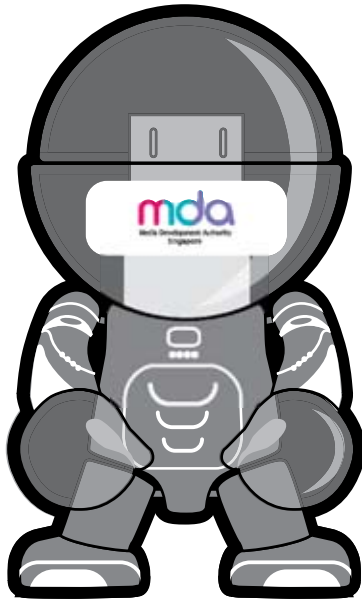


# The Digital Way Forward: An Animation Special.

Media Development Authority  
Annual Report 2007/08



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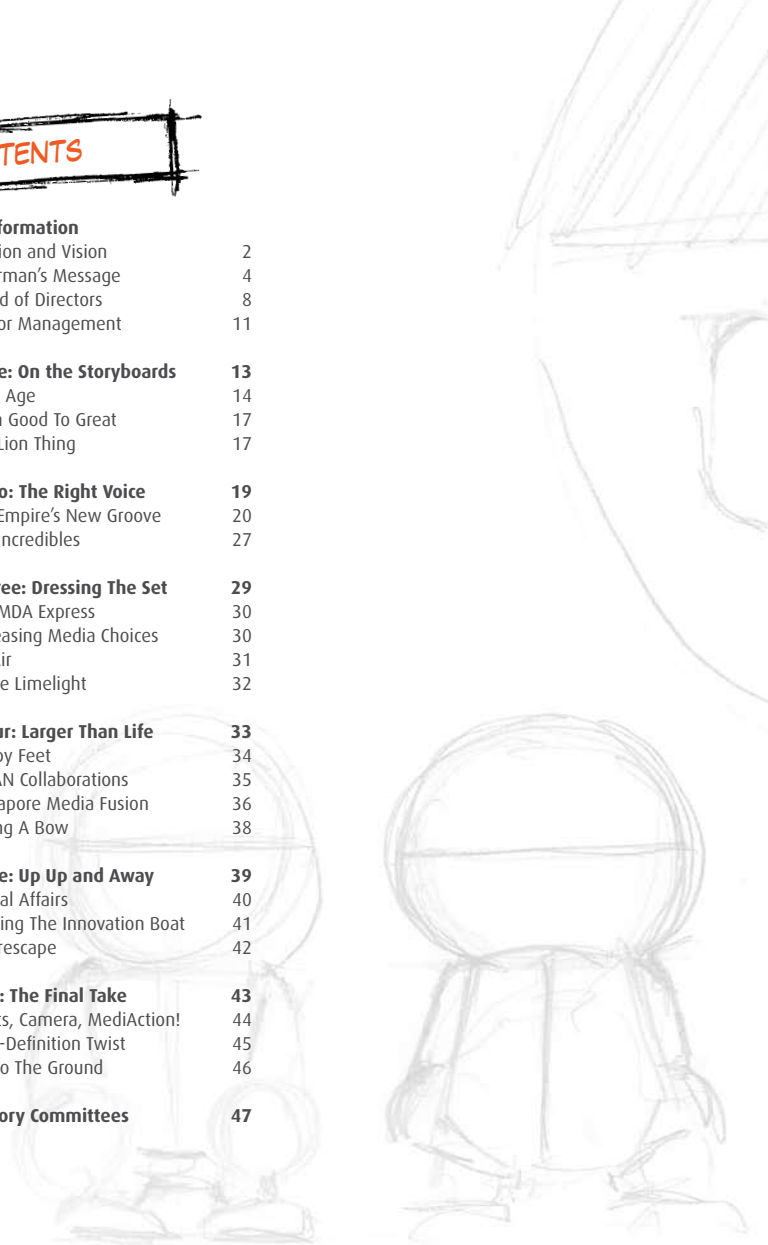
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In a creative and animated take on MDA aspirations to shape Singapore into a global media city, its key officers morph into a formidable team of animation moviemakers. Transforming storyboards into a blockbuster animation, MDA brings to life the vibrant media sector and ultimately, the bustling Singapore economy.

The story has been conceived.  
The ideas are in place.  
We call this - The Digital Way Forward:  
An Animation Special.



Media Development Authority  
Singapore



# MISSION AND VISION



## **We see, we achieve.**

Media 21 encapsulates MDA's mission of transforming Singapore into a Global Media City. We have a vision of Singapore becoming a media exchange, where media services, content and projects are created, financed, developed and distributed to the international market.

First of all, we seek to foster a conducive business environment for the growth of both global and local media companies. We encourage industry to innovate, develop and deploy cutting-edge digital media services and products. At the same time, we nurture local media talent and help our enterprises internationalise. With the pieces of a thriving ecosystem in place, we catalyse the export of Made-by-Singapore content and services to the global marketplace. The goal: To generate S\$10 billion in Value-Added and create 10,000 new jobs by 2015 for Singapore.

There will be exciting times ahead as we leverage new digital and market opportunities in implementing Singapore Media Fusion 2015.

# MAKING THE CUT

IT ALL STARTED WITH A VISION

“There is something exhilarating in bringing a vision to life. Like sketching the outlines of an animated character and fleshing it out with colours, 2007 saw Singapore traipsing along its growth trajectory and filling up its Global Media City storyboard with vibrant hues and confident strokes.”

There is something exhilarating in bringing a vision to life. Like sketching the outlines of an animated character and fleshing it out with colours, 2007 saw Singapore charting its growth trajectory and filling up its Global Media City storyboard with vibrant hues and confident strokes.

Based on the latest available figures, Singapore’s media sector<sup>1</sup> in 2005 stood at over S\$18.2 billion in revenue, employing more than 53,000 people and contributing some S\$4.9 billion in value-added. This brings us closer to our 2015 targets of S\$10 billion value-added and 10,000 new jobs.

## BRINGING THE WORLD TO SINGAPORE...

Singapore’s media scene is abuzz with a slate of high profile international events. These include the Games Convention

Asia, State of Play Conference and World Cyber Games Asian Championship. Meanwhile, the stalwart trade shows in our calendar – BroadcastAsia and Asia Media Festival – continue to rewrite their records. The former brought together some 760 exhibiting companies from 42 countries while the latter ringed in deals totalling US\$76.7 million.

As Singapore grows in its role as a media exchange, you can expect an even busier events calendar ahead. As I write this, preparations are in full swing for 3DX: 3D Film & Entertainment Technology Festival, a slew of industry forums and film screenings focused on stereoscopic 3-D in November 2008. Hosting the world’s first fully 3-D based film and entertainment technology event not only reinforces Singapore’s position as a convergence point for global media talents, it also highlights

<sup>1</sup> The media sector comprises broadcasting, film and video, music, publishing, online and mobile content, games and other software. Figures apply to 2005. Source of data: Department of Statistics, April 2008.



“We want to give Singapore talents the means to go international. Capture the global audience.”

our commitment to play an active role in advancing digital media innovations. Adding to the vibrant landscape is a fast evolving media financing scene. For the first time, the value of private media funds based in Singapore crossed the S\$500 million mark, thanks to a world-class financial infrastructure and rising confidence in Singapore’s media capability. More companies in the ancillary businesses of talent management, executive production and media consultancy have also made Singapore their regional base.

A healthy media ecosystem has in turn helped to attract world-class media projects and talents to Singapore. One such example is The Contender Asia,

which marked the first international reality TV series that was financed, produced and filmed entirely on location here. Encouraged by the fruitful Singapore experience, its United States-based creator Mark Burnett Productions has set up its Asian base in Singapore to make and distribute reality content and game shows for the region.

**AND BRINGING SINGAPORE TO THE WORLD**

As international media professionals and investments gravitate toward Singapore, our homegrown talents and content travelled the world and did us proud. Young filmmaker Anthony Chen’s short film Ah Ma clinched a Special Mention award at the prestigious Cannes Film

## CHAIRMAN'S MESSAGE

Festival – a first for Singapore, while documentary Little Big Dreams picked up the Gold Medal Award for Best Direction at the New York Festivals International TV Broadcasting Awards. Meanwhile, our Singapore Media Fusion campaign continues to promote the local media industry under a collective front at trade shows at home and abroad, and in the process, attained professional and international recognition for its marketing effectiveness.

Thanks to a strategy that encourages co-productions with leading international players, Made-by-Singapore content is entertaining audiences in over 50 countries across the globe. Facilitating the export of our content and services into more markets are partnerships with our international counterparts. In 2007, we concluded two new co-production agreements with Korea and Australia, granting national productions status in both countries to quality co-productions. Another highlight last year was the slate of 17 Memoranda of Understanding between China and Singapore covering governmental, industry and academic collaborations in the field of media. Singapore films also scored a rare opportunity to reach out to moviegoers in China with the inaugural Singapore Film Festival in Beijing and Shanghai, following an agreement with China to co-host each country's film festivals.

### THE DIGITAL WAY FORWARD

As advancements in digital technology continue to shape the future of entertainment, Singapore media companies are rising to the challenge. CGI character animation specialist, Sparky Animation, for instance, has developed an award-winning crowd simulation software that is being used in two theatrical 3-D animated features co-produced by Singapore's ST Electronics (Digital Media). Other 2-D animation series helmed by local companies such as Tao Shu – The Warrior Boy, Katakune and Nanoboy, are playing to audiences worldwide. Our games companies are also gaining recognition, developing branded properties for the international market, including Singapore's first Nintendo DS title, Dropcast.

In addition, upstream activities in the interactive digital media (IDM) sector are bearing fruit. Since the IDM research and development programme was launched over a year ago with funding provided by the National Research Foundation, more than 100 projects have been funded, involving over 900 researchers and engineers and generating some 100 new patents and products. International companies and institutions such as Eon Reality, Motorola, Anark and the China-Singapore Institute of Digital Media are conducting cutting-edge research activities here while local flagship players like Singapore Press Holdings



and MediaCorp are innovating with IDM to deliver new media services.

Aiding the growth of the industry is a pro-business regulatory framework that encourages the development of new media services and promotes more choices for consumers. Following the introduction of a two-tier Internet Protocol Television (IPTV) licence framework that offers operators greater flexibility, SingTel's mioTV began its nationwide subscription service while VeeV announced an interactive service targeting the niche market. Commercial high-definition television services are now available on free-to-air, cable and IPTV platforms. All these developments put Singapore in good stead as we move towards an all-digital broadcasting environment.

Today, local companies are harnessing Singapore's IT infrastructure and riding on the wave of media convergence to create intellectual properties that can be played over multiple platforms. They are also pushing out innovative digital media services to meet the needs of an increasingly tech-savvy audience.

Our vision of growth in a digital future is the reason behind the theme **The Digital Way Forward** for this year's Annual Report, underscoring Singapore's push for digital media as a strategy for growth.

As we celebrate the industry's achievements, we remain fully aware of the challenges ahead. In June 2007, MDA's International Advisory Panel (IAP) convened for the second time to offer recommendations on furthering industry growth, in addition to taking stock of the progress hitherto. I would like to express my gratitude to our IAP members for their invaluable insights, which will go into sharpening Singapore Media Fusion 2015, our updated industry blueprint. I also thank our media partners here and abroad for their support and friendship, as well as the management and staff of MDA for their hard work and MDA Board members for their wise counsel.

You will have noticed that there is something different about our Annual Report this year. It stars "Trexii" by local company Play Imaginative who embodies the exciting end-product in the journey of producing an animation movie from storyboard to merchandise.

It had been a fulfilling twelve months in our journey toward the digital future. Now, sit back, relax and enjoy our **Animation Special**, quintessentially Made-by-Singapore for the world.

**Dr Tan Chin Nam**  
Chairman,  
Media Development Authority

# BOARD OF DIRECTORS



**DR TAN CHIN NAM**  
**Chairman**  
Media Development Authority  
of Singapore



**DR CHRISTOPHER CHIA**  
**Chief Executive Officer**  
Media Development Authority  
of Singapore



**CHAN YENG KIT**  
**Permanent Secretary**  
Ministry of Information,  
Communications and the Arts  
(Former Chief Executive Officer,  
Infocomm Development  
Authority of Singapore)  
(Period served as Board Member :  
Jan 07 to Dec 07)



**THOMAS MARTIN KEAVENY**  
**Executive Vice President and  
Managing Director**  
Discovery Networks Asia Pacific



**GOH ECK KHENG**  
**Publisher and  
Managing Director**  
Landmark Books

**KELLY CHEW**  
**Senior Vice President**  
Global Marketing,  
Asia Pacific Region  
Song BMG Music  
Entertainment Asia Inc.  
(Not Pictured)



**DR FINIAN TAN**

**Chairman**

Vickers Financial Group (S) Pte Ltd



**BG LIM U YANG**

**HUGH-REGINALD**

**Chief-Of-Staff**

General Staff,  
Ministry of Defence



**GONG WEE LIK**

**Former Deputy Managing**

**Director**

Global Operations and Corporate  
Development

Economic Development Board

**(Period served as Board Member:**

**Jan 07 to Apr 08)**



**ERIC KHOO**

**Film Director**

Zhao Wei Films



**IAN MACDONALD**

**President**

Hong Leong Finance



**CHARLES MARSHALL**

**ORMISTON**

**Partner**

Bain & Company SE Asia, Inc

**(Period served as Board Member:**

**Jan 07 to Dec 07)**

## BOARD OF DIRECTORS



**CHRISTOPHER THOMSON**  
Vice President and  
General Manager  
Electronic Arts Asia Pacific



**PROF CHONG TOW CHONG**  
Executive Director  
Science and Engineering  
Research Council  
Agency for Science, Technology  
and Research



**PROF ISAAC KERLOW**  
Former Chair  
School of Art, Design and Media  
Nanyang Technological University

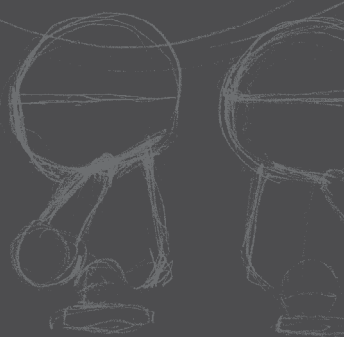


**DR SUZAINA BTE  
ABDUL KADIR**  
Assistant Professor  
Lee Kuan Yew School of  
Public Policy  
National University of Singapore



**HRI KUMAR NAIR**  
Director  
Drew & Napier LLC

mdca



# SENIOR MANAGEMENT



**DR CHRISTOPHER CHIA**  
Chief Executive Officer



**MICHAEL YAP**  
Deputy Chief Executive Officer



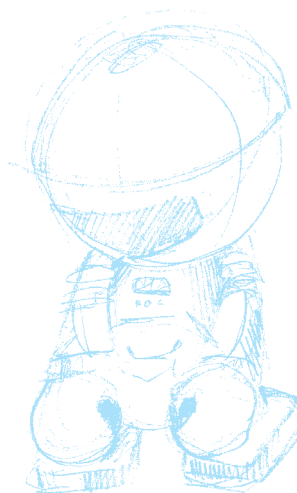
**SETO LOK YIN**  
Assistant Chief Executive Officer  
(Industry)



**YEO CHUN CHENG**  
Chief Information Officer



**CASSANDRA TAY**  
Director  
Communications  
Community & International  
Relations



## SENIOR MANAGEMENT



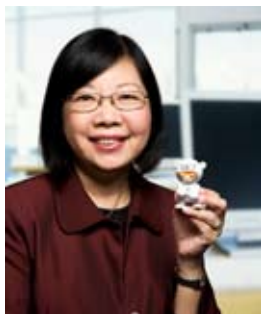
**TOW JOON LAI**  
**Director**  
Corporate Services



**PAM HU**  
**Director**  
Customer & Licensing Services



**LIM CHIN SIANG**  
**Director**  
IT & Technology



**AMY CHUA**  
**Director**  
Media Content



**LING PEK LING**  
**Director**  
Media Policy



**HENG LI LANG**  
**Acting Director**  
Capability Development  
Strategic Planning



## ON THE STORYBOARDS

A spellbinding story of Singapore's transformation into a media hub. From big picture down to the details, we've got it all fleshed out.



# MICE AGE

Singapore's media scene is seeing a new buzz.

Homegrown films are making headway in overseas markets, with local filmmakers picking up prestigious awards. Made-by-Singapore content – for TV, film and games – is travelling the world, entertaining audiences in over 50 countries.

At the same time, more international media companies are setting up shop in Singapore, partnering local players to make innovative content for global consumption. Big guns like Lucasfilm, Electronic Arts and Mark Burnett Productions have joined a cast of international media businesses to establish a presence here.

Indeed, Singapore is raising its profile as a premier location for media activities, helped by a business-friendly environment, pro-growth policies and increase of private capital in the media financing scene.

In short, Singapore is becoming a Global Media City, where media players come together to create, finance, develop and distribute media content and services to the region and beyond.

## THRIVING, SELF-SUSTAINING MEDIA FINANCING ECOSYSTEM

Currently, there is over S\$500 million worth of media funds available for media projects and companies, injected by banks, financial institutions and strategic investors in Singapore. This has contributed to a healthy business ecosystem that is attracting world-class media projects and talents to Singapore today.

Several media funds were created in 2007. Content management firm Six-Six-Eight launched a US\$40 million Europe-Singapore Co-Production Fund, while local director Jack Neo established a S\$10 million Raffles China Media Fund to co-invest or co-produce movie projects for distribution in China over the next three years. Several international projects, notably **The Contender Asia** a partnership between Mark Burnett Production and Singapore's Imagine Omnimedia, were funded and made here.

## INTERNATIONAL MEDIA EVENTS

Helping to add buzz to the local media scene are two major annual shows





>> Broadcast Asia 2007

hosted by the Media Development Authority (MDA) - BroadcastAsia (BCA) and Asia Media Festival (AMF) - that attract thousands of visitors from all over the world to buy, sell and showcase media technologies, equipment, content and services. These events underscore Singapore's attractiveness as a hub and strategic gateway between East and West.

#### • BroadcastAsia 2007

One of the biggest shows of its kind in the region, BCA returned in June, showcasing the latest broadcasting and digital multimedia technologies. At the 1,000 sqm Singapore Pavilion, 41 companies demonstrated innovative services, applications and tools in the areas of Mobile Broadcasting, Internet Protocol TV (IPTV) and High-Definition TV (HDTV).

Held alongside BCA were MDA-hosted meetings for regional regulators,



>> HDTV Booth

broadcasters and media professionals. The 12th Asia Pacific Regulatory Roundtable returned to Singapore in 2007, eight years after it was held here in 1999. It updated regulators from 11 countries on media developments in the Asia-Pacific region, including first-time participants: Brunei, Cambodia and Laos. MDA also invited members of the Cable

## ON THE STORYBOARDS

& Satellite Association of Asia, beginning the first-ever regulator-industry dialogue. Another successful regional event was the Asean Information Seminar Series: *Digital Broadcasting Opportunities in ASEAN*, which provided a useful platform for ASEAN countries to update the industry on their plans for digital broadcasting at national and regional levels.

The *New Media & Arts House* conference made headlines by bringing together an elite group of opinion leaders and decision makers, such as the Chief Technology Officer of Linden Lab, Cory Ondrejka, veteran technopreneur, Delcan J. Ganley, and Chairman and Chief Executive Officer of China-focused investment firm Hina Group, Dr Hong Chen, to deliberate on trends and developments in new media.

The event underscored Singapore's commitment to position the country as a premier location for idea innovation in the Interactive and Digital Media (IDM) space.



>> Asia Media Festival 2007

### • Asia Media Festival 2007

AMF 2007 kicked off on 14 November last year with a series of nine trade and twenty public events encompassing the whole value chain of the media business - from media financing to content creation and distribution. It witnessed a 63 per cent increase in sales and closed with deals worth US\$76.7 million transacted. Other highlights of the two-week long Festival included Memoranda of Understanding (MOU) signings with the Philippines and France which paved the way for more cooperation between Singapore and the media companies of both countries.

AMF 2007 also saw the launch of Centre for Content Protection (CCP) in Singapore. Established by the Motion Picture Association Asia Pacific with support from MDA, the Centre is Asia's

first technical organisation devoted to content protection technologies, policies and standards. It is a clearinghouse of information for all aspects and information regarding digital distribution and content protection.

A new introduction into the AMF line-up was the Asia Factual Forum. This provided a platform for some 120 professionals in the television industry to network, showcase and discuss the latest in factual programming, and content in the documentary production.

### **FROM GOOD TO GREAT** **Mapping the Next Big Thing**

Amidst the accelerating pace of change in the global media landscape, MDA convened a meeting of its International Advisory Panel (IAP) in June to advise on strategies to grow Singapore's media industry. Following its two-day meeting, the 10-member panel, consisting of media professionals, academics and experts such as filmmaker Shekhar Kapur; Greg Coote, Chairman of Dune Entertainment; and Paul Saffo, a professor from Stanford University - recommended that Singapore actively fosters an environment that offers opportunities for individuals, especially the young, to innovate and test-bed their ideas.

### **Moving Up The Global Rankings**

Singapore is making a name for itself as a premier location for doing media business.

Risk broker and insurance company Aon/Albert G Ruben, ranked Singapore in 2007 as one of the countries which posed the least risk for film-making. In fact, the Republic was listed in the 2007 Risks in Global Filmmaking Map as the only Asian country with such a ranking, making it the least risky country in Asia for filmmaking.

Likewise, Hong Kong-based Political and Economic Risk Consultancy (Perc) ranked Singapore in 2006 as the least risky country in Asia to do business, attributing its attraction to its proven commitment to protect intellectual property.

### **THE LION THING**

The maturing of the financing scene and the building of a critical mass of media talents, alongside the growth of the industry to provide production, post-production and media services, have enhanced Singapore's appeal as a choice filming location.

In 2007, Singapore hosted the filming of key productions like **The Contender Asia**. A partnership between Mark Burnett Productions (producer of "Survivor" and "The Apprentice") and



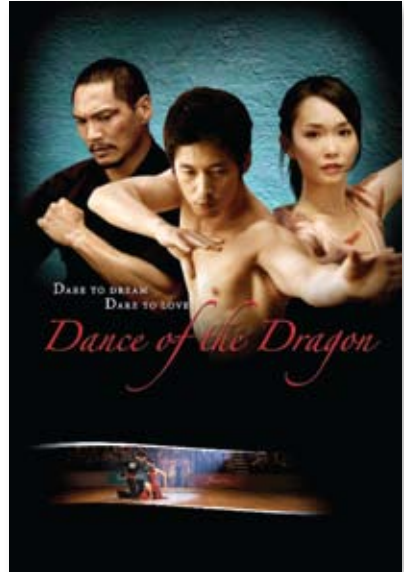
## ON THE STORYBOARDS



>> The Contender Asia

Singapore's Imagine OmniMedia, it was shot entirely in Singapore, post-produced by Infinite Frameworks and made use of production crew, talents and facilities - a mark of the country's coming of age in the business.

The success of the production had prompted Mark Burnett Productions to partner Asian gaming and entertainment outfit, Genting International to set up a US\$20m joint production venture located at the Resorts World Sentosa, the upcoming integrated resort on Singapore's Sentosa Island. The company plans to develop, produce and distribute original reality content and game shows for Asia from Singapore.



>> Dance of the Dragon

Other high-profile projects filmed and posted here last year included Australian-Singapore joint production feature film **Dance of The Dragon** and the first France-Singapore television co-production, **Déjà vu** which was shown on France 2, a major French broadcaster.



## THE RIGHT VOICE

We provide the means for industry talents to sound their voices and stage their acts.



# THE EMPIRE'S NEW GROOVE

From animation, films and games, to television and publishing, Singapore content is going places and winning over audiences.



## ANIMATION Crossing Platforms

An encouraging development was the success of animation content crossing media platforms, thereby extending its reach and shelf-life. Katakune by Mediafreaks was a good example of an animated television series that was developed into a game.

Peach Blossom Media's series of children's DVDs, Tao Shu – The Warrior Boy, not only won the US-based iParenting Media Award, under the "2007 Greatest Products" category, it was also developed into merchandise

such as stationery and bilingual children's books. The series was broadcast on Nickelodeon Asia, and in France as well as the Middle East.

## Going Big-Time

The collaboration between ST Electronics (Digital Media), American entertainment bigwig Promenade Pictures and New Zealand's Huhu Studios on The Ten Commandments, hit the big screen last year. The full-length animated feature based on the biblical story was launched as a limited theatrical release in the United States (US) and Singapore in 2007 and on DVD in both markets in 2008.

The Future is Wild, an ST Electronics (Digital Media) animated series co-produced with Canada's Nelvana Studios, made its debut on Discovery Kids Channel in the US in October 2007 and Canada in 2008.

Home-grown animation company Scrawl Studios secured sales of its pre-school animation series Milly Molly to international children's entertainment network, Nickelodeon for the Australian



>> The Future is Wild

market. Scrawl is currently developing a second season of its successful original property, Nanoboy, which has been sold to Korea, Thailand and the United Kingdom.

## ACCOLADES

GROWING UP CREEPIE, AN ANIMATED SERIES CO-PRODUCED BY PEACH BLOSSOM MEDIA AND ITS AMERICAN AND KOREAN COUNTERPARTS, WAS NOMINATED FOR AN EMMY AWARD (OUTSTANDING SPECIAL CLASS ANIMATED PROGRAMME) IN 2007.

### An Added Boost

Providing an added boost to the animation industry was the Animated Short Film Initiative launched by MDA and the Singapore Film Society. The initiative provides seed funding to independent animation industry and encourages local animators to create short films of high quality that can be showcased in festivals and markets around the world. To date, three projects have been supported, enabling animation talents to hone their skills.

### GAMES

With greater global exposure, more Singapore game companies are developing branded properties for the international market.

### Winners

A case in point is Dropcast, developed by Mikoishi last year. It became Singapore's first Nintendo DS title. The game is scheduled for launch in the second half of 2008.



Targetting the China market is Activate Interactive. It developed a mobile version for Steel Odyssey, which was launched in the fourth quarter of 2007.

been funded with some games being commercialised for markets such as USA, Europe and North Asia.



>> Lonewolf - Flight from the Dark

Meanwhile, Ksatria Gameworks is working on Lonewolf – Flight from the Dark, a game adapted from the globally successful role-playing book of the same title.

### Be Invigorated

Expanding on its successful INVIGORATE initiative for mobile game developers, MDA launched the INVIGORATE for Casual Games scheme in June, providing funding and mentorship for budding game developers in the Casual Games genre. To date, a total of nine teams has

## ACCOLADES

TORIBASH3.0, DEVELOPED BY NABI STUDIOS, WON THE PC FORMAT REVIEW AWARD 2007. IT MADE IT TO THE FINALS FOR INDEPENDENT GAMES FESTIVAL IN 2007. IN ADDITION, BUSINESSWEEK ONLINE FEATURED NABI STUDIOS AS ONE OF THE MOST PROMISING AND INNOVATIVE COMPANIES AROUND THE WORLD IN 2008.



## FILM

2007 was a bumper year for Singapore feature films. The sector harvested 12 releases, compared to an average of five per year from 2002 to 2006.

As the film scene in Singapore becomes steadily more vibrant, its spectrum of works is expanding too, in both breadth and depth. Among the local releases, Royston Tan's **881** turned in the best local box office showing among Asian films, with takings of over S\$3.5 million.



>> Royston Tan's 881

## ACCOLADES

ON THE INTERNATIONAL FRONT, SINGAPORE FILMS CONTINUE TO ATTRACT INTERNATIONAL ACCLAIM.



>> Anthony Chen's Short Film - Ah Ma (Grandma)

- ANTHONY CHEN'S SHORT FILM AH MA (GRANDMA) NABBED SINGAPORE'S FIRST PRIZE AT THE CANNES FILM FESTIVAL WITH A SPECIAL MENTION AWARD IN THE SHORT FILM CATEGORY. AT THE SAME EVENT, POK YUE WENG'S SHORT FILM SUPERDONG, WAS SCREENED AT THE DIRECTORS' FORTNIGHT WHILE EKACHAI UEKRONGTHAM'S FULL-LENGTH FEATURE FILM KUAILE GONGCHANG (PLEASURE FACTORY) WAS SCREENED AT THE LIN CERTAIN REGARD CATEGORY.

## THE RIGHT VOICE

- ROYSTON TAN'S SHORT FILM **MONKEY LOVE** WON THE GRAND PRIZE IN THE LABO COMPETITION AT THE CLERMONT-FERRAND INTERNATIONAL SHORT FILM FESTIVAL
- **18 GRAMS OF LOVE**, A HD ROMANTIC COMEDY WRITTEN AND DIRECTED BY HAN YEW KWANG, WON THE PUBLIC AWARD FOR BEST FILM (BRONZE) AND JUNIOR JURY AWARD (SILVER) AT THE 13TH LYON ASIAN FILM FESTIVAL.
- SINGAPORE-AUSTRALIA DRAMA **THE HOME SONG** STORIES RECEIVED SEVEN NOMINATIONS AT THE GOLDEN HORSE AWARDS AND EVENTUALLY WON BEST ACTRESS AWARD FOR JOAN CHEN. ROYSTON TAN'S MUSICAL **881** WAS NOMINATED FOR BEST MAKEUP AND COSTUME DESIGN. JACK NEO'S **JUST FOLLOW LAW** HAD THREE NOMINATIONS BEST VISUAL EFFECTS, BEST ORIGINAL SCREENPLAY AND BEST ACTOR FOR SINGAPOREAN GURMIT SINGH.



>> The Home Song

- LOCAL FILM **SINGAPORE DREAMING** BY HUSBAND-AND-WIFE TEAM COLIN GOH AND WOO YEN YEN, ABOUT A TYPICAL SINGAPOREAN FAMILY COMING TO GRIPS WITH THEIR ASPIRATIONS, CLINCHED THE BEST ASIAN/MIDDLE EASTERN FILM AWARD AT THE 20TH TOKYO INTERNATIONAL FILM FESTIVAL.

## TELEVISION

### HD In The Making

The media industry continued to benefit from Singapore's early move towards HD with new collaborations to co-produce HD content for the region and beyond

- Fremantle Media, one of UK's leading distributors, collaborated with MDA on the international distribution of two HD productions - Kylie Kwong: My China by Sitting in Pictures and FestivAsia - Moon Dance by Big Communications (Singapore) together with Creo Contents (Korea).
- Together with National Geographic Channels International (NGCI) and Off the Fence (OTF), a leading international factual specialist distributor, MDA launched the Asia High-Definition Documentary Initiative which will see 15 original documentaries produced in HD over three years by Singapore production companies. These documentaries will premier on NGCI, reaching 190 million homes in 165 countries, and distributed worldwide by OTF.
- Off The Fence also picked up Man-made Marvels, a High-Definition factual series by Beach House Pictures (Singapore) and Natural History New Zealand, for worldwide distribution. The series had debuted on Discovery Channel across Asia Pacific.

## ACCOLADES

- *LITTLE BIG DREAMS* BY THREESIXZERO PRODUCTIONS WON THE GOLD MEDAL AWARD FOR BEST DIRECTION AT THE NEW YORK FESTIVALS INTERNATIONAL TV BROADCASTING AWARDS 2008, AND HAS BEEN PICKED UP FOR INTERNATIONAL DISTRIBUTION BY ID DISTRIBUTION AND SOLD TO BROADCASTERS IN GERMANY, SWEDEN, BELGIUM, ESTONIA, DENMARK AND UK.



## THE RIGHT VOICE

- **FIVE STAR INSIDER- SEVEN SEAS CRUISE, CO-PRODUCED BY OAK3 FILMS WITH LANDMARK TV (AUSTRALIA) FOR DISCOVERY NETWORKS ASIA BAGGED THE BEST EDITING PRIZE IN ASIAN TELEVISION AWARDS UNDER AMF.**
- **CRICKET WARRIORS, PRODUCED BY ONE TAKE MEDIA BAGGED THE HIGHLY COMMENDED AWARD IN ASIAN TELEVISION AWARDS FOR BEST NATURAL HISTORY AND WILDLIFE PROGRAMME.**

### PUBLISHING

The First-Time Writers & Illustrators Publishing Initiative to nurture first-time writers saw fruit at the Frankfurt Book Fair 2007. For instance, The Elephant and The Tree, a children's book sold worldwide English rights to one of US' largest independent publisher, The Running Press. Nine of the original children's stories from the initiative were adapted into a 2D-animated series, Tales Alive, produced by Singapore's animation studio company Peach Blossom Media. It is the first cross-media, print-to-screen project initiated by MDA to encourage multi-purposing of content.

Meanwhile, The Celestial Zone comic book series by TCZ Studio was licensed to countries such as France, Spain, Taiwan and Vietnam. It was subsequently adapted into mobile comics, available in both English and Mandarin for worldwide distribution. TCZ Studio has further set their sights in crossing platforms as they are currently developing the comic book series into an animation series.



# THE INCREDIBLES

Helping to fuel the growth of the media industry are schemes that attract, nurture and retain talent, as well as strengthen the capabilities of local enterprises.

## GROWING OUR TALENTS

MDA trains more than 5,000 media professionals through various programmes such as the Media Education Scheme (MES), Capability Development Scheme (CDS), Skills Conversion programmes, masterclasses, seminars and workshops. Under the CDS, more than 130 industry professionals and students attended short local and overseas advanced courses or attachment programmes in 2007 to gain specialist skills and international experience. We have supported 20 MES scholars who pursued further media-related studies in both local and overseas institutions.

2007 was also the first time the MES was co-sponsored by ST Electronics (Digital Media). As a result, two students were awarded the ST Electronics-MDA Media Education Scheme.

The International Media Manpower Programme (IMMP) enables local media enterprises to achieve a quantum leap in their production capability and expertise in the short-term by attracting top international media talents and anchoring their presence in Singapore. Since the launch of the programme in 2006, over 25 such talents in diverse fields such as animation, scriptwriting and games development have started work with Singapore media companies.



>> Anthony Chen

## MULTI-AGENCY MANPOWER TASKFORCE

A multi-agency Digital Media (Games and Animation) Manpower Taskforce led by MDA and comprising Economic Development Board (EDB), Infocomm Development Authority (IDA), the Ministry of Manpower/Contact Singapore (MOM), Workforce Development Agency (WDA) and the Ministry of Education (MOE) was formed in 2007 to drive manpower attraction and nurturing.

## THE RIGHT VOICE

The Taskforce will address immediate manpower demand through training and upgrading initiatives, including trainee programmes, industry attachments and skill conversion programmes. International and local recruitment efforts are being stepped up with recruitment drives to major international trade events and schools in the region. In the long term, the Taskforce will oversee the development of local talents through international accreditation of Singapore-based media programmes, stepping up collaborations with international tier-one institutions and reviewing academic curriculum to align closely with industry needs.

### ENTERPRISE DEVELOPMENT

Over the past year, local media companies benefited from programmes that helped to hone their business skills. Specific areas of grooming included identifying enterprise positioning and strategy plans, and exploiting intellectual property. This was done through various programmes such as the mentorship programme with Pembridge Partners LLP, a London-based business accelerator and investment group focused on the creative industry, and the Licensing and Merchandising Programme in partnership with international firm Global Brands (the exclusive licensing agent for FIFA worldwide and Warner Bros Consumer Products in South-east Asia).

### SHOOTING STARS

Infinite Frameworks beat international competitors to clinch the much coveted "Anna Sui" international mandate for TV and web commercials. Sebastian Tan of Shooting Gallery and Vincent Lim of BIG Communications won the Spirit of the Enterprise Award 2007 for their sheer determination and savvy in moulding their media concerns.



>> Anna Sui's Flight of Fancy TV Commercial



## DRESSING THE SETS

The background and setting is imperative to the story's success. We foster a regulatory environment conducive for businesses to flourish.

# THE MDA EXPRESS

While regulation forms the boundaries and structure in which the media industry operates, MDA's approach to regulation is to ensure that it facilitates, rather than hinders, industry innovation and growth.

## INCREASING MEDIA CHOICES

In 2006, MDA facilitated the start of HDTV on terrestrial, cable and Internet Protocol TV (IPTV) platforms. A year later, a milestone was reached in Singapore's digital broadcasting development when commercial HD services on all three platforms became a reality.

Last year also saw the mushrooming of IPTV and video-on-demand (VOD) services. A significant policy initiative was the introduction of a two-tier licence framework that opened up the IPTV market to niche players by giving operators greater flexibility to roll out services for different market segments. By year's end, the number of players climbed to five commercial IPTV and VOD licensees, two trial IPTV licensees and 150 TV channels to consumers in Singapore which include SingTel's mioTV channels.

Another exciting development was the deployment of mobile TV services in Singapore with three companies – PGK Media, Innoxius Technologies and GoMobile – issued trial licences to test technical and commercial parameters. To facilitate the growth of this industry, MDA is working on a market-driven, light-touch and pro-enterprise regulatory

framework to attract more players into the Singapore market, as well as encourage innovation and competition. To this end, a public consultation exercise was launched to seek feedback on the proposed policy and regulatory framework for mobile TV services.

## MORE TO OFFER

Last year, MDA approved an additional 12 channels for cable TV and 14 channels for IPTV services, 11 subscription radio stations as well as 16 TV channels for trial Mobile TV services. Malay cable viewers also benefited with the launch of Sensasi in August 2007, Starhub's first locally packaged Malay cable TV channel.

In preparation for the introduction of video games classification in 2008, the Board of Film Censors introduced a Mature 18 rating in November 2007, to facilitate the distribution of highly





anticipated games with mature content in Singapore. This allowed such games to enter the market promptly and provided the industry and members of the public with an understanding of the benefits of a games classification system aimed at providing more choice for adults while protecting the young.

### **RE-SETTING THE CODE**

MDA completed its first triennial review of the Media Market Conduct Code, including two rounds of public consultation. Implemented in April 2003, the Code addresses competition issues in broadcasting and print. This review is targeted at anti-competitive practices and ensures that the code continues to promote market parity in Singapore's changing media landscape.

### **EMMY-GINE THAT!**

MDA's Digital Technology Development Scheme (DTDS), which is targeted at encouraging the development of original and innovative applications, services and devices for the broadcasting industry, has resulted in a major achievement for a local company. Pixelmetrix Corporation, a DTDS recipient, was awarded an Engineering & Technical Emmy Award from the National Academy of Television Arts and Sciences (NATAS) in



United States, for its DVStation Transport Stream Analysis products. This distinction makes Pixelmetrix Corporation, a global specialist in preventive monitoring for digital TV and IPTV, the first Singapore company to be accorded the Emmy Award.

### **ON AIR**

MDA's support of Public Service Broadcast (PSB) programmes makes the production of TV and radio content that inform, educate and entertain our multi-cultural and multi-racial society possible. These programmes cover Malay and Tamil languages, culture, information, current affairs, drama, local sports and children's programmes.

### **LICENSE TO FUND**

In Singapore, a TV Licence is mandatory for all owners of broadcasting apparatus capable of receiving broadcasting services. As at 31 Dec 2007, around 925,000 valid licences have been issued. The licence fees are used primarily to fund the production of PSB programmes on free-to-air radio and television channels. Typically less commercially viable, these programmes highlight issues of relevance to our society and play a critical role in building social cohesion and instilling national pride. Last year, about 3,000 hours of PSB programmes were broadcasted across Singapore's six local Free-To-Air TV channels.

### **RIGHT ON THE LITTLE RED DOT**

Boosting the quality of PSB programmes were concept-driven programmes that explored themes of relevance

## DRESSING THE SETS

to the community. These included a print-to-screen series and productions commemorating ASEAN's 40th Anniversary, such as The Singapore Short Story Project, a drama adaptation of local authors' short stories; and Travelling Palette – ASEAN Special, featuring a pair of master painter and apprentice travelling to ASEAN countries to seek out iconic scenes to be painted.

In addition, MDA explored more innovative PSB programmes for younger audiences. These included Taoshu and Friends, a 13-part animated cum live-action adventure series in Mandarin designed for kids to re-discover the Chinese culture and language; Shoot! (有話就說), which allows the public to speak their minds and discuss the latest social issues; Find Me A Singaporean (稀游記), an award-winning series that searches for Singaporeans in some of the most obscure places on earth; Udhavum Karangal (Helping Hands), a series on youth volunteers; and Satu Hari di Hari Raya, a two-part telemovie collaboration between Singapore and Malaysia on Hari Raya. It was telecast on both Suria and Astro.

Adult audiences were treated to a refreshing and liberating drama series last year. Titled **Do Not Disturb**, the TV series presented heartfelt, in-depth and intelligent stories of the relationships between men and women. This unprecedented local production showcased the best of Singapore's creative talent, with veteran actress Tan Kheng Hua as producer, and filmmaker Kelvin Tong as director.

### IN THE LIMELIGHT

Several PSB programmes were singled out for international recognition. Youth Decode II, an info-educational programme about the aspirations of Asian youths won a Golden Eagle Award (Fall 2007). It was also a shortlisted finalist at the New York Festival Award 2008. Three other PSB programmes made it to the Awards on the same count - Expedition Thailand, No Problem! and Saving Gaia.

PSB's youth debating programme The Arena was nominated for an Emmy Award in the Children and Young People category by the International Academy of Television, Arts and Sciences.

Nine other PSB series such as Frontline: The Lonely Ah Kim and Parental Guidance were nominated for various categories such as Asia's Best Current Affairs Programme and Best Information Programme in the 2007 Asia Television Awards.





## LARGER THAN LIFE

We actively promote homegrown media and media enterprises beyond the shores of Singapore. Through global promotional activities, we bring our best players to the world, and the world to Singapore.

# HAPPY FEET

Singapore media companies are ascending the global stage, striking multi-million dollar deals with leading international partners.

## INTERNATIONAL FORAYS

Several successful co-production deals were sealed between local media companies and their partners. Many of these announced at key international trade shows last year such as **Hong Kong Filmart, MIPTV, Cannes Film Festival, Asian Film Market, Frankfurt Book Fair** and **MIPCOM** where, as part of an MDA-led industry delegation, local media companies promoted and sold their content and services to international players.

## THE CHINA CONNECTION

Media collaborations between China and Singapore reached a new high with the signing of 17 media-related memoranda of understanding (MOUs) covering government cooperation, media research, business projects and academic exchanges. These were announced in October 2007 at the China-Singapore Media Business Forum under the Singapore Season in China initiative, a key cultural diplomacy effort by the Singapore Government.



>> MIPTV Booth



>> Signing of MOU

Providing the overarching framework is an agreement on media cooperation between MDA and China's State Administration for Radio, Film and Television (SARFT) to enhance bilateral partnership through information exchange and co-productions. Another landmark deal between MDA and the renowned Chinese Academy of Sciences Institute of Automation will see 40 researchers from the latter working on interactive digital media in its first overseas lab in Singapore. An agreement was also sealed with China to co-host each country's film festivals, starting with the first-ever Singapore Film Festival in Beijing and Shanghai held during Singapore Season.

### **EYE ON THE CHINA MARKET**

MediaCorp Raintree Pictures is collaborating with partners from Hong Kong and China to develop two feature film projects, **I Not Stupid – China** and **Taller Than Yao Ming**. Raintree will partner Hong Kong's Emperor Motion Pictures to develop director Jack Neo's highly successful **I Not Stupid** franchise for the China market.

Also making strides in China was Singapore film production company, World Without Borders, which is producing two films with partners from Hunan and Chengdu. The total production

budget is estimated at S\$9.4 million or RMB 47 million.

### **GOVERNMENT-TO-GOVERNMENT EXCHANGES**

Singapore media companies' foray into Korea and Australia are bolstered by two co-production agreements concluded with these two countries in 2007. These add to Singapore's existing co-production agreements with Canada, Japan and New Zealand and enable quality co-productions to be considered as national productions in both countries.

In addition, MDA forged new cooperation partnership agreements and MOUs with Canal France International, Creative Media and Film Society of the Philippines, China's SARFT and Korea Culture & Content Agency, among others, to facilitate bilateral cooperation, information, training and technical exchanges.

### **ASEAN COLLABORATIONS**

In celebration of ASEAN's 40th Anniversary, MDA supported the development and hosting of a new web portal aimed at showcasing and promoting media content from ASEAN countries.

Launched on 16 November 2007, the ASEAN Media Portal ([www.aseanmedia.com](http://www.aseanmedia.com)).

## LARGER THAN LIFE

net) provides information related to ASEAN tourism, culture and heritage, as well as multi-media content from its 10 ASEAN member states. In the long run, the ASEAN Media Portal aims to serve as a global gateway to the region's vibrant media industry, linking the world to the region's arts and culture and the many fascinating and compelling stories from its diverse heritage.

As ASEAN forged closed economic and political ties, the region's media industries have also banded together to develop a common digital broadcasting roadmap. In May 2007, the ASEAN Ministers Responsible for Information (AMRI) made a decision to endorse the Digital Video Broadcasting-Terrestrial (DVB-T) as the common digital terrestrial television broadcasting standard for ASEAN nations.

This effectively creates a combined market for digital broadcasting of more than 500 million people, providing the critical mass for ASEAN to advance towards digital broadcasting and spark growth and investment in the digital broadcasting sector.

### SINGAPORE MEDIA FUSION

Joining the international roll call of media icons for MDA's "I Made it in Singapore" campaigns promoting Singapore's media industry at international trade shows are: **Michael Yamashita**, renowned photographer and National Geographic Channel presenter; **Nigel Levy**, award-winning British producer and director; **Joe Dever**, British fantasist who created the Lone Wolf series of interactive gamebooks; **Phil Mitchell**, a pioneer in computer animation and a multiple-award winner and **Peter Wiley**, Chairman of John Wiley & Sons, Inc, and a respected journalist and author. Testimonials from these international media icons who have collaborated with local media players serve to highlight the growing capabilities of Singapore's media industry.



## TAKING A BOW

In all, the progress and developments of the media industry were covered in more than 2,600 tracked media reports, estimated to be worth S\$18 million in advertising value equivalent. Of these, foreign media reports made up 40 percent of total coverage, up from 12 percent in 2006, reflecting growing international interest in Singapore's media companies, capability and content .

To top it off, MDA clinched the Excellence Award for Integrated Marketing Communications at the 10th Prism Awards organised by the Institute of Public Relations Singapore for its Singapore Media Fusion Campaign. This had successfully assimilated publicity, advertising and events management to achieve international marketing success.



>> MDA Director, Communications Cassandra Tay receiving award





## UP, UP AND AWAY

Exciting opportunities for new services and new experiences in the broadcast, multimedia and entertainment industries are unleashed as the digital revolution transforms production, distribution and consumption patterns. The Interactive Digital Media (IDM) sector, in particular, presents fresh sources of innovation for the media sector.

# DIGITAL AFFAIRS

Singapore is tapping on the tremendous potential of IDM to enhance its competitive edge.



## DIGITAL AFFAIRS

Overseeing the efforts in this area is the multi-agency IDM Research and Development Programme Office (IDMPO) hosted within MDA. Under the auspices of the National Research Foundation (NRF), the IDMPO puts in place schemes that support and interlock the R&D efforts of its four main groups of stakeholders – start-ups, Institutes of Higher Learning, industry, and schools – with the strategic aim of driving breakthrough and innovation in the new media sector.

Since the programme began in October 2006, over 100 IDM-funded projects focusing on the three key areas of Animation, Games and Effects;

Intermediary services; and On-the-Move Technologies, have taken flight. This is expected to translate into some 100 new patents and products, involving 900 researchers and engineers.

## HEAD START

To tap on the unbridled creativity of young people that have played a key part in many successful Web 2.0 applications, Singapore actively fosters an environment that offers opportunities for



individuals, especially the young, to innovate and test-bed their ideas. For example, the iJAM (IDM Jump-start and Mentor) scheme is aimed at encouraging bottom-up innovation amid a peer-sharing climate.

Through the iJAM scheme, young start-ups or individuals are eligible for funding up to S\$50,000 to seed promising R&D ideas. In addition, networking events offered start-ups the opportunities to pitch for funding, as well as to showcase their projects.

iJAM has unleashed grassroots innovation, with some of the funded projects receiving recognition by technology blogs and renowned technology companies. IDMPPO's five-year forecast includes about 750 seeded projects and 2,000 budding entrepreneurs. One success story is First Meta who benefited from the seed funding. They made their presence felt in Second Life, a popular 3-D virtual world community based in cyber-space by offering financial services in issuing its MetaCard credit card to virtual users.

### **ROCKING THE INNOVATION BOAT**

Catalysing IDM research in the Institutes of Higher Learning (IHLs) is the i.ROCK (IDM Research Orientated Centres of Knowledge) initiative, which is targeted at building a global network of research institutions in Singapore.

To date, all local universities, polytechnics, and the arts school have started to organise and coordinate their R&D efforts, launching research centres and IDM-related courses. The National University of Singapore, for instance, has set up the NUS Interactive Digital Media Institute, which houses eight research laboratories and some 160 researchers. Nanyang Technological University's School of Computer Engineering has also collaborated with game company TQ Global to offer a Master of Engineering degree, with a special focus in Game Development.

Topping up the efforts of local IHLs, last year saw 21 grants awarded to IHL-initiated projects, involving an estimated 350 researchers, scientists and engineers and 300 students in the local research community.

Meanwhile, the Singapore-MIT GAMBIT (Gamers, Aesthetics, Mechanics, Business, Innovation, Technology) Game Lab, a tie-up between MDA and Massachusetts Institute of Technology (MIT), is reaping success. 2007 saw the first batch of 31 Singapore students completing their attachment at the GAMBIT Lab at MIT. Besides the launch of two



## UP, UP AND AWAY

R&D projects, six new games were also developed, of which “Backflow” was a nominated finalist at the Independent Games Festival Mobile Competition 2007. These games are available for download on the GAMBIT website at <http://gambit.mit.edu/>



>> The Gambit team

### DIFFERENT STROKES TO LANGUAGE

Giving local media research another boost, the Chinese Academy of Sciences' first overseas R&D institute will make its home in Singapore. The setting up of the China-Singapore Institute of Digital Media further reinforces Singapore's position as a premier location for idea innovation in the IDM space. Focusing on language mediation technologies, the China-Singapore Institute of Digital Media will redefine the ways in which we learn and communicate languages, especially between Chinese and the English-speaking world.

### FUTURESCAPE

MDA worked with the Economic Development Board (EDB) and Infocomm Development Authority (IDA) to secure 45 industry projects over a two year time-frame. 2007 also saw international companies such as 10tacle Studios, EON Reality, Motorola and Anark set up their Singapore base to carry out cutting-edge research activities while local flagship players like Singapore Press Holdings and MediaCorp Pte Ltd are experimenting with IDM to deliver new media services.

Some of these industry players are already receiving accolades for their R&D innovations. Ufinity Interactive Media was deemed one of the 12 most promising enterprises for Innovations in Interactive Media, while XiD's face-recognition software emerged second in a global competition for new security technology. MXR Corporation's interface technology was also patented in both the US and Singapore. In addition, Garena provided a platform for gamers to interact and play multi-player games over the Internet and attracted a whopping five million registered users to date.

### GO DIGITAL

MDA hosted a slate of international and regional IDM-related activities, such as the State of Play Conference, Games Convention Asia, Mobile HCI (International Conference on Human Computer Interaction with Mobile Devices and Services) and X|Media|Lab Singapore.



## THE FINAL TAKE

As the media landscape shifts rapidly, Singaporeans are staying ahead of the game and leveraging the media for work, learning and play.

# LIGHTS, CAMERA, MEDIATION!

Singaporeans are embracing the digital media age with gusto. Equipping Singaporeans with the right skills to enjoy the new experiences and empowering them to make informed choices is one of MDA's mantra as it develops Singapore into a Global Media City.

MDA works with partners from the public, private and people sectors to put together MediAction!, an ongoing initiative to promote media literacy among Singaporeans through various outreach programmes.

In 2007, some 300,000 Singaporeans got in on the action, participating in 50 events organised by more than 140 partners. Some of these included:

- Panasonic's Kid Witness News (KWN) which provided a unique opportunity to groom the next generation of directors, editors, writers and reporters on the practical skills of news production and broadcast journalism. Last year, Singapore played host to the regional awards on where Singapore's entry on the theme of Environment, 'Gardens of Eden', won one of three regional awards.
- N.E.mation is an animation competition for selected secondary and junior college students who undergo intensive workshop training on animation production to create one-minute animation clips carrying a Total Defence message. N.E.mation has enjoyed tremendous success, witnessing increased submissions and votes. Some of the clips were shortlisted for prestigious animation competitions and festivals internationally, such as Annecy and ANIMA.
- The World Cyber Games Asian Championship (WCG) is Asia's largest regional cyber gaming tournament, equipping participants with skills and opportunities to discover their talent in competitive gaming. This year's WCG saw 9,000 Singaporeans appreciate games through participation in gaming events and cyber gaming, courses and talks conducted at campuses, community centres and at the WCG finals itself.



- Development and distribution of 60,000 Zocards to raise awareness of Cyber Wellness Core Values.
- A public education initiative was organised to increase public understanding of how the RTV license fees are used to fund the creation of PSB programmes on free-to-air channels. Some 1,000 posters and 20,000 brochures were distributed to 177 strategic locations island wide, including Singpost, HDB offices, and Community Centers.
- Signing of a MDA-Singapore Science Centre Board MOU will equip and enable students to create IDM content. There are also plans to develop infotainment programmes on science and technology.

### THE HIGH-DEFINITION TWIST

MDA continued in its drive to bring HDTV closer to the masses by embarking on a publicity campaign known as Hi-Def

Showtime, a creative contest with a High-Definition (HD) twist. The young and old turned up in droves to take part in this month-long contest, resulting in 220 diverse and entertaining performances extolling the attributes of HDTV. Finalists were selected through public online voting, with more than 416,000 votes cast.



The integrated public education plan to introduce HD technology to Singaporeans includes:

- HD Brochure - Supported by more than 20 industry partners, some 750,000 updated brochures were distributed at electronic retail outlets to educate the public on the benefits of HD and to inform consumers the availability of HD content from MediaCorp, Singtel and Starhub.
- HD Retailers' Training - 135 attended the HD Retailers' Training workshop on 2 November 2007. The participants walked away with a keener understanding of how to educate interested buyers on HD technologies.

- Intel Action Film Fest – More than 400 Singaporeans donned the director's hat to produce their own films in HD and 10 winning entries were showcased at the event's Awards Night at Clarke Quay.

## **EAR TO THE GROUND**

Media regulation in Singapore is grounded on principles of consultation and co-regulation and MDA keeps its ear to the ground through its various advisory committees that are made up of members of the public from all walks of life.

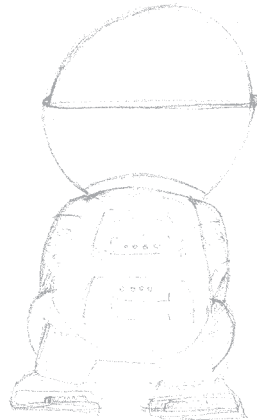
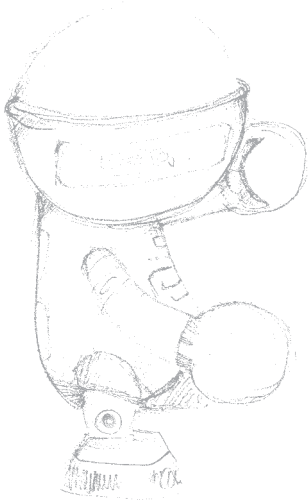
In 2007, the Advisory Council on the Impact of New Media on Society (AIMS) was set up to study and advise the Singapore Government on the long-term social, ethical, legal and regulatory implications of the new media. An Internet and Media Advisory Committee (INMAC) was also formed from the consolidation of the previous National Internet and Advisory Committee and its related committees, to provide feedback, guidance and recommendations on media literacy initiatives, industry co-regulation and other regulatory issues. Inputs from both Committees will be invaluable in the formulation of media policies as Singapore continues to exploit the opportunities and meet the challenges of the new media landscape.

In conclusion, as Singapore's media industry evolves, MDA will continue to examine new ways and adopt new strategies to further boost growth. Through partnerships with the local and international media industry players, MDA has put in motion a growth strategy that will take Singapore's media industry to the next lap.



# MDA ADVISORY COMMITTEES

MDA appreciates the significant contributions and support it receives from its host of advisory committees. They provided valuable guidance to ensure that quality content is available, while raising the media literacy rates of Singaporeans.



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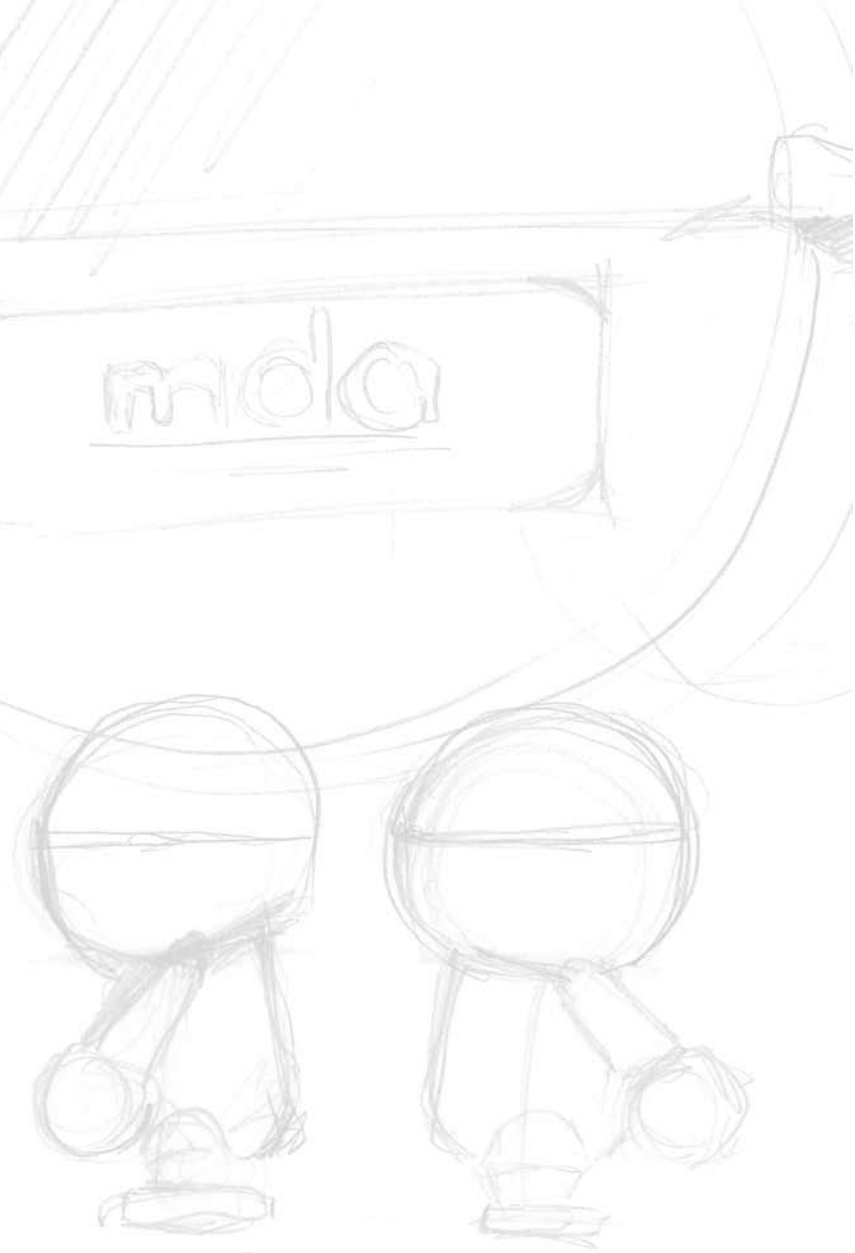
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