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The 2008 Streaming Media All-Stars

In honor of StreamingMedia.com's tenth anniversary, we picked a team of the most influential and important—though often underrecognized—people in our industry. So who made the team?

by [Eric Schumacher-Rasmussen](#)
April 11, 2008

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As we saw the tenth anniversary of StreamingMedia.com and the Streaming Media conferences approaching, we knew the time had come for us to acknowledge the most important people in the industry. And, since our anniversary was approaching at the same time as spring training, it seemed only fitting to call the list the Streaming Media All-Stars.

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It's time for an upgrade?



biz, which is why you won't find YouTube's Steven Chen and Chad Hurley here, even though they may be responsible for the most significant sea change in our industry. They've gotten plenty of attention

elsewhere, and besides, they've not been active in the trenches in a way that's contributed to the longterm growth and development of the streaming media industry. Same for Mark Cuban, Bill Gates, Steve Jobs—all people whose influence on streaming media has been undeniable, but none of whom view the industry as their primary vocation.

Rather, we wanted to honor the people who've done the most over the last ten years to advance both new technologies and sustainable business models. We also wanted to take into consideration those who time and time again have given back to the industry by educating newcomers and evangelizing beyond our own walled garden. And since it's the first year we're handing out these honors, we wanted to make sure that industry veterans get their due. To extend the baseball metaphor, you might even say that these 25 people make up streaming media's Hall of Fame.

We began the selection process by issuing a call for nominations on StreamingMedia.com and to our Streaming Media discussion lists. From a list of more than 75 nominees, we picked the 25 who most clearly fit the bill, either for the technology they've created and advanced or the ways in which they've implemented solutions as end users. Some of the names you'll recognize, I'm sure; others you might not. They've all been fixtures at Streaming Media shows, and once you take a look at their accomplishments, you'll see why they made the lineup.

We asked all of our All-Stars a few questions to help us assemble the baseball cards that follow:

- What are your proudest achievements?
- What's the "next big thing" you're working on?
- What's the biggest change you've seen over the last 10 years?
- What's the biggest challenge facing the industry, and what can we do to address it?

We've made "baseball cards" for each All-Star, and we'll be handing out a limited number of sets at the Streaming Media East Show in New York in May. Special thanks go to Ripcode for helping make the Streaming Media All-Stars awards possible. Congratulations to all of them.



**Stephen Condon, Vice President of Marketing, VeriSign, Inc.
Former Vice President of Marketing, Entriq**

"Back in 1999 Stephen identified the growth opportunity internet video offered and moved from delivering video over satellite at DIRECTV to video over the internet at INTERVU, where he promptly sign on as the first lead sponsor of the first Streaming Media conference."—*SM All-Star Nomination*

Proudest achievements:

- Launched Decisions magazine for the National Australia Bank 1988
 - Launched advertising campaign for DIRECTV in 1995, at the time the most successful consumer electronics launch in history
 - Raised per-subscriber programming package revenue by over 30% through the Platinum Presents campaign 1997
 - Being the inaugural lead sponsor of the Streaming Media West Conference in 1998
 - Rebranding INTERVU and the TV advertising campaign in 2000
 - The online video advertising campaign for Intertainer in 2001
- The 2006 Right Tools marketing campaign for Entriq.

Biggest change over last 10 years:

"The realization that quality video cannot be distributed on any scale from a central source (reference the demise of Broadcast.com). The video must be distributed and served from many locations and increasingly it is being realized that it is best being distributed all the way to the end consumer via commercial P2P."

Biggest challenge facing industry:

"The solutions are available to deliver an extremely compelling experience to consumers, but packaging the technologies together is extremely complex and requires pulling together a number of companies and considerable expense. Not sure why someone has not been able to assemble best-of-breed solutions and offer them as a packaged service. We will need to cooperate better as an industry to achieve this."



Dave Gardy, CEO and Chairman, TVWorldwide

"Dave has been a tireless force within the industry since the earliest days." —*SM All-Star Nomination*

Proudest achievements:

- Founded TV on the Web, Inc. in 1996, producing some of the first national interactive webcasts and introducing the concept of an "Internet TV Channel."
- Founded TV Worldwide in 1999. While pioneering webcasting applications such as captioned video streaming for disabled

audiences, TV Worldwide developed the first internet TV network of community-based internet TV channels.

- Currently serving as president of the International Webcasting Association (IWA)

Biggest challenge facing the industry: "The biggest problem we face is defining the parameters and potential of the streaming and digital media industry for mainstream corporate America. We also need to make sure we have a seat at the table in Washington, D.C., to respond to challenges ranging from Net Neutrality to internet taxation."



Bernard Gershon, SVP, GM Corporate Strategy, Business Development & Technology, The Walt Disney Company

"A true visionary, always ahead of his time." —*SM All-Star Nomination*

Proudest achievements:

- Launched the first streaming audio website for Cap Cities/ABC, ABCRadioNet.com, in 1995
- Oversaw the debut of the first broadcast network regular streaming webcast with Sam Donaldson in 1999
- Launched ABC News broadband subscription video service in 2002
- Created and oversaw execution of ABC News Now on broadband in 2003
- Launched first streaming video news service on mobile with MobiTV in 2003

Biggest change over the last 10 years:

"The widespread adoption of streaming media by the masses on multiple screens including PC and mobile. Ten years ago, streaming media was not something easily accessible to the masses whereas now, tens of millions of people around the world are watching and consuming entertainment and information content online and on mobile."

Biggest challenge facing the industry:

"There is still a dearth of high-quality media available and consumed by the mass public. Widely popular videos produced by *Saturday Night Live* and Jimmy Kimmel are a rarity while "bride and groom falling into wedding cake videos" are unfortunately commonplace. The industry needs to continue to develop and create high-quality content for the general public to meet the standards previously set by television and film."

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Rob Glaser, Founder, Chairman, and CEO, RealNetworks, Inc.

"With Glaser at the helm, Real pioneered the mass medium of internet broadcasting and has been meeting the challenges of digital media ever since"—*SM All-Star Nomination*

Proudest achievements:

- Introduction of streaming audio in 1995.
- First short films designed for the web.
- Introduction of RealJukebox in 1999, which made personal media

easy to enjoy.

- Introduction of RealArcade in 2001, launching the casual games category as we know it today.
- Rhapsody is the first online music service to strike deals with all major labels.
- Introduction of RealPlayer 11, a new generation of media player in 2007 that allows one-click downloading of web video.

Next big thing:

"We remain interested in the evolution of video in a Web 2.0 context and in consumers' desire to do more with it. We believe there are opportunities to develop innovation that gives consumers what they want but also creates new opportunities for media companies."

Biggest challenge facing the industry:

"The tug of war between rights holders, technology, and consumers, as well as getting to the TV."



Mike Gordon, Co-founder & Chief Strategy Officer, Limelight Networks

"Mike's always got his eye on the next big thing, but never loses sight of practical and business concerns in the here and now."—*SM All-Star Nomination*

Proudest achievements:

- Professional mentor at the American Film Institute's Digital Content Lab. I've had the opportunity to work with super smart folks from the entertainment, technology, and digital interactive industries.
- Working with ABC television on the launch of ABC.com. Although Limelight's role was only to deliver the content and provide a media-caliber experience for viewers, I had the opportunity to work closely with ABC's digital media team on what turned out to be an industry breakthrough (and Emmy-winning) internet video service.
- Working with Microsoft Xbox on the launch of Xbox Live Marketplace. Microsoft's Xbox division was the first major game console manufacturer to launch internet-downloadable game updates, starting with new maps for Halo in summer 2005. Since

then, we've supported Microsoft through Halo 2 and Halo 3, as well as the launch of Xbox Video Marketplace, and along the way I've had the opportunity to learn a tremendous amount about the interests, enthusiasms, and ethos of the global gamer community.

- Membership on the ISOC Advisory Council. The Internet Society (ISOC) is the umbrella organization of the Internet Engineering Task Force (IETF), Internet Architecture Board (IAB), and Internet Engineering Steering Group (IESG). Just getting started on this, but it's a chance to contribute to the overall evolution and development of the internet, the most important technology of our era.
- Limelight's initial public offering. The stock has been beaten down pretty far since we went public, but the IPO was a once-in-a-lifetime opportunity to meet and work with an incredible group of investment bankers and investors.

Next big thing:

Globally delivered, scalable, high-performance computer/store/deliver services.

Biggest change over the last 10 years:

Ten years ago, streaming anything over the internet was a novelty for users and an experiment for media companies. Today, online audiences take the internet for granted and media companies and enterprises view internet media as a central part of their businesses. Users expect the video, song, or game to start immediately when they press "play," they expect it to play continuously at maximum resolution, and they expect software upgrades and downloads to happen seamlessly. Media companies and enterprises expect to be able to flawlessly and profitably reach audiences, users, and customers. And both expect these things to happen each and every time, across a virtually unlimited range of titles, topics, conversations, and experiences.

Biggest challenge facing the industry:

The biggest challenge the industry faces is to evolve today's largely technical conversation about servers, bandwidth, algorithms, and throughput statistics to a more meaningful dialogue with content producers about engagement, enthusiasm, ratings, revenue, the Long Tail, and business models. Our customers are storytellers and their audiences are looking for a better human experience—and we as an industry need to be focused on that, not our technical obsessions.



**Todd Herman, Chairman and Chief Creative Officer,
Technomedia Trends
Former GM, Media Strategy and Monetization, MSN**

"Great understanding not only of technology but of human behavior."
—SM All-Star Nomination

Proudest achievements:

- I worked with brilliant people. My biggest career achievement has been the distinct honor to work with, and learn from, Scott Moore (now an SVP at Yahoo!), Charlie Tillinghast (President of MSNBC.com), Joanne Bradford, (former Chief Media Revenue Officer of MSN, now head of all of MSN) and advertising legends Tim Hanlon (SVP Denuo), Rishad Tobocowala (Publicis), Adam Gerber (CMO of Quantcast), and Brian Monahan (SVP at IPG Media Lab) as well as Matt Wasserlauf (CEO of Broadband Enterprises), Andy Beers (Former Microsoft Executive), Rick Mandler (SVP, ABC), Matthew Bruno, and Christopher Taylor, my colleague at theDial, and a host of others too long to list but all faithful teachers, professionals, and mentors.

- From my radio listeners I learned the lesson of democratized media. The audience of my talk show helped to make our little Salt Lake City Hot Talk station, KCNR, the 3rd most listened to station out of over 2,000 on Audionet, the precursor to Broadcast.com.
- With my peers in internet radio, like Geoff Rich (former VP of ABC Radio), I helped to prove the power of the medium. At theDial, my internet radio network, we inaugurated 15 top-50 brands and agencies to their first ever internet radio buys, at CPMs higher than broadcast. I am so proud to see what smarter than me, folks like Tim Westergreen, founder of Pandora, have done to mix art & commerce.
- With my staff at theDial, I helped to design powerful technologies. theDial also developed a hugely scalable internet radio platform technology which allowed us to private label the audio streams of an unlimited number of affiliates.
- I wrote the business plan for and launched MSN Video, at the time the first major entry into ad-supported broadband video (with ESPN Motion) which brought over a host of TV content providers to the medium for the first time ever.

Next big thing:

"I have developed some patent-pending digital media technologies and methods in the area of news, film, and rhetoric. The project is called Three Purple Dots ... it's in relatively deep stealth mode."

Biggest change over last 10 years:

"The expectation for what the technology should do is the biggest change. Ten years ago people were amazed that they could hear their favorite station, a new artist or see stuttering little clips of video—that's over. Because of YouTube, people expect everything to be available in clip form, on-demand and free of charge or rights issues. That value-shift has occurred and will be difficult to re-direct."

Biggest challenge facing the industry:

"I think the biggest challenge for the industry is how it wisely harnesses the creative input of "the mass," which I define as the people who want to change the technologies they use, tweak the media they consume, and own the environment in which they consume it. Destination pages that are not totally personal have limited shelf lives. I also think we need in-gadget video; the video experience should always be able to be un-docked, in all iterations."



**Chris Hock, Senior Vice President, Product Management,
BlackArrow, Inc.
Former Flash Product Manager, Adobe**

"Chris is one of the few people who can say he changed streaming media forever, and be right." —SM All-Star Nomination

Proudest achievements:

- As director of product management at Macromedia, and later group product manager at Adobe, changed streaming media forever

with the launch of Flash Video and the Flash Media Server

- Launched the Flash Video Streaming Service, a hosted service for streaming Flash video via partnerships with leading CDNs including Akamai, Limelight Networks, VitalStream, and others.
- Expanded the Flash Media product line with the introduction of the Flash Media Encoder for the streaming of live Flash Video as well as the laying the foundation for the release of the Flash Media Interactive Server.
- Won an Emmy award in 2006 for Technology and Engineering, Streaming Media Architectures and Components

Next big thing:

"Helping companies monetize their viewer-controlled video! I'm running the product team at BlackArrow, a young Silicon Valley company backed by Cisco, Comcast, and Intel that's focused on multiplatform ad solutions for viewer controlled video. BlackArrow provides an ad solution for viewer-controlled video that enables media owners and distributors to manage and execute campaigns across multiple platforms: broadband, VOD, DVR, and others. "

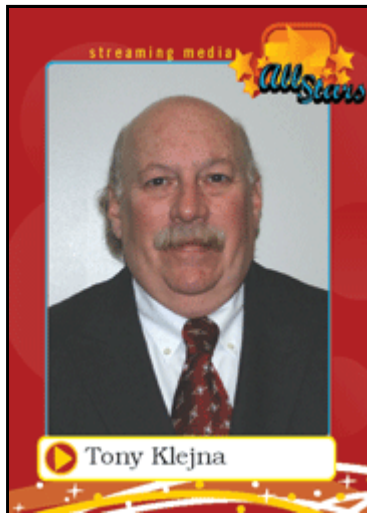
Biggest change over the last 10 years:

"I may be a bit biased here, but I think the release of Flash as an alternative platform for delivering video was a game-changer. Prior to this, the existing video delivery platforms had large video players that did not integrate well with web pages and often required users to go through a lengthy, cumbersome installation process. Flash really changed that, providing experiences that could be customized by the publisher and integrated directly into web pages."

Biggest challenge facing the industry:

"The biggest trend effecting media companies today is people shifting away from traditional linear TV to forms of viewer-controlled video such as broadband, VOD and DVR viewing. As a result, the industry is faced with the challenge of needing to find the business models and tools that enable companies recapture ad revenue lost from that shift.

"There are a number of ways to meet these challenges: Cable operators have an opportunity to increase advertising revenues for them and their content providers by enabling dynamic advertising in content delivered via VOD and timeshifted via DVR. Media companies can prepare for changing business models by looking for solutions that lower the cost and complexity of managing video advertising across multiple platforms and ad types. As the broadband video ad market matures, these new solutions will need to enable media companies to easily create new avail opportunities in their video and be able to split inventory among various stakeholders to enable flexible distribution agreements between content providers and their media distributors."



Tony Klejna, Director of Educational Technology, Daemen College

"Tony is all about education, and not just at Daemen College."—SM All-Star Nomination

Proudest achievements:

- Bringing streaming to our institution along with helping to acquire greater bandwidth, new technology, and expanding our reach with video and online learning.
- The opportunity to train decision-makers and technical staff in North America, Europe, and Asia. When I began, there were lots of confused stares in the audience and it has been really rewarding to see each year how folks from multiple industries have learned to successfully apply streaming in their businesses.
- Helping institutions and business leaders to understand the capabilities of streaming and its role in reaching clients and reinforcing learning and marketing opportunities.
- Judging in the Advanced Media category of the Emmy awards and getting to know some of the very visionary and talented people

at the Academy.

Next big thing:

"We have a new multi-million dollar Information Commons under construction that will provide great access to online media, collaborative webcasts, and videoconferencing for our local, regional, and growing international programs in China, Singapore, Laos, Europe, and the Middle East."

Biggest change over last 10 years:

"Several big changes have impacted the industry. Increased bandwidth has been a huge positive for everyone from the corporate and institutional user to the home user. The toolsets for creating and delivering streaming media have come a very long way over the decade. They are much more robust, easier to configure, and provide enough options to satisfy most needs. Certainly the advent of mobile handsets and methods of streaming to them has been the hottest technology in the past several years and will certainly continue to grow for the foreseeable future."

Biggest challenge facing the industry:

"I think that continuing to be able to show good return on investment through the integration of current and emerging technologies into our core businesses will always be something that we will need to keep in mind. We need to remember that we are usually part of a larger business model that actually is driven by profit even though we sometimes get caught up in the coolness of the technology."

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George Kliavkoff, Chief Digital Officer, NBC Universal

"No one has done more to advance media companies' use of online video than George."—*SM All-Star Nomination*

Proudest achievements:

- Getting to work with incredibly talented and passionate leaders and teams at RealNetworks, Major League Baseball Advanced Media (MLBAM), and NBC Universal (NBCU).
- Being among the executives who started RealNetworks' SuperPass, the first online, premium video subscription service.
- Negotiating the first eight-figure online video license deal between MLBAM and MSN, and then replacing it with a bigger deal a few years later (between MLBAM and ESPN).
- Working on the backend services deal that allowed MLBAM to provide the infrastructure to enable CBS to broadcast March Madness in 2006 to the then-largest number of concurrent users of an online, live video event
- Being on the team that established Hulu, the online video joint venture between News Corp and NBC Universal, and having the honor of being Hulu's first CEO and current board member.

Next big thing: Continuing to push the boundaries of distributing NBCU's assets on all digital platforms and continuing to start and grow organic, digital businesses within NBCU.

Biggest change over last 10 years:

"The quality of the streaming media experience. Watching full-screen, full-motion video on a laptop is now commonplace."

Biggest challenge facing the industry:

"We need to establish long-term, sustainable business models for the distribution of premium video that compensate content companies at the level necessary to create incentives for continued investment."



Tom Leighton, Chief Scientist and Co-Founder, www.akamai.com

"One of the founding fathers of streaming."—*SM All-Stars Nomination*

This All-Star honor is also awarded in memoriam to Daniel Lewin, who co-founded Akamai. Lewin passed away on Flight 11, one of the two planes that crashed into the World Trade Center on 9/11.

Proudest achievements:

- Founding and helping to build Akamai over the last decade
- Solving the problems that led to my research papers
- Authoring text "Introduction to Parallel Algorithms and Architectures"
- Creation of MIT course "Introduction to Discrete Mathematics for Computer Science"
- Funding of and participation in the Akamai Foundation
- Inventions that led to my patents

Next big thing:

"Improving the quality of the content that end-users can access online. We are already delivering HD-quality video online and look to continue that. We always strive to be ahead of the curve so our customers can offer a top-notch user experience."

Biggest change over the last 10 years:

"The biggest change is the quality and quantity of available content. Look at an encoded video from 1998 and compare that to today, you realize how hard the industry has worked to overcome a myriad of really tough problems."

Biggest challenge facing the industry

We need to avoid the hype and deliver technologies that work flawlessly. Burning consumers out on applications that are slow or don't work will really slow progress.



Christopher Levy, CEO and Co-Founder, BuyDRM

"A major player, always pushing the industry forward."—*SM All-Stars Nomination*

Proudest achievements:

- My first webcast, Willie Nelson live from the Backyard in Austin Texas for AudioNet.
- John Glenn's Return to Space webcast for NASA
- Contributing to Steve Mack's *Streaming Media Bible*
- Attending the first Streaming Media Show in San Francisco in 1998.
- Co-inventing Stream OS.
- Predicting the peak bandwidth usage of Live 8 within 10% of the actual number.

Blog: <http://thedrmblog.com>

Biggest change over last 10 years:

"A move toward monetization of content and profitability. It was so easy for sites to just give their content away for so long. Now the bottom line matters."

Biggest challenge facing the industry:

"Patent trolls and IP lawsuits could crush the life out of our industry."



Mike Lorenz, Chief Technology Officer, Accordent Technologies

"Mike has developed industry-leading communications tools since 1999."—*SM All-Stars Nomination*

Proudest achievements:

- Co-founding Accordent Technologies in 1999
- Being granted U.S. Patent # 7,299,289 related to the creation of synchronized rich media presentations that include streaming media and a wide array of supplemental graphical and interactive information
- Receiving the Editor's Choice award from Network Computing for the Accordent Capture Station
- Watching our flagship product, Accordent PresenterPRO, successfully support live webcasts reaching thousands of people

through commercial CDNs

- Being the primary architect for what was at that time the nation's largest healthcare data center for California Office of Statewide Health Planning and Development

Next big thing:

"Continuing to advance the functionality of the Accordent Media Management System so it remains the primary multimedia destination site in the enterprise."

Biggest change over last 10 years:

"The maturation of the industry, from the early days when there was heavy investment in unproven—but technically intriguing—businesses to the integration of streaming into mainstream business productivity applications and into the core offerings of established players, such as Cisco."

Biggest challenge facing the industry:

"Keeping up with demand. Thanks to social networking and Web 2.0 technologies, people are becoming very comfortable communicating with online video. Technology vendors will all need to anticipate sensible ways to integrate these consumer-driven trends within the enterprise environment."



Steve Mack, Principal, LUX Media

www.luxmedia.com "Steve is *the* pioneer, the Godfather of Stream."—SM All-Star Nomination

Proudest achievements:

- The early work I did with the original codec developers at RealNetworks. I still think that the video and, in particular, the audio codecs are the best, hands-down. Hey, even Jan Ozer agrees.
- All my books, but in particular the *Streaming Media Bible*. 1200+ pages of sweat and tears. 75% of it is still applicable. I wish my publisher would let me update it.
- All the groundbreaking streaming work I was able to participate in: The first-ever public webcast, of a Seattle Mariners baseball game in 1995; the first worldwide streaming broadcast to tie together multiple RealServers worldwide (Tibetan Freedom Festival, 1997); broadcasting from 20+ NYC clubs simultaneously (Digital Club Festivals 1998-2000); Broadcasting Iggy Pop from a street corner in Austin with a laptop and really, really long XLR and Cat5 cables
- Webcasting U2 live from Notre Dame. The Edge loved the sound

mix that I did, and Yahoo called it the webcast of the year. I also mixed all the webcast audio at the Tibetan Freedom Festivals, and again, the Edge came back, checked the mix, and gave me the thumbs up. Great guy.

- I'm proud to provide streaming hosting services for some of the most prestigious and progressive non-profit organizations in the U.S., including the Humane Society, the ACLU, and Amnesty International USA.

Next big thing:

"My masters degree. I think."

Biggest change over the last 10 years:

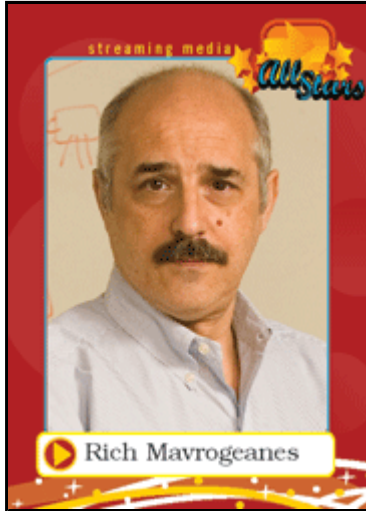
"The history of streaming media has more or less paralleled the development of previous mass media. Rob Glaser predicted this early on. It took ten years for the audience to reach critical mass. I don't think there has been any one particular event, with the possible exception of the emergence of YouTube and social networks, which made video an integral part of the internet."

Biggest challenge facing the industry:

"Evolving existing business models. It's hard to compete against free. Advertising-supported models don't work unless you've got scale. We have to figure out how to add sufficient value with our offerings so that customers will pay for them."

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Rich Mavrogeanes, Founder, Chief Evangelist, and CTO,
www.vbrick.com

"Rich has not only invented great technology but helped shape the entire industry."—*SM All-Star Nomination*

Proudest achievements:

- Founding VBrick in 1997
- Growing through the "dot-com meltdown"
- Helping the industry grow via the MPEG Industry Forum and Internet Streaming Media Alliance
- Doing well by doing good: serving the education community
- Having a family that sticks by me

Next big thing:

"One-stop-shop live streaming."

Biggest change over last 10 years:

"Moving from purely a consumer novelty to solving real human communications problems, due to increased awareness and

technology maturity."

Biggest challenge facing the industry:

"I don't think cost is a problem anyone. The biggest problem is simplicity. We need more active dialog about ease-of-use and broader support for non-proprietary multivendor standards."



Doug McIntyre, Editor in Chief, 24/7 Wall St.
 Former CEO, On2

"Without Doug, Flash Video might never have taken off."—*SM All-Star Nomination*

Proudest achievements:

- Taking On2 Technologies from brink of bankruptcy to being a viable company.
- Signing deal with Macromedia to put the VP6 codec as primary video component in Flash, allowing the On2 technology to reach almost 700 million media players and Flash to compete with Microsoft Windows Media on picture quality.
- Doing an M&A deal to buy the Flix encoder business.
- Initiating partnership with XM Satellite for rear-seat entertainment video.
- Initiating partnership with Texas Instruments to put On2 decoder software on digital signal processors.

Next big thing:

"To get major stock exchanges to provide real-time streaming

quotes online."

Biggest change over the last 10 years:

"The rise of YouTube and video sharing. Up until then video was a niche business on the internet. It is now mainstream. YouTube got the industry to billions of streams per month."

Biggest challenge facing the industry:

"It's still looking for a way to profit from most online video content and take substantially more money from TV. While some TV and other high-end video content carries commercials, the great majority of video online does not have any business model to sustain it. If one does not emerge, the amount of streaming and downloaded video could actually start to shrink because costs cannot be offset by income."



Nico McLane, CTO and Director of Interactive Media, [Imagine 360](http://Imagine360)

Proudest achievements:

- Developing brand, UI, and web integration for Vulcan with the Kundi.com project team. Kundi was intended to be a webcam community: It was built on individual webcam users (and various public and sponsored webcams), and the webcam feeds were to be rated by users. User ratings would then drive cam views with user ratings. The first attempt at a "YouTube," IMHO—ahead of its time. That's Paul Allen for you!
- Learning from my peers (especially the network engineers at various CDNs, most of which no longer exist) and discovering best practices that formed from uncovering the multitude of vulnerabilities inherent to the live webcasting environment. This led to the development of StreamAware, a diagnostic tool that is easy to use and targets live encoder to media server issues in real time.
- Rising up from the ranks at JPMChase from consultant status to a vice president responsible for managing the broadcast and streaming media group for their enterprise. I was proud to present and have a business case for streaming media approved by the executive committee, an effort designed to save the company millions of dollars on videoconferencing by using streaming media.
- Getting a proof-of-concept out on live mobile streaming in 2006, bringing together 3G and Windows Media for Mobile. It is now the foundation of several platforms out there.
- Serving as Project Manager for Maven Technologies, working on site at Fox News.
- Producing the live webcast of the New York Philharmonic from North Korea in February 2008. It was a historic event, and it was flawless in execution.

Next big thing:

"There are a lot of 360 models in the works. I believe strongly in partnerships so I am focusing on qualifying partners and securing these relationships over the next year."

Biggest change over the last 10 years:

"Mobile and interactive TV."

Biggest challenge facing the industry:

"Lack of standards is the bane of our existence as an industry, and Adobe and MS battle it out over the next year, I look forward to the brilliant minds behind these brands building out systems that just work for mostly everyone."



**Don Michels, Chief Technology Officer, Medialink Worldwide
Former VP of Technology, The FeedRoom**

"A unique perspective on how to bring streaming media technologies to bear on business challenges."—*SM All-Stars Nomination*

Proudest achievements:

By no means can I take full credit for any one of them. In every case there was a significant team effort involved, and I am happy to have been part of it.

- Launch of the Mediaseed.tv online content distribution platform
- The first two years of March Madness On Demand
- The ESPN Gameday On Demand and Gameplan On Demand products (online college football and basketball coverage)
- Helping media companies like ESPN, New York Times, Reuters, et. al. take their first steps in the world of online video
- Too many other things at FeedRoom to list, from keeping our news clients online and covering events such as 9/11 and major power outages, to surviving the dot-com implosion and subsequent online advertising slump.

Next big thing:

"One of my primary initiatives at Medialink is to develop solutions that will accelerate the company's strategy for online analytics and campaign management measurement tools. It's exciting to leverage the company's understanding of the complete creative and consumption cycle in the pursuit of a new generation of content distribution and usage-tracking solutions."

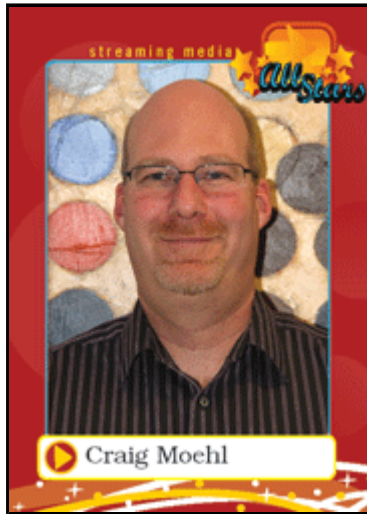
Biggest change over the last 10 years:

"The biggest change, and one I admittedly didn't see coming 8 or 10 years ago, has been the user-generated content phenomena. Online video viewership really took off when user-generated productions started delivering to audiences what TV wasn't providing: compelling, relevant content that could be

easily shared with an entire community and distributed across many platforms. I get a big kick these days out of watching programming originate online and then move to traditional broadcast platforms ... now the student has become the master!"

Biggest challenge facing the industry:

"The industry is facing its biggest challenge in the area of content tracking across media platforms. By all estimates, media consumption is increasing, but the actual audience behavior is fragmenting—their consumption no longer happens on one device, or in certain times of day. One can rarely target a single distribution platform and maximize the reach to a target audience. So how do you find your audience without a standard analytics platform for tracking and monitoring video campaigns on TV, the web, and other screens? Video producers know they are leaving lots of money on the table, or underperforming in their efforts to get their message out. That's something that is obviously keeping me awake at night. Actually, it's also what gets me out of bed in the morning."



Craig Moehl, Managing Director, Groovy Gecko

"A tireless leader with incredible enthusiasm for the industry."—SM All-Star Nomination

Proudest achievements:

- In 2004 we provided technology and integration to produce the first-ever live, unscripted, subtitled webcast for the Disabilities Rights Commission. Using our experience and talent to potentially have a massive and lasting effect on the quality of life of others is very gratifying.
- Groovy Gecko being awarded the Best Streaming Company in the 2006 Internet Service Provider Association (ISPA) awards. The ISPA is an independent industry body in the UK, so kudos from our peers is always greatly appreciated.
- In 2007, for Second Life's Second Fest, we provided scheduling and play-out for 7 separate virtual stages, each for over 2.5 days. It remains the biggest-ever single event in Second Life. Overcoming the technical challenges to make this an award-winning event was very satisfying.

- The Streaming Media All-Stars Award is a great privilege. So is the opportunity to work with fantastic people not only at Groovy Gecko, but others in the industry and within our client base who are at the top of their game.
- I feel very fortunate that I still get so animated and excited when talking about Streaming Media after almost 10 years. I am very grateful that the Streaming Media industry has allowed me to experience that which I think few people experience – a genuine love and passion for their career and industry.

Next big thing:

"One thing we have learned about this industry is that it is unpredictable and in a constant state of flux. It is partly what makes it so interesting and challenging. Besides, 'next big things' burst bubbles. As always, we concentrate on adding value to our stakeholders by refining and honing our vision and products and services for long-term sustained mutual benefit. "

Biggest change over the last 10 years

"First, the efficiency gains as a direct result of the ongoing development of codecs. Secondly, the proliferation of bandwidth (mostly broadband). These two factors remain the basis for the change in client demand, price, and technical delivery capabilities.

"These remain the largest change that has affected us all. Going forward, I would welcome further investment into alternative distribution business models (of which hybrid CDN/P2P is a start) and investment into more efficient codecs and open source codecs.

"Perhaps a naive and ambitious vision for the moment, however for starters I would like to see a multicast-enabled internet and more flexible business models and attitudes from ISPs and other stakeholders. Also, fierce competition in the codec wars can only be good for everyone. Clear winners are not good for a nascent industry, as they breed complacency. I never thought I would say this, but please could Real Networks forget about being a "content company" and come back to being a 'technology company'!"

Biggest challenge facing the industry:

"Everyone and his dog nowadays seem to be able to offer 'streaming services.' A lot of these new outfits

and some more established, but seemingly desperate, companies are not conducting themselves with integrity. They create confusion and noise for customers. Bad advice, especially with a commercial sting, gives the industry a bad name.

"Secondly, there is too much VC money being pumped into the industry at present. It is very unlikely that all of the new CDNs will make it, as I don't believe there is enough market for that level of service—not at commercially sustainable price points they will require anyway. "

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Andrew Olson, Senior Vice President, Comcast Interactive Media
Chief Operating Officer, The Platform

"A real innovator and champion for the industry"—*SM All-Star Nomination*

Proudest achievements:

- Being a part of the strategic team that gave birth to thePlatform.
- That thePlatform survived and eventually thrived through the downturn of 2001/2002 by treating our employees with honesty and respect.
- Building thePlatform into a market-leading technology platform that was purchased by Comcast, and is now becoming a core piece of both the internet and cable infrastructure for the world's largest cable company .
- My "Digital Media 101" article series that was published in *Streaming* magazine back in 2002 and 2003. I've gotten many emails over the years saying that the articles helped people move their businesses forward by helping them grasp not only the

technology itself, but also how digital media affects their business model.

Blog: <http://saint-somewhere/typepad.com>

Next big thing:

"I'm thinking a lot about the intersection of a few trends, particularly increases in video quality (both of displays and of the content), broadband throughput like wide-band cable modems, and personalization. The potential for this to create an unprecedented amount of quality content is staggering, and there will have to be both vastly improved navigation metaphors and smart personalization for consumers to take full advantage of it."

Biggest change over the last 10 years:

What's commonplace today looked like science fiction only a decade ago—we've gone from a blurry picture on your PC to great looking video streaming to a phone in a moving car, and evolved from Napster to Fancast.com ... what hasn't changed?

Biggest challenge facing the industry:

"There's an old saying from a Harvard Business School professor: "Are you in the railroad business, or the transportation business?" I think that video content owners are trying to think creatively, and I hope that continues. If content owners try to protect the status quo too much, we could see a decrease in high quality content and value destruction, rather than creation, throughout the value chain."



Neal Page, CEO & Founder, Inlet Technologies

"Neal made his name with his hardware advances, but he's far more than just a technological wiz. Everything he does is done with an eye toward helping the entire industry grow.."—*SM All-Star Nomination*

Proudest achievements:

- Pioneering work developing “grandfather” technologies of streaming over IP networks back in 1990–1993. I was privileged to work with really smart colleagues at Sun Microsystems (including Inlet’s CTO Scott Labrozzi), developing hardware compression and software decompression.

- Starting Osprey Technologies. While we failed miserably at ISDN- and modem-based video conferencing, our vision and commitment to IP delivery of video using software playback, i.e. streaming, was what made Osprey successful.

- Partnerships with RealNetworks and Microsoft at the same time. We not only helped RealNetworks launch RealVideo, but we also developed the first live streaming card for digital video sources in collaboration with Microsoft.

- Maintaining a common team of the best and brightest engineers and business colleagues for over a decade. I still can’t figure out why they stick with me, but we do some awesome things with digital media, and that is just really cool.

- Starting Inlet Technologies at the right time to take a streaming into the mainstream, making it as ubiquitous as traditional television. Stay tuned...

Blog: www.inlethd.com/blog

Next big thing:

"Both my company and myself remain dedicated to advancing the streaming industry. We are working on products, technologies and solutions that will seamlessly integrate streaming into the infrastructure that delivers new media over new networks."

Biggest change over the last 10 years:

"The biggest change has been the transition away from a postage stamp novelty to an experience that is fundamentally changing the way people consume media. Streaming is a disruptive foundation technology, combined with broadband IP connectivity that is changing the rules for delivering and consuming content."

Biggest challenge facing the industry

"In order for streaming to become as dependable as television, our industry must take a serious step up in delivering quality, reliability, and optimizations oriented towards the consumer. I’m not talking just the encoder, decoder, user interface or other component. I’m talking about the entire food chain from “glass to glass” to make the experience for the consumer perfect for their network and device. This requires our industry to expand our solution sets far beyond our traditional product offerings, and provide innovations that transparently work within the business of new media, not just the technology of streaming."



Patty Perkins, VP and Special Projects Manager, Wachovia

"Patty's done incredibly interesting things at Wachovia, and she's helped the industry see just how good enterprise video can be."—
SM All-Star Nomination

Proudest achievements:

- Managed successful enterprise rollout in 2008 for My V-Net desktop video on demand at Wachovia.
- Managed successful pilot program for desktop video at Wachovia.
- Successful design/implementation in 1999 of interactive distance learning via satellite at First Union National Bank.
- Spoke on and moderated multiple panels on distance education and enterprise video at Streaming Media and other conferences.

Biggest change over the last 10 years:

"For Wachovia (and most large enterprises) it's been the change in mind-set about the value of streaming and on-demand media for use in communications, employee engagement, and training."



Greg Pulier, CTO and Founder, Interactive Video Technologies (IVT), Inc.

"Greg has been able to successfully predict industry trends for more

than a decade.”—*SM All-Star Nomination*

Proudest achievements:

- Creation and Deployment of the first Video Based Training System For all U.S. Toyota Dealerships. This system was used to train all U.S. dealers using centrally managed interactive video infant webcasting products.
- Launching IVT MediaPlatform, the world's first industrial-strength enterprise class webcasting software system. We were the first to recognize the need for more than simple tools for creating, managing, publishing and measuring rich media webcasts. This realization resulted in the development of a rich media webcasting publishing platform product that has been adopted by many Fortune 500 companies.
- Democratizing the creation of video within the enterprise. What YouTube did for the consumer, we have done for employees: that is, making the process of creating and publishing video so simple that anyone can it. Our IVT Studio video webcasting software product is the only product in its class aimed at the everyday PowerPoint presenter rather than the media professional or highly technical employee. This has resulted in companies like IBM being able to empower their employees to create, publish and measure the response to their own video-based webcast presentations. With all the buzz about “user-generated” content we are ushering the era of “employee-generated” content.
- Signing two of the big three accounting firms as their primary webcasting solution and watching them expand their usage over the years to the point where they run up to 14 events a day with over 5,000 participants on many of the events. This type of major usage in large companies reveals webcasting software to be a significant enterprise application and not simply an isolated tool.
- As a result of offering the world's first seamlessly integrated website video tools I have produced, shot and directed dozens of videos for inclusion in interactive online experiences that have included Kobe Bryant, Shaquille O'Neill, Kathy Ireland, Heidi Klum and Will Smith. These projects were used for everything from marketing sites to product launches to children's entertainment. I was also involved in the first mixed martial arts fight webcast for Proelite that preceded the cable airing on Showtime; we included the ability to submit messages, photos and vote on the live activities. I have been involved in producing other exciting webcasts including events for Victoria's Secret, HBO's *The Sopranos*, HBO Boxing and more.

Next big thing:

"We will be offering the ability for teams of geographically disperse presenters to work together to put on web-based presentations. This software will enable companies to switch between live presenters in different locations and have them webcast their video and/or desktops out to unlimited audiences. The software will also enable the switching to prerecorded videos. We are also working on an extremely simple version of our enterprise webcasting software to enable less technical people to put on live presentation over the web."

Biggest change over the last 10 years:

"The biggest changes in streaming media have been the quality, accessibility and adoption. At the same time that bandwidths of the general population and corporations has increased, the technology of the leading streaming players, codecs, and transport protocols have improved tremendously. As a result, more and more people can watch better and better quality video over networks. This has enabled businesses to discover the power and importance of video-based communications and therefore the adoption of webcasting technologies has exploded."

Biggest challenge facing the industry:

"The biggest challenges facing the industry now have to do with changing people's habits. Many companies have become accustomed to using in-house solutions or simple hardware tools for their video needs. As these needs grow and more and more people within the enterprise demand the use of video, media departments push back because of their limited resources. Companies are started to see the need for enterprise architected rich media webcasting solutions that enable media departments to satisfy everyone without having to throw more people at the problem. And, at the same time be able to roll out the creation and benefits of video webcasting to as many employees as possible. We can continue to spread the word through case studies, demonstrations and trade show events that help educate people about their options.

"Over the years people have tried to break up our industry by verticals, technologies or services. The Streaming Media shows, sites, newsletters and magazine have been the ONLY consistent glue which designates and differentiates our industry. This has formed a critical focus for companies like IVT and provided access to the community and ecosystem of webcasting and streaming media. With the industry now fully recognized and growing, Streaming Media becomes the primary forum for communicating new ideas and products as well as learning about innovations and trends in the space not only for providers of tools but also for end customers. We saw this shift at the last conference where besides many vendors, many potential end-users of streaming media were attending to gain knowledge."



Nick Rockwell, EVP and CTO, Digital Technology, MTV Networks

“Nick is the primary reason MTV has been at the fore of online video.”—*SM All-Star Nomination*

Proudest achievements:

- Doing some of the first audio cybercasts in 1996, from various (still smoke-filled, in those days!) rock clubs.
- Webcasting the first Tibetan Freedom concert with the Beastie Boys and many great artists ... on a wing and a prayer.
- Launching Streamland.com, one of the first, if not the first, music video aggregation sites.
- Launching MTV Overdrive and 20-odd brand variants in 2004. It was a big step forward at the time.
- Launching our Urge music subscription service, now merged with Rhapsody, in 6 months.

Biggest change over the last 10 years:

“Overall the biggest change has been widespread broadband adoption. It just made streaming video real. Next biggest would be the success of Flash video—it just took everything over while Microsoft was napping. This would be the success of progressive download delivery—for a while there it seemed like it was irrelevant as a delivery technology.”

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Tom Streeter, Application Specialist, Cincinnati Children's Hospital Medical Center

“It’s impossible to quantify how Tom has helped educate his peers.”—*SM All-Star Nomination*

Proudest achievements

- I’m probably most proud of the fact that I helped introduce streaming media to the University of Cincinnati community and then had the opportunity to lead the group responsible for producing it campus and community-wide. It was always my goal to make streaming an everyday part of life at the university, and, with the help of some talented people I was lucky to have working with me, we succeeded. I’ve moved on, but the seeds I helped plant have really taken root.
- In October 1999 we did a live webcast of UC basketball’s “Midnight Madness” event. We used Microsoft Netshow encoder running on an IBM Thinkpad. The Ethernet drop had been installed the day before. We had 50 or so viewers. Any time anyone on camera ran, the image degraded to a mass of disorganized pixels, but we were

thrilled it worked at all.

- In June, 2001 we produced what I believe to be the first-ever high school commencement live webcast. I’ve found a high school that made its 2000 webcast available on-demand, and University commencements were fairly common by then, I’ve not found another live webcast.
- I produced and directed three live webcasts of operas from UC’s College-Conservatory of Music’s “black box” theater, including the world premiere of the Holocaust-themed “The Memory Game.” These productions were a challenge because our gear could not be allowed to interfere with the experience of the in-house audience, yet we had to faithfully present the sights and sounds to the online audience.
- The UC College of Law sponsored a number of lectures and panel webcasts with speakers ranging from Justice Antonin Scalia speaking on judicial philosophy to former Senator (and B-25 pilot) George McGovern speaking on why the Allies didn’t bomb Auschwitz during World War II. One especially memorable seminar included the founders of the newly created International Criminal Court gathering just a month after the 9-11 attacks to discuss the role of the new court in dealing with crimes against humanity.

Next big thing:

My main focus is integrating streaming media into the educational strategy of Cincinnati Children's. One of the main areas where I'd like to apply streaming technologies is in the area of performance support, which can be loosely defined as "learning at the moment of need." While educational institutions of all kinds have demonstrated that streaming media technologies can be effective tools when teaching someone something new, it hasn't been applied as often to just-in-time challenges such as reminding someone how to complete a seldom-performed procedure or showing someone how a familiar system has been modified. Besides being involved with the development of workflows that will allow new content like this to be produced, I'm working with a vendor on search technologies which we should be able to leverage to repurpose existing long-form material into appropriate-length chunks.

Biggest change over the last 10 years:

"I can't see anything bigger than what YouTube has done. It's taught millions of people that watching video on the Internet is no big deal. I think that the use of Flash video on the user-generated-content video sites demonstrated that people were willing to sacrifice some image quality to get the same user experience across platforms. It ended the Real vs. Windows Media vs. QuickTime competition that largely defined the industry by reformulating the debate altogether. Now Adobe has Air and Microsoft has Silverlight. I doubt either would have been considered a good use of resources without the emergence of YouTube and the end of the question of whether people will really watch video on their computers."

Biggest challenge facing the industry

"In the spirit of *deja vu*, I can't see anything bigger than what YouTube has done. It's taught millions of people that watching video on the Internet is no big deal. It seems to me that the industry has always wavered between "this is a new medium" and "we're just video (or audio) over IP." YouTube and similar sites are definitely in the "just video over IP camp." What's Hulu going to be except YouTube without the piano-playing cats?

"What excites me about streaming media is the ability to break out of the 4:3 (or 16:9) frame. When I can have a synchronized data channel right next to my video, why do I ever have to superimpose a title over a video? Why does my baseball game have to have that tiny status bar running across the top of the image when I can have a repositionable window that I can customize with varying amount of information? Why not be able to follow the score as I watch a Mozart symphony performance if I like? "Streaming media will come into its own when it concentrates on what it can do that other media can't. I think AIR and Silverlight (and probably things we don't know about yet) are going to open a lot of eyes.



Ben Waggoner, Principal Video Strategist, Silverlight Microsoft Corporation

"Ben has taught more people about video compression than anyone."—*SM All-Star Nomination*

Proudest achievements:

- First encode for RealVideo for Peter Jacobsen web site, using a beta of RealVideo. Targeting 19.2 Kbps modems, the codec would lose the diagonal line of the golf club whenever he swung.
- Nike 1998 World Cup web video. It was progressive download, using Sorenson Video, and it was the first time we had enough bits and a good enough codec to do high-action video on the web that was good enough to look cool.
- Winning the "Most Influential in Streaming Media" award from Streaming Media two years in a row.
- The Microsoft/Adobe HD Roadshow in the summer of 2004, where we demonstrated good quality HD content that could be delivered via the internet, finally leaving the goal of "DVD quality" in the dust.
- When my then 4 year old asked me "Dad, do you know how to

take my LEGO movies, and put it up on the .com so Grandma Tootsie in Burbank can watch it?"

Blog: <http://on10.net/blogs/benwagg>

Next big thing:

"Silverlight 2 and beyond. I'm anticipating NBC's coverage of the 2008 Olympics in Silverlight will be the biggest event yet in the history of streaming."

Biggest change in the last ten years:

"The combination of improving codecs and improving bandwidth making web video that much better every year. We were excited to get 192x144 12 fps @ 40 Kbps a decade ago, and now 640x480 @ 1.5 Mbps is viewable by many millions. It's amazing how good standard def has gone from being an impossible dream to downright boring."

Biggest challenge facing the industry:

"Going beyond just a rectangle of video and two channels of audio and combining good interactivity with good video, that's broadly playable. While VOD quality has improved enormously, with HD downloads now viable, we really haven't been delivering a rich or interactive experience much beyond what VideoCD could do with commercial content."

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