

# Recasting the Webb

Natalie Apostolou

EMERGING from a non-compete period with digital service company BlueFreeway, serial digital entrepreneur Richard Webb has re-surfaced with four new projects which will be progressively launched from January 2009.

Webb, who has been splitting his time between Sydney, his vineyard in the Hunter Valley and New York, since being ousted in January from the helm of the digital service company he created, believes that the global downturn will be the defining point for the evolution of the digital services industry.

As a veteran of the last dotcom bust, when he grew Red Sheriff to become a dominant global player, he also believes that the time is nigh for investing in new targeted digital ventures.

"This recession will validate digital," he claims as marketers will swiftly and aggressively demand greater accountability for their shrinking budgets.

"Advertisers will spend less and expect more. They will reduce their advertising spend in 2009 and want to know that every dollar has been spent worked. This should only help to grow digital media's share of the pie," he said.

Anticipating that demand Webb is behind two ventures, Effective Measure and ASOC8 that promote a common independent measurement system which validates the effectiveness of all digital platforms across internet, mobile, iTV, online gaming, and emerging digital outdoor.

As announced last week Webb has joined the board of Effective Measure, a company co-founded by his former colleague at Red Sheriff, James Robertson and Scott Julian, targeting publishers with a whole of market rating system at the pre-buy stage. Webb revealed details to *Digital Media* of the complimentary venture he has founded, ASOC8, which is incorporated in the US and targets advertisers and agencies, post buy, using a common independent tag clearing house.

The ASOC8 management team also features two stalwarts from the dotcom era, COO and director William Kane and chief client officer and director Leo Scullin.

Both executives and backers were most recently with marketing, tech and strategy group Arkose Consulting. Both executives are also veterans of dotcom consultancy marchFIRST. Scullin has also held roles with the IAB in New York, AOL, Young & Rubicam and Murdoch Magazines.

Earlier this month ASOC8 appointed venture capitalist Jerry Neumann to the board. Neuman managed Seneca Investments, the successor company to Communicade, Omnicom Group's interactive marketing and venture capital arm.

Webb explained that the new company is aiming to be the largest advertising verification and benchmarking provider to the global digital industry. Using a proprietary platform ASOC8 validates the delivery of



Richard Webb

all types of digital ads across all platforms.

"Both Effective Measure and ASOC8 use a tag which measures client-side behavior at a census level therefore supporting equally the needs of large publishers and the long tail," he said.

Weighing in on the recent industry debate on whether the IAB's efforts to create industry wide standardisation for online measurement will actually include the interest of smaller players, Webb commented that "a panel approach would favor the big players because statistical sampling cannot accurately assess the long tail."

He added that a common independent measurement platform was what the industry required.

In other projects Webb joined the board as Chairman of The Inspiration Room which was co-created by Lohmas Studios founder and CD Stephen Molloy and the founders of Teknowledge, Chris McLean and George Galanis.

The site showcases and aggregates the work of individuals and agencies within the creative sphere including graphic design, illustration, advertisements, show reels and photography. The site will soon include creatives from the digital, fashion and fine art fields and also includes an ezine. Webb describes the sites as a "test bed" for a new model for publishers to build and monetise ever fragmenting tribes.

While Webb is continuing to raise a round of financing for his new vehicles he also plans to launch Mesh Bay in the first quarter of 2009 which is an "new aggregation platform for disparate digital marketing services allowing the seamless mix and match of services to meet the advertiser/agency needs for optimized execution."

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# EzyDVD collapses as Quickflix cleans up

Natalie Apostolou

STRUGGLING Australian IPTV aspirant and DVD retailer EzyDVD has been placed into receivership with Ferrier Hodgson brought in as appointed manager and receiver.

Ferrier Hodgson partner David Kidman confirmed this week the company had been struggling through a retail sales slump, which was compounded by a significant debt burden and substantial operating losses in 2007 and 2008.

Jim Zavos started EzyDVD in 1999 building it into a \$100 million turnover business, claiming 25% retail sales growth for the year ending June 2008. The retailer had been re-positioning itself over the last 18 months to enter the nascent online movie download market, following the acquisition of the assets of failed IPTV operator Reeltime.

The movie download service,

branded EzyDownload, was slated to launch in September but was placed on hold due to a downturn in retail sales. Late last month Zavos said the he was committed to resurrecting the project in the new year when the economy picked up and was not planning on relinquishing the IPTV infrastructure. The collapse of the EzyDownload plans coincided with Federal Court action against Perth ISP iiNet, which was accused by the major film studios of allowing customers to break copyright restrictions by using Bit Torrent for movie downloads.

Zavos was pitching the EzyDownload service as a direct challenger to BigPond and was planning to partner with ISPs around the country to promote an uncapped download service.

The Adelaide-based company has 58 retail outlets nationally which

includes 26 company-owned stores and 32 franchise outlets.

The franchise outlets are not affected at his stage.

Hodgson said all EzyDVD stores would operate normally while an assessment of the company's trading position was undertaken and the business offered for sale.

"We are keen to keep the business operating in this peak buying period," he said.

Meanwhile, the management team behind online movie retailer Quickflix has snapped up a 19.9% stake in the ASX listed company which was once owned by Destra.

"We are big believers in Quickflix and it's good to clear away the overhang in our stock," said Quickflix executive director Stephen Lansford.

"The company has done the hard yards and we think 2009 is going

to be a strong year for us as more consumers look for entertainment at home."

The parcel of 16,265,293 shares which was placed in the hands of receivers Korda Mentha last month, was acquired by Quickflix management for \$178,918.

Prior to Destra's ownership, the stake was owned by Lachlan Murdoch's diversified investment vehicle Illyria. Murdoch divested the stake worth about \$1.2 million in June 2007 in exchange for 4.17 million new shares in Destra.

At the time of the transaction Destra had a market capitalisation of about \$71 million with a share price sitting at 32.5c, while Quickflix had a market capitalisation of \$10 million with shares at 19.5c.

Shares in Quickflix closed at 1.6c on the news this week.

## Sanity dumps LoadIt

Natalie Apostolou

SANITY Music has shelved its ambitions to be an online music download provider, dumping its LoadIt digital music service less than four months after launching.

The service, which took 18 months to develop in partnership with Microsoft, launched head-to-head in August against Telstra BigPond's DRM free music download service and Vodafone's cut price subscription music play MusicStation.

Sanity, Australia's largest independent music retailer, offered 300 tracks per month for \$29, but stifled

customer freedom by limiting the service to selected MP3 players from Samsung, Creative and Sandisk.

Vodafone which launched its mobile service a month later offered unlimited downloads for \$2.75 per week.

Sanity quietly informed LoadIt customers last week that they had 30 days left to enjoy the service which would be officially terminating on January 1, 2009.

Sanity chief executive Ray Itaoui said in the letter that he was "disappointed" by the cessation of the service, but would "continue to explore innovative

new music offerings for our customers".

The Sanity service was also supported by Optus, which provided 500 Gb/sec connectivity. Australian rich media website developers Ubeetech developed the site, content management platform and payment gateway. The LoadIt software acted as an add-on to Microsoft's Windows media player version 11.

Microsoft would not be drawn on the details behind the termination of the service, but a spokesperson said that the vendor would continue to have a

positive relationship with Sanity.

"We are disappointed about Sanity's recent announcement to close the online Loadit service and we understand that existing customers with outstanding online music credits will be reimbursed by Sanity as and where appropriate," the spokesperson said.

"Windows Media Player remains the most widely-used music player in Australia and there are many alternative online music services available to Australian customers for use with Windows media player 1.1."

## iiNet vs film industry-game on

IINET has began its defence in the Federal Court this week against allegations from the film and television industry that the ISP willingly authorised customers to illegally download films in breach of copyright laws.

The legal wrangle which will be viewed as a test case for digital content distribution across all genres was instigated by copyright watchdogs, the Australian Federation

Against Copyright Theft (AFACT), which claimed last month that iinet was under investigation for allegedly not doing enough to prevent piracy over its network. AFACT said the action followed a five-month investigation by the industry and claim that there are "thousands of infringements of copyright" by iiNet's customers and that iiNet was warned about the illegal activity in 18 separate notices.

The carrier claims however that AFACT conducted its investigation in an underhanded manner. In statement iiNet said that while "the law currently provides a process for investigating copyright theft or any other illegal activity using the internet, AFACT did not use this process. iiNet's Customer Relations Agreement clearly spells out that customers must comply with the law and that our service must not

be used "to commit an offence or to infringe another person's rights".

The Seven Network, Village Roadshow, Universal Pictures, Warner Bros, Paramount Pictures, Sony Pictures Entertainment, 20th Century Fox and Disney jointly filed the action in the Federal Court and are seeking a ruling that iiNet infringed copyright law through its lack of action to stop users

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from illegal file sharing practices over BitTorrent networks.

The carrier has retained the legal services of firm Herbert Geer which has experience in defending file sharing pioneers Kazaa.

iiNet maintains its position that it "does not in any way support, or encourage, breaches of the law, including infringement of copyright," and will vigorously defend all allegations.

Following the Federal Court meeting this week, iiNet have been ordered to file their defence by 5 February 2009.

Meanwhile in the UK 100 British film and TV executives issued an open letter which was published in the Times newspaper expressing their alarm over the damage online piracy is inflicting on the business.

In the letter, the players which include directors Alan Parker and Kenneth Branagh said, "we are very

concerned that the successes of the creative industries in the U.K. are being undermined by the illegal online file-sharing of film and TV content. At a time when so many jobs are being lost in the wider economy, it is especially important that this issue be taken seriously by the government and that it devotes the resources necessary to enforce the law."

The letter claims that in 2007, an estimated 98 million illegal downloads

and streams of films took place in the UK, while more than 6 million people engage in illegal file-sharing regularly. The group particularly bemoan the UK's "world leading status" as illegal downloaders of TV shows, with up to 25% of global online TV piracy taking place there.

The group are urging the government to take disciplinary action on ISPs. "ISPs have the ability to change the behavior of those customers who

# New media start-ups ramp up

Variety and staff writers

REFUGEES from traditional publishing are turning up the heat as self-styled new media start-ups looking to bring entertainment and niche trade insights to wider, more targeted audiences.

Entertainment site HitFix will launch in the United States this week. Founded by ex-Reed Business Information development executives Jen Wilhelmi Sargent and Arash Hadipanah and ex-Latimes.com and MSN.com film editor Gregory Ellwood, the start-up offers the calendar application Forecast, which enables consumers to track and customise upcoming entertainment options based on their zip code and tastes.

Last week the HitFix team made the rounds of studios to talk about advertising to their target 18-34

demographic as well as access to new trailers, sets and talent.

HitFix also offers breaking movie news and blog content from Ellwood (whose blog will focus on awards coverage) and Ain't It Cool News reviewer Drew McWeeny (who retires his "Moriarty" moniker after 12 years).

TV reporting will come from Zap2It's Daniel Fienberg and music info from ex-Billboard music maven Melinda Newman.

Sports will come online soon.

Editors will comment on news feeds supplied by Associated Press.

"There's a gap between the insider trades and the TMZ gossip side," Sargent said.

"We're catering to consumers, like Entertainment Weekly."

HitFix has deals with partners Live Nation, Fandango, StubHub, Netflix and Amazon.com.

Facebook and iPhone apps will launch in February, followed by other mobile devices such as Blackberry.

Another team of Reed Business Information executives are also taking on the new media market Down Under, targeting the media and marketing landscape with MuMbrella ([www.mumbrella.com.au](http://www.mumbrella.com.au)).

The online venture is backed by former publisher of the Reed Business Information's Australian media group Martin Lane and the former and most recent editor of the media group and editor of B&T magazine, Tim Burrows. The RBI Australia media group features titles such

as B&T, Encore, Digital Media and Professional Marketing).

In the US, Wopular.com from Rotten Tomatoes co-founder Senh Duong, has launched aggregating and presenting breaking news in a user-friendly interface.

The site showcases constantly updated stories and a newspaper rack of RSS feeds from top media outlets. Ads, video and widgets will follow when traffic warrants it.

"I'm like the editor of a newspaper picking interesting stories I think people should read," Duong said.

Wopular offers no original content or commentary (except from readers), but the price was right (US\$10) for Duong to launch this site by himself, with no staff, in one week.

# YouTube keeps eyeballs on ads: report

A NEW study claims that YouTube viewers recall on advertisements and branding is up to 14% higher than watching the same ad on television.

The Britain-based Online Testing Exchange (OTX) partnered with Mindshare and its client Motorola and General Motors Europe to measure the engagement power and influence of advertising on YouTube versus traditional TV formats.

Utilising eye-tracking technology and biometrics data, the report found that YouTube viewers were 1.5 times more attentive on YouTube than TV due to its positioning as a "lean forward" platform, where consumers actively choose the content they watch.

Viewers were also found to be more engaged both positively and

negatively with YouTube ads rather than on TV.

Research conducted by brands GM Europe and Motorola found that YouTube had a "multiplier effect" on and over TV advertising revealing that for both companies watching a silent ad on YouTube in addition to a normal TV ad improved ad recall and attribution. Yet watching the ad on YouTube alone, with sound, has have an even higher effect on ad recall and attribution of up to 14% higher. The research also found that YouTube ads are more persuasive in shifting perceptions of illusive audiences such as the Gen Y male demographic and sporadic TV viewers.

"By adapting how we distribute the content that we create or that is available to us, we can improve

ROI through better ad recall and improve key brand perceptions by association," said Mindshare Worldwide Client Leadership Partner Lee Hawkins.

"Hand-in-hand with this, using video and social mediums such as YouTube enable us to engage more deeply with our consumers and makes our content sharable, embeddable, social and part of the conversation."

The report also found that placing ad campaigns on YouTube has a "halo" effect, increasing the suggestion of brand perceptions such as "innovative, cool, dynamic and unconventional".

Motorola found that the addition of YouTube ad impressions drives brand metrics up to four times higher than TV alone. For GM

Europe, Opel/Vauxhall Corsa, a branded channel promotion metrics were driven three times higher.

"Immersive experiences like YouTube have changed and will further change the way entertainment and branded content is consumed and used," said General Motors Europe media strategies manager Martin Sir. "For GM Europe, distributing video content over the internet is far from novel, as demonstrated with the Opel/Vauxhall Corsa promotion. Still, delivering such content in a way that is always relevant for and engaging our consumers, remains challenging. The latest research is extremely insightful and supports us in our pursuit to further embrace these new and emerging advertising opportunities."

## LOCAL

> **PBL Media received a \$335 million eleventh hour life line this week from controlling stakeholder CVC Asia Pacific as part of a recapitalisation plan. Under the deal PBL's lenders changed financial covenants relating to its \$3.8 billion net debt. PBL now has no debt refinancing due until early 2013.** James Packer's refusal to take part on the recapitalisation plan means that his Consolidated Media Holdings stake in PBL has dropped from 25% to 0.07%. PBL Media CEO Ian Law said that "the next 12 – 18 months are going to be testing for all businesses. The great thing about the revised financial structure is we are now in a position to withstand a severe recession. I am confident that the businesses within PBL Media will emerge from the current downturn on a very strong position."

> **Telstra CEO Sol Trujillo has stated that the carrier will simply move on from the Government's rejection of its proposal for the National Broadband Network tender.** "While Telstra disagrees with the decision and reserves its rights in respect of the matter, the Company will move on," he told shareholders this week. "For months, Telstra has been saying that the NBN carries very significant risks and the costs of the NBN have increased with the global financial crisis. From day one, we have held firm to our principle of not taking on these risks on behalf of our shareholders without the necessary certainty around outcomes." Trujillo said that the decision by the Expert Panel had no impact on Telstra's overall business strategy and the execution of its transformation plan.

> **The Australian Bureau of Statistics has reported that an additional 800,000 of households signed up for broadband internet in the last year.** As at June 30, total broadband connections were at 4.3 million representing 52% of all households, an increase of 22% YoY. The ACT leads with the highest proportion of broadband connections, at 68% of households while Tasmania (39%) and South Australia (42%) were the lowest.

> **The Australian Interactive Media Industry Association (AIMIA) has reported a 15% increase in submissions to its annual awards.** The swell in interest comes on the back of its latest Digital Service Index, which predicts revenue generated through digital services in Australia will rise close to 25% in 2009. "It seems that while we are surrounded by headlines focusing on a stockmarket in the doldrums and mining profits which have fallen into a hole, the provision of services online in Australia continues to grow. Digital has gone mainstream," said Paul McCarthy, AIMIA Awards Judging Chair. First time entries are also coming from outside the traditional new media sector including brands such as Bing Lee, Coles, the ACCC and BHP. "Online and mobile are moving to a strategic position previously occupied solely by broadcast and print media. This year's AIMIA Award entries are showing this is already happening in some companies and will occur on a large scale in the very near future," McCarthy added. Winners of the 15th AIMIA Awards will be announced in Sydney on Friday 13 March 2009.

> **Carsguide.com.au has revamped its site featuring larger, more prominent ad spots.** The site will now include photos and videos on a rotating image carousel, which is positioned against a new black website that is designed to replicate the elements of a stylish vehicle.

> **Digital media think-tank X|Media|Lab will be partnering with Fairfax Digital for Media '09-The Annual Forecast for Digital Media Professionals to be held on 13th February 2009 in Sydney.** International speakers include CEOs and senior execs from Washingtonpost, Newsweek Interactive, BBC's Future Media & Technology, The Guardian, Norwest Venture Partners and Google.

> **Macquarie Radio Network's Livenews site has launched for mobile phones. The news site will be the first MRN site on mobile followed by 2GB, RugbyLeague-Live and Street Corner in the coming months.** Livenews has been optimised for distribution and viewing

on a range of mobile devices such as the iPhone and Blackberry.

> **iiNet has partnered with mobile carrier 3 in a bid to extend its broadband product offering.** Under the deal iiNet becomes a dealer of 3 Mobile Broadband services with 3 mobile providing activation, billing and technical support services. Customer invoices will be co-branded.

## GLOBAL

> **Nielsen has issued its first ever ranking of the programs that saw the biggest increases in DVR use in 2008.** Fox's "American Idol" (screened twice a week) topped the list, at 2.15 million households, followed by "Heroes" (1.83 million), "Lost" (1.79 million) and "Fringe" (1.60 million). "House" (1.45 million), CBS rookie "The Mentalist" (1.45 million), "Survivor" (1.40 million), "Grey's Anatomy" (1.36 million) and "Bones" (1.33 million) also made the top 10. On cable Sci Fi's "Battlestar Galactica" came out on top, notching a whopping 53% jump in households. USA action skein "Burn Notice" was the runner-up with a 37% increase, followed by broadcast skeins "Heroes" and "90210" (both 35%).

> **The China Film Group has launched a new media initiative that will produce 1,000 shorts using online, cell phone and other digital platforms.**

The shortswill cover 10 genres, including comedy, drama, business, horror, romance and youth subjects. Each pic will have a budget of around 50,000 yuan (US\$73,000), with the first 20 due this year and 200 next year, China Film said. The initiative aims to harness the energy and talent of first-time creators using digital video and wannabe filmmakers making movies on their cell phones and add elements of quality control, as well as providing a dynamic platform for the shorts.

> **Virgin UK has launched a 50Mb/s Internet service, nine times the speed of average broadband speeds enjoyed by Brits.** The service is priced at £35 per month when bundled with a Virgin phone line.

> **UK regulator Ofcom has revealed that Digital Television**

**uptake has slowed. In the third quarter take-up of multichannel television on main sets increased by just 0.2 points from 88.0% in Q2, and up by 3.1 pp year-on-year.** 60% of secondary sets have now been converted to digital TV reception. While newly launched free-to-air satellite platform Freesat reached almost 108,000 by the end of September, an increase from 39,000 in Q2, and the 100,000 figure released by Freesat itself on September 29. Ofcom's total figure for FTA satellite reception has been revised downwards from 800,000 to 600,000, which the regulator attributes to a smaller sample size in this area. 16.2 million households now have access to the DTT platform commonly known as Freeview with 3.0 million homes still reliant on analogue reception. Multichannel television is subscribed to by 22.6 million homes. DTT pay platform Top Up TV has made up the 100,000 subscribers lost in the previous quarter and now stands at 400,000. TV over ADSL registered a 10,000 increase on the quarter to reach 80,000 homes.

> **The EMI Music Group has launched the beta version of its in-house music portal EMI.com where users can sample tracks from EMI's catalog and eventually be directed to UK iTunes competitor 7Digital to buy tracks.** Described as a "learning lab" it will allow the label to discern how its consumer want to buy and browse EMI content. Future features will include the ability to create widgets and purchase music. The site will also be home to free special and unique content from EMI artists, such as interviews, concerts and back-stage visits.

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# Location, persuasion, innovation – yes it's 2009

**Malcolm Alder**  
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ANOTHER year over and what have you done? OK you don't have to answer in detail. After all, you've been telling us almost every minute of every day through Twitter, Facebook and your quirky blog.

What we really want to know is what we're all going to be doing next year as we yank our collective belt in a notch. So in no particular order, here is what my particular crystal ball suggests tracking in 2009.

First up, influence networks. I feel sorry for Kevin Bacon at the moment. He didn't start this whole six degrees of separation thing around his own name. Yet all of a sudden, he's being shamelessly cited all over the place in connection with things he has no idea about – oops there's another one – sorry Kevin. The point being the graphic demonstration of the speed and power of networks when harnessed effectively. There are certain voices, brands and networks that have disproportionate influence. A great example of this was the "Bring back the Wispa" campaign in the UK. This was a fairly run-of-the-mill chocolate bar in the UK that was quietly retired a few years ago by Cadbury but after a huge online campaign that was totally disproportionate to Wispa's previous sales, it was restored to the shelves in late 2007. The inherent power of effective networks continues to strengthen as power shifts ever more strongly towards consumers. Listening, tracking and leveraging such networks will be ever more crucial. Many commentators have put one of the key planks of President-elect Obama's comprehensive win down to his savvy use of "new technology".

Somewhat related to the previous trend is online etiquette. As soon as any D-list celebrity or sports star is now in trouble, all the hacks are straight to their Facebook page for the leariest, tired and emotional photo they can find. For those of us who can only ever dream (or not) of hitting the D-list, it's no different. Prospective employers are increas-

ingly doing the same thing. Similarly, Twittering about your \$100 win at the races when you are theoretically sick in bed is not advisable. Now this may sound like a pretty boring old fart thing to dwell on but that doesn't make it any less real. So whilst it is down to each of us to make our

**“It's a fair bet there will be a few corporate failures ... (but) our brilliant and unpredictable industry will continue to spawn great innovations that genuinely make our lives richer, more efficient and fun.”**

own judgement calls, I think larger employers in particular may start helping their people with some well intentioned advice on how to manage their digital image.

Having mentioned Twitter twice ... er, make that three times ... it is not so much that application I want to highlight but the ongoing ubiquity and ever expanding utility of mobile devices. They reflect and enable behaviour almost every minute of the day for some of us now. Bear in mind that mobiles would have been on the hot predictions list for 1995 (ie. before Google was born). In a country where only conscientious objectors over the age of 11 don't have a mobile, this is fairly remarkable. Try and tell me the iPhone is not cool and functional too. More generally, screen resolution gets

ever better, battery life is improving, the networks are speeding up and there is a shape, size and style for everyone pretty much anywhere, anytime.

A partial function of the previous trend is the inexorable shift in advertising spend. As the economy tightens, budgets will be under pressure. One view would be that the weight of money will stick with the tried and true; TV, radio, print and outdoor and no doubt that will be true of some. However, look for an increasing number of those controlling the promotional purse strings to change their mix towards online and mobile even if total budgets are flat. Market research firm Epsilon found in the US in August that while 59% of CMOs expected to reduce traditional media spend, 63% intended to increase digital/interactive marketing. Speed to market, accuracy of measurement, containable cost, speed to change or cancel all favour these categories. President and CEO of the US IAB Randell Rothenberg eloquently refers to this trend as "the flight to accountability".

Hot on the heels of the previous point's approval signature will be an ever more robust debate on measurement of media consumption. It seems wherever you look now, there are what might best be called healthy exchanges of opinion in this area; commercial vs pay TV, the major online portals vs each other, digital agencies introducing their own bespoke systems. This is not trivial. When the total market is measured in billions amid a toughening economic environment not to mention ever greater technology and display diffusion, some people will lose out. It is hard to compare an hour of linear TV viewing with an hour of adrenalin fuelled ad-skipping, channel hopping, time-shifted grazing; and that is just one genre. Try comparing the efficacy of advertising via podcast radio on the train through an MP3 player while catching subliminal flashes of outdoor display ads whizzing past and simultaneously

clicking micro banner ads on a 3G screen and your brain can start to hurt fairly quickly. In fact, I think I can confidently nominate this particular trend to be still be on my 2010 watch list already.

There are other important and interesting things to anticipate in 2009. Freeview will be launched, more digital FTA channels will come on stream, the outcomes of the Government's NBN process and its review of future funding and operations of the ABC and SBS will also be revealed.

Unfortunately, it's a fair bet there will be a few corporate failures in our sector too. More positively, our brilliant and unpredictable industry will continue to spawn great innovations that genuinely make our lives richer, more efficient and fun.

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