front line.”

Innovation

Our experts shuffled the mood music – seeing trust and customer experience as part of both business values and the need to demonstrate adaptability.

Innovation then emerged as a new core theme.

The position in which companies find themselves today is seen not only as a challenge, but also as an opportunity – and it is innovation that will enable them to take advantage of that opportunity.

Indeed, innovation is no longer a choice.

“You need innovation to achieve everything else. It’s how you build your culture, maintain and assimilate new people, improve the customer experience, and stay adaptable.”

Adaptability

Over the years, we have seen the mood music theme of speed give way to one about agility. This refinement noted that going faster wasn’t always the appropriate response; sometimes the need is more to be highly responsive.

That notion has been refined again this year. Many wanted to capture the widespread need for flexibility which has come with both difficult economic circumstances, and the need to innovate. The notion applies both internally and externally.

“ There is a need to be flexible with your customers, as everybody is just doing their best – whether it’s just keeping the lights on, or actually growing and developing their businesses. That requirement to be flexible goes across the whole of the organisation – it is also around what people need, and how you’re supporting them.”

“ It’s no longer about just the quality of the products, but the whole experience that you create for the customer. What we found with the new ways of working, is that in some ways being embedded with our customers is easier. There aren’t office or workplace boundaries anymore. Since everyone’s virtual, there’s less differentiation.”

Ultimately it was felt that even flexibility didn’t quite capture this new spirit of how to do business.

“ I would push it further, and say *adaptability* – because I think everyone has to be flexible all the time. But I would argue that in this last year businesses have had to adapt to so many things. And there are many businesses that have completely pivoted, because they’ve adapted to the current situation.”

The group agreed – and adaptability became part of this year’s mood music.

Resilience

The importance of the bottom line – expressed as ‘economics’ – has been a mood music theme for the last two years. But this year that theme was pushed aside by something even more fundamental: resilience. The ability simply to maintain business operations has become paramount.

“ May I suggest that focus on the bottom line should be a given for any industry anyway? It’s almost like breathing. We are in business only for one reason. It’s not a hobby.”

“ We aren’t through this yet. Lots of the solutions were temporary. And the board is still asking about resilience. The market is challenged; not everyone’s going to survive this. So in terms of buying decisions and technology, I think resilience is pretty high up the list.”

The DPP 2021 Predictions

Our group of experts had the option to retain some predictions from the previous year. They decided to retain two of them:

Global will impact local;

and

Businesses will understand and manage data through the value chain.

This latter prediction now enters its fourth consecutive year – which demonstrates the enduring centrality of business data.

In addition to these two retained predictions, they identified six new ones:

- 1 The purpose of the workplace will be redefined**
- 2 There will be market disruption and consolidation**
- 3 Unpredictability will be the new normal**
- 4 Businesses will better assess both sides of the risk equation**
- 5 AI and automation will become pervasive across the supply chain**
- 6 Security will become distributed**

In the pages that follow we look at each of these predictions in a little more detail.

1 The purpose of the workplace will be redefined

In 2021 we will be trying to work out what the office is really for

It is difficult to overstate the extent to which new ways of working currently dominate the thinking of senior media executives. The move to remote working in March 2020 was an event of such significance that its cultural and business ramifications are still eagerly discussed and debated.

Opinions regarding how companies will work once the pandemic is over still vary.

“ I would push back on the notion that we’re not going back to the office. Everybody I have talked to has said, ‘I’m fed up with this, when I’m allowed back in the office, I’m going back nine to five.’ There’s a lot of pent up wish to get back to the collaboration we did in person.”

“ We surveyed our team a lot about this, and there is absolutely no desire from anyone across the entire organisation to go back to the office full time, post COVID. And I don’t think we’re alone in this. It’s driving change in organisations, in processes and the way companies are managed. It has an impact on values. Employees are coming forward and saying they’re interested in diversity and inclusion and wellbeing and work life balance. But I also really agree that it reinforces the need for the office as a place for the cultural dynamic of work. And that’s the balance that people are looking for. So I think what the future of work and location looks like is a big, big topic for everyone next year.”

In short, no one knows for sure how we will all be working by the end of this year – and what variations there may be across companies in different parts of the supply chain.

But what we can feel certain of is that a huge amount of time, energy and resource will be put into redefining the purpose of location-based gatherings for employees. In short, we will be trying to work out what the office is really for, and how it best delivers value.

“ Offices are a gravitational pull for culture. So how are we going to use those offices? And if people aren’t at the office together for the longer term, how do you keep that culture? It also does affect things like recruitment – not necessarily having to recruit in city centres anymore, so the future of work, and the future of offices is really going to underpin so many conversations in the coming year.”

“ If you don’t offer some form of flexibility in work style, you probably won’t get the best talent.”

As one person observed, 'onsites may become the new offsites,' as the office begins to be seen as the place where collaboration happens.

One thing is for sure, the process of redefinition is going to be complex. It will sometimes create tension. And it will certainly represent a major managerial overhead.

“ We've just done a survey across our business. We asked what people's expectations are. And people want their desk, in their office, but they want to come in two days a week. So I think there's a huge challenge in changing the actual behaviour and people's expectations. Because currently, everybody's preference is that they want it all. But as a company, we can't facilitate that. We can't have a desk for somebody two days a week who wants to work at home three days a week, and do that for everybody across the business. It makes no sense. I think how we manage that shift in behaviour is going to be huge.”

2 There will be market disruption and consolidation

The elephant in the room is that some companies won't survive this year

The prediction that 'Transformation in media economics will cause huge instability' first appeared in our 2018 Predictions, and was maintained for the following two years.

But this year our experts went further. They wanted to call out, in no uncertain terms, that 2021 was going to be a year of winners and losers. 'Economic hell' was how one person described it.

"I really, really like this prediction being in here. There needs to be something about how tumultuous 2021 is going to be; and as the world's rapidly changing, the trajectory for some businesses isn't good."

"Businesses will consolidate, there will be mergers and acquisitions. There will be organisations that go out of business. It is the elephant in the room. It's going to be a tough year."

"It's not a nice message to say, but we are going to see far fewer companies in this industry. We're going to see many companies that have been marginal fail, simply because they can't pay the bills, or can't meet the payroll. Many will be consolidated or will be acquired – it's the same result: you end up with fewer companies. Seeing how the industry responds will be interesting."

It was pointed out that consolidation in the supply chain may actually have the benefit of improving its resilience over time. But it was also pointed out that a tumultuous media economy won't simply mean fewer players. It will also mark the arrival of new entrants – a reality that seems inevitable as boundaries between different sectors become blurred, and an increasing amount of technology is no longer industry specific.

"It's not so much there'll be less companies, there'll be different companies. A lot of the established and slow-to-be-flexible companies will disappear. But there's a huge opportunity now for small companies, for small virtual groups, that can be far more focused and far more agile. They don't have a building. They already know all this stuff that most of us are trying to deal with. Boy, if you have a really great idea, it's a great time to go into business."

3 Unpredictability will be the new normal

The only predictability is that there's big changes coming up

The DPP's recent report [CES 2021: What Consumer Trends Mean for the Media Industry](#) argued that we routinely underestimate the power of consumers to create new trends almost overnight – especially through the device in everyone's hand: the smartphone.

During the early stages of the pandemic, we saw consumers respond warmly to 'COVID TV' – rough and ready shows recorded on Zoom. But within a few weeks, as those same consumers tired of the novelty of lockdown, they rejected cheap, expedient productions in favour of historic premium content. Meanwhile, TikTok experienced an explosion in popularity as bored populations created and shared their own videos.

No one knows what new trends and behaviours will emerge as the pandemic ends. But emerge they surely will.

“How much can we really predict? I mean, we sat here twelve months ago trying to predict, and, OK, we got a lot of that right. But something happened early in the year that completely changed our outlook on business, on the way that we consume and the way that we produce media. And I think where we are right now is quite difficult to predict as well. For me the only predictability is that there's big changes coming up.”

“It's hard to understand what we need to do, because I don't know what consumers want. And that's tied up with not knowing what COVID is going to do to us, right? But the point is, it's going to change what we all have to do. Because when the floodgates are open, consumers are going to stop watching your network and my network, and they're going to be just desperate to get out of that house. So then how do we adapt to that?”

Paradoxically, the only preparation for such uncertainty will be preparedness: to have a business model that is adaptable, and a collective mindset that is accepting of risk.

4 Business will better assess both sides of the risk equation

Things are risky – but not doing anything is also risky

Our group of experts – irrespective of whether they were from a customer or supplier company – all reported a sudden and significant change in the perception of risk within media businesses.

They believe the year ahead will see company boards that are traditionally risk averse now take a more balanced view. Those boards now accept that, whether they like it or not, now is not the time for inaction.

“ I think it’s not so much an acceptance of risk. It’s just an acknowledgement that we have no choice. If you ask people, they’re still scared. But the risk of not doing things is higher now, right? You just have no choice.”


“ We’ve seen people being more sensible about looking at both sides of the risk equation. So rather than saying ‘this thing is risky, let’s not do it,’ people say ‘OK, this thing is risky – but the risk of not doing it is also risky.’ And then actually properly balancing those things. In a lot of businesses that didn’t happen before.”

This preparedness to accept risk has been both prompted and facilitated by greater flexibility among suppliers.

“ Customers have been more flexible and willing to try new things. And that’s in an industry which has, forgive me, been fairly

risk averse. Vendors, including ourselves have been much more flexible in development cycles, no longer tied to the IBC, NAB cycle. It used to be that we’d make something; we’d send it to you; you’d give us some money. But we now have to develop two, three, maybe four different kinds of business models and engagements to suit a wide range of customer needs. And I don’t see that going back to the way it was.”

“ We’ve seen customers more willing to try new technologies, and then our whole development cycle has become more iterative. You know, traditionally, we would be sketching out product developments for months and months, theorising them with customer. Now, we’ve seen products go from a conversation with a customer to something we can ship in three months, simply because we’ve had to. We’re seeing far more customers willing to be early adopters, simply because it’s the only way they can adapt.”



As this year's predictions emerged, it became very clear how they tied back into our experts' view of the mood music that will surround us in 2021. Adaptability supports a preparedness for risk; risk taking then drives innovation; but those innovations in turn feel less risky if they are supported by data.

“ There's multiple angles to the word risk, right? What we try to do is to leverage the data. You de-risk your investment the more data you have. The more insights you have, then you can make better informed decisions, and place a better bet.”

5 AI and automation will become pervasive across the supply chain

Process industries have been using AI for a long time. And we're just a process industry

In every year of the DPP Predictions there have been statements about automation. But this year they became more specific.

The driver was the move to remote working.

“ Just the change in how we work, the virtualization, drives the need to understand the data and the workflows as they change, and using ML and AI to actually look for anomalies. You need to have smarter alerting systems – and not just informational systems, but predictive systems that will tell people what to do, or prescriptive systems

that actually do things for you. And I think media is just starting. What's going on with networks and the edge devices in the cloud and being able to monitor, alert, predict and prescript has been done in other industries for over a decade. Process industries have been doing this for a long time. And we're just a process industry.”

What was also striking about the views expressed this year was the observation that 2021 will be the year in which we see AI beginning to impact the whole media supply chain – including production.

But only just. The cost benefit of using AI in creative parts of the industry is only now beginning to tip in favour of adoption.

“ Part of the problem has been the quality economics factor. Up until now, the costs have been relatively high if you wanted to just do speech to text and object detection on video

as an input, so that you have enriched content. The cost barriers were high, and the workflow barriers were high. But I think we'll start to see this become pervasive – it'll become something which is cost tolerable in productions. And it will fundamentally change the way that creatives find and interact with their media.”

“ When we speak about artificial intelligence, we think about speech recognition and recognising faces. Now brace for what's upcoming: artificial intelligence is going to accurately describe the full semantic context of images and within twelve months, take editing decisions. As a producer, it's going to be wonderful, it's going to be brilliant to operate in, you're going to be able to do more with less, faster. But as a post production facility, you're going to be challenged, and there will be more casualties than survivors.

6 Security will become distributed

The threat surface has become huge: it used to be your building; now it's everybody's house

Security was a DPP Predictions mood music theme in 2017; but has not been among the predictions since then. This may reflect the fact that it was an area of huge industry attention in 2016 and 2017. The result of that attention was that security – and more particularly cybersecurity – became a basic requirement for doing business. This increased maturity around business protection was an important development – but it left little more to be said, other than that security was important.

But then, like many others aspects of the media industry, the global pandemic changed everything. A workforce at home created a business opportunity – for cyber criminals.

“ While our technology has accelerated, the cyber threats have also increased at speed. We are way more at risk now we have these remote workforces. We had an incident recently and it was just the craziest two weeks watching that unfold and dealing with how we responded. We just weren't set up to do it. And the effect of that is that we know we've got to up our approach and response.”

“ I know of two media companies that are suffering from security breaches this week. The innovation that companies have had to do over the last year has also meant an acceleration of security concerns. And I think it's a catch up for 2021. Media companies have to put security high on the agenda, especially with more SVOD. But it's not just content: there's now a lot of personal and credit card information that is being held by media companies.”

“ The threat surface has just become huge. It used to be it was your building. Now it's everybody's house.”

The new way of working is already generating greater attention on security.

“ There has been renewed interest and requirements around security – because we have moved applications to the cloud, and because we've moved the workforce out of a secure facility and into their homes. And certainly, when I look at the kind of audits that we're getting from our customers, there is a lot of activity around making sure that what we're doing in all this innovation is actually secure as well.”

Our experts characterised this activity as security moving out to the edge – both in the technical sense, and in the sense of the responsibilities now placed on the distributed workforce.

“ Pre COVID, you had that more traditional view of companies with their workforce in core and HQ locations. Now we’re serving end users at what we would call the edge – delivering content, managing applications, using technology. We see everything moving out to be served in much more dispersed locations. All those employees have effectively moved to an edge. And that brings the security question in because obviously, when you move stuff to the edge, that means your security points need to be moved there also.”

“ Security is disseminating. Security used to be owned by the corporation or a group in the corporation. Now, security is everyone’s responsibility. There’s no handing off security to someone else.”

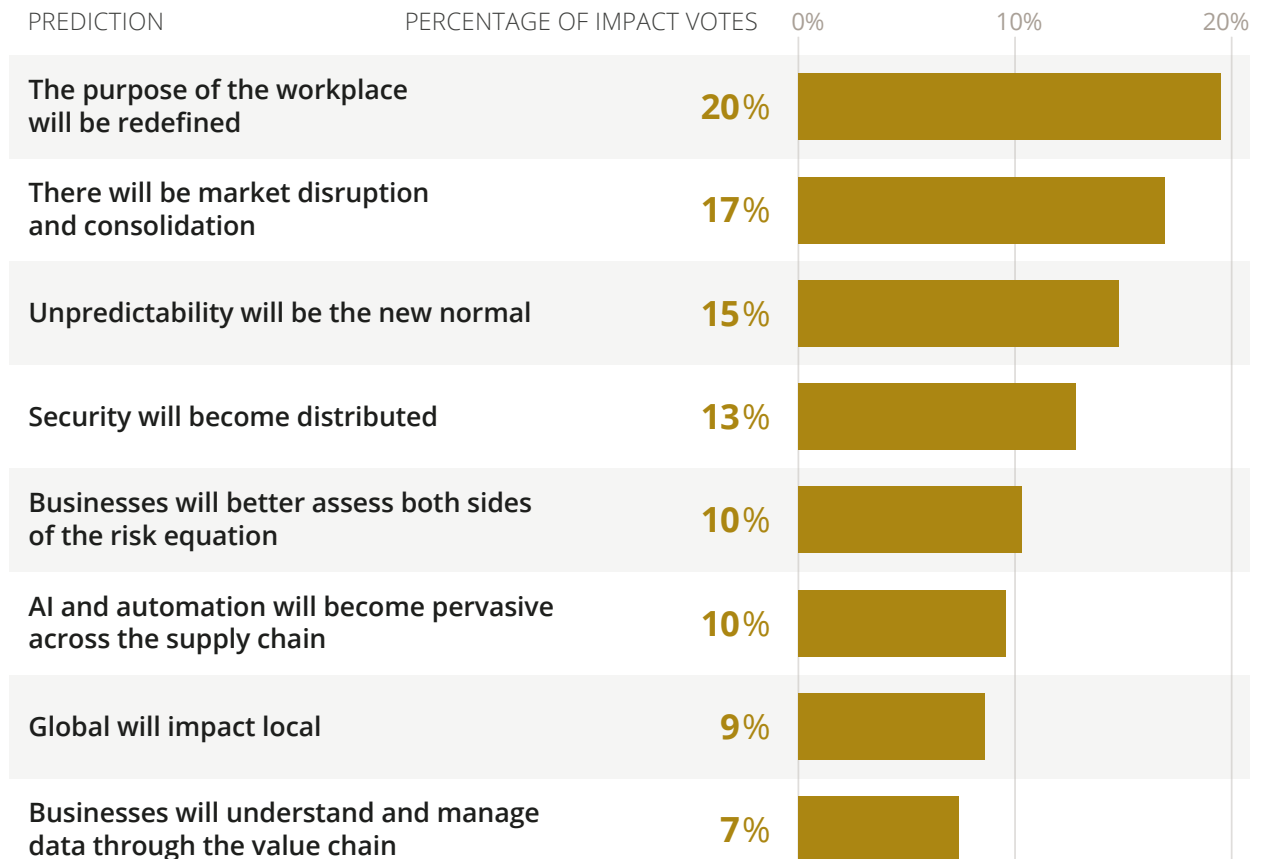
Which predictions will have the most impact?

Our industry will attempt to redefine and secure how it operates amid huge turbulence and uncertainty

Having selected their eight predictions, our group were invited to rank them in order of the impact they expect them to have in the year ahead.

Their ranking, together with each prediction's proportion of 'impact votes' is shown in the table opposite.

It paints a picture of an industry that will attempt to redefine and secure how it operates amid huge turbulence and uncertainty.



How have the DPP Predictions changed over time?

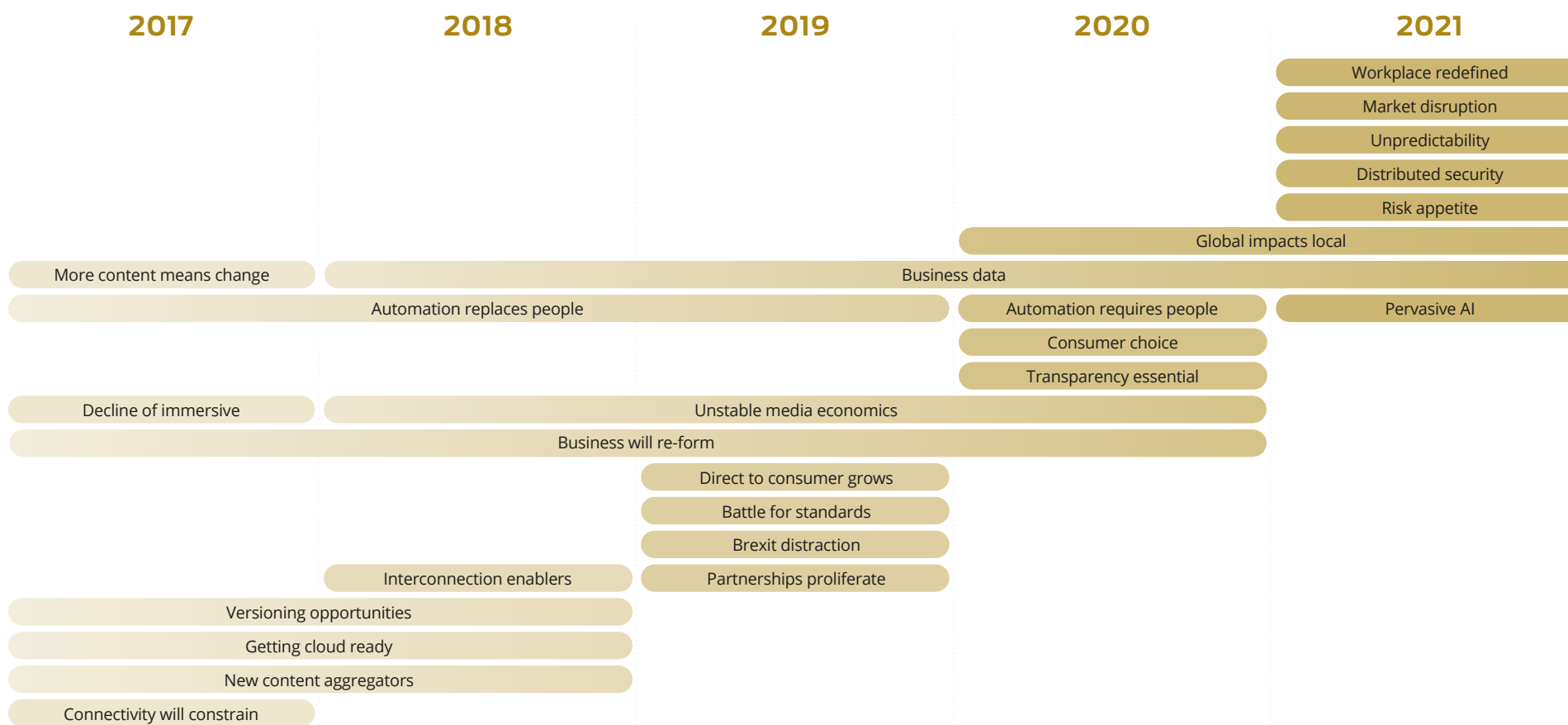
With the DPP Predictions now in their fifth year, an interesting historical record is emerging of how the industry has seen itself over time.

What is immediately noticeable is a shift – which began in 2019 and has intensified since – away from specific industry activities towards more emphasis on the business environment. Predictions around localisation and immersive technology, for example, have given way to more business-minded considerations such as risk appetite and market disruption.

The prediction that ‘business will re-form’ did begin in 2017, but it is significant that a general statement such as that has now become focused into three different predictions (around workplace, market disruption and risk) in 2021.

Two themes have been remarkably durable. The management of business data has managed to maintain its place for the last four years. And there has been a prediction focused on automation in each of the five years to date. This is evidence to confirm the commonly expressed view that the industry has done better at travelling hopefully towards a world of data and AI, than actually arriving. 2021 looks set to prove the destination year.

How have the DPP Predictions changed over time?



Conclusion

The future looks so unpredictable, yet it is as if many feel they can see more clearly

The DPP Predictions bring together companies from across the whole media supply chain. In previous years the discussion has sometimes exposed significant differences in perspective – particularly between vendors and end-users.

What perhaps was most striking about this year's discussion was the degree of unanimity. This may in part come from every company, of every kind, sharing the common experience of the pandemic – and every company, of course, being obliged to work remotely.

But that remote working has not only brought extraordinary changes to work culture. It has also led almost all companies to turn to virtualisation and the cloud. Technology and operations have been abstracted from physical locations, and companies – whether content providers or suppliers – have become much clearer about the opportunities and challenges this change represents.

In our report on [CES 2021](#), we observed that during the pandemic consumers didn't necessarily buy brand new types of technology; it was more that a larger and wider number of them became confident and comfortable about the technology that already exists. Something similar may have happened around business technology.

These common experiences also suggest some fundamental changes in how customers and suppliers see their relationships. There is a far stronger sense of collaboration – of understanding and supporting common business objectives.

Paradoxically, while the future looks so unpredictable, it is as if many in our industry feel they can see more clearly.

The DPP 2021 Predictions were created by the following participants. Please note that although this report reflects the discussion and voting at the session, the views and arguments expressed in this report are not necessarily held by all.

Bea Alonso

Director Product Marketing,
Dalet

Tim Bertoli

SVP Global Media Operations,
VICE Media Group

George Boath

Director of Channel Marketing,
Telestream

Gordon Brooks

Executive Chairman & CEO,
Zixi

Gareth Capon

CEO,
Grabyo

Liz Clarke

VP Customer Operations,
Mirriad

Phil Cluff

Streaming Specialist,
Mux

Peter Elvidge

Director, Media & Entertainment,
Cognizant

Richard Friedel

EVP Corporate Engineering,
FOX

Matt George

Director, Segment Marketing EMEA,
Equinix

Sinead Greenaway

CTOO,
UKTV

Paola Hobson

Managing Director,
InSync Technology

Lee Huang

Head of Product & Client Success,
StoryFit

Abigail Hughes

VP Growth EMEA,
Premiere Digital

Nick Kaimakami

EVP & Head of EMEA & USA East,
Prime Focus Technologies

Marina Kalkanis

CEO,
M2A Media

Louisa Lockett

Head of Operations,
Endemol Shine

Shaun McCarthy

General Manager,
Meta Data Systems

Ian Munford

Director – Industry Strategy,
Marketing & Solutions, Akamai

Jackie Myburgh

Production Executive – Europe/Africa,
Apple TV+

Esben Nielsen

Head of Broadcast,
JT Global

Alan Ogilvie

Lead Product Manager,
Friend MTS

Are Olafsen

UK Country Manager,
ATEME

Stathis Paraskevopoulos

Sales Consultant,
Overcast

Oliver Parker

VP Commercial,
Blackbird

Bill Roberts

Industry Strategist,
Adobe

Scott Rose

CTO,
SDI Media

Janet Snowdon

Director Sales for Telco, M&E Industry,
IBM

Peter Sykes

Strategic Technology Development Manager,
Sony

Yucel Timur

Director of Operations,
Pebble

Maarten Verwaest

CEO,
Limecraft

John Wastcoat

SVP Alliances & Marketing,
Zixi

Craig Webber

Client Director,
Piksel

Matt Westrup

VP Technology & Media Operations EMEA,
A+E Networks EMEA

The DPP 2021 Predictions event was produced by **Mark Harrison** and **Rowan de Pomerai**.

This report was written by **Mark Harrison**, and designed by **Vlad Cohen**.

The DPP would very much like to thank **Zixi** for making this work possible, and the 2021 Predictions attendees for their generosity of time and insight.

This publication is copyright © DPP Ltd 2021. All rights reserved.

ABOUT THE DPP

The DPP is the media industry's business network. It is a not-for-profit company with an international membership that spans the whole media supply chain, covering global technology companies, production companies, digital agencies, suppliers, service providers, post production facilities, online platforms, broadcasters, distributors and not-for-profit organisations. The DPP harnesses the collective intelligence of its membership to generate insight, enable change and create market opportunities. For more information, or to enquire about membership visit thedpp.com.

ABOUT ZIXI

Zixi provides a cloud based and on-premise Software-Defined Video Platform that enables reliable broadcast-quality video delivery over any IP network, any protocol, any cloud provider and any edge device. The company offers technologies for broadcasters, enterprises, over-the-top video providers, and mobile service providers around the world. The Zixi Platform makes it easy and economical for media companies to source, manage, localize, and distribute live events and 24/7 live linear channels in broadcast QoS, securely and at scale, using any form of IP network or Hybrid IP environments. Zixi provides enhanced control in large complex networks with [ZEN Master](https://www.zixi.com), a live video orchestration and telemetry control plane that provides visual tools to configure, orchestrate, and monitor live broadcast channels and events across industry protocols. Over 10+ years, the Zixi Enabled Network (ZEN) has grown to over 250 OEM and service providers and serves well over 750 media customers representing most of the top brands around the world with 20,000+ channels delivered daily.

www.zixi.com

