

Media 21:

Transforming Singapore
into a Global Media City



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Media 21 envisions Singapore as a Global Media City, where media services and projects are created, developed, traded and distributed to the international market. The vision anchors Singapore as Asia's leading media marketplace and financing hub, producing high quality content and digital media development. Media 21 seeks to increase the GDP contribution of the media cluster from the current 1.56 per cent¹ to 3 per cent in 10 years, and creating over 10,000 new jobs for Singaporeans.

MEDIA 21 To develop Singapore into a Global Media City



Increase GDP contribution of media cluster from est 1.56 per cent to 3 per cent

Increase jobs from 38,000 to 50,000

Increase VA per worker from S\$66,000 to S\$160,000

In line with the Media 21 vision, the Media Development Authority (MDA) was established to champion the development of a vibrant media cluster in Singapore. MDA aims to transform Singapore into a city that nurtures homegrown media enterprises and attract direct foreign investments to our media industry with our competitive skill sets and infrastructure. This will in turn lead to the creation of new jobs and add vibrancy to the economy.

The term Media in this blueprint covers the full range of media industries, from print, broadcasting, film and publishing to new areas of convergent media such as digital and online media. Within each industry is a whole cluster of activities ranging from content production (including pre-production, production, post-production), to distribution (packaging, marketing and distribution). The activities are driven by creative and artistic expressions, fuelled by business opportunities and enabled by IT and technology.

current state of singapore's media industry

Global spending on entertainment and media in 2001 exceeded US\$1 trillion and is expected to grow to US\$1.4 trillion in 2006 with a projected compound annual growth rate (CAGR) of 5.2 per cent². Within this sector, media industries (TV - satellite, cable and station - and filmed entertainment) are expected to perform well with a projected CAGR of 6 per cent. Media spending in the Asia Pacific in 2000 was estimated to be around US\$215 billion and it is predicted that the region will experience a healthy growth of 5.3 per cent on a compound annual basis.



The key drivers of growth of the global media industry are:

- an increased demand for knowledge, information and entertainment spurred by the knowledge economy;
- growth of broadband networks and usage which has created large highways on which attractions (or media content) can be developed and marketed; and
- technological advancements, particularly digitisation, which have transformed the whole value chain of the media industry.

The local media industry, covering broadcasting, cinemas, publishing and printing services, music recording, digital and IT-related content services, had an annual turnover of \$10 billion, contributing 1.56 per cent to Singapore's GDP and employing 38,000 people.

strategic thrusts and recommendations



The key approach is to capitalise on Singapore's existing strengths to level up and leapfrog our competitors. Media 21 has six strategic thrusts in line with the strategic vision:

- i. Establish Singapore as a Media Exchange
- ii. Export Made-by-Singapore Content
- iii. Deploy Digital Media
- iv. Internationalise Singapore Media Enterprises
- v. Augment Media Talent
- vi. Foster a conducive business and regulatory environment

MDA will adopt a collaborative approach with its business partners in realising these strategies and vision.

strategic thrust 1:

Establish Singapore as a Media Exchange



To attract the world's best media companies, Singapore will provide media companies with an infrastructure, manpower pool and an operating environment that is unsurpassed, differentiated and desirable. This will be done through the following initiatives.

Initiative 1.1

Position Singapore as an Asian media marketplace

MDA will position Singapore as an ideal market for the creation, development and distribution of media content and services. We will create focal events incorporating media markets in partnership with established international markets. Our aim is to attract trade professionals, buyers and sellers to Singapore for between 7 to 12 days and to make these the must-attend events for those who matter in the media industry.

MDA will also establish Media Awards of a level of prestige and significance to recognise talent, spur competition, and enhance the glamour of the industry. Once established, the awards will also enhance the value and marketability of the award-winning content/talent.

Initiative 1.2

Develop Singapore as a Media Financing Hub

Private sector financing is essential to spur the growth of the media industry. The industry has potential to generate lucrative returns for its investors. With Singapore's strong financial infrastructure, MDA can capitalise on this foundation and extend it to the media sector where financiers provide debt or equity financing to media companies and projects. MDA has been actively generating awareness and interest on media financing in the finance community, and will work closely with industry players to set up a media investment fund to finance a slate of local media projects.

Key to Success

“Work, Live, Play, Learn”
 Environment
 Venture Capitalists
 Best Business City
 Intellectual Property Infrastructure
 Industry-Responsive
 Conductive Regulatory Environment
 Education & Training
 Innovators
 Entrepreneurs
 Value Chain of Media Activities
 Multi-disciplinary
 Researchers
 World-Class Media Companies

Media Ecosystem



Initiative 1.3

Enhance knowledge of intellectual property rights (IPR) and digital rights management tools

The key to maximising returns on investment in original creation is the export and delivery of content on multiple platforms. The acquisition and protection of intellectual property is therefore vital in retaining its value. MDA will facilitate training and consultancy to help enhance industry knowledge on the complexities of IPR laws and protection as well as the latest developments in digital rights management tools.

strategic thrust 2:

Export Made-by-Singapore Content

Export Made-by-Singapore Content

The development and sale of copyrighted materials (films, TV programmes, books and multimedia content) is the raison d'être of the media industry and serves as the underlying engine to drive the media industry.

We will adopt a collaborative approach that embraces foreign partners and talent. Content need not be produced entirely in Singapore, or with only Singapore talents. This practice is not new. For example, MDA has initiated co-production agreements with Canada and Japan with the aim of tapping on the funds, talent and distribution networks of these partners.

Initiative 2.1

Establish Content Development Schemes

MDA has established schemes to propel the development of content for a wider audience, for example the TV Content IDS (Industry Development Scheme). The objectives of the scheme are:

- To boost the range and quality of local films and TV for export. Projects need not be produced entirely in Singapore, and collaboration with foreign partners and talents are encouraged to bridge the shortage of funding and talents, and enlarge the audience and distribution base; and
- To increase the range of financing options for media companies as part of the strategy to position Singapore as a Media Exchange.



Initiative 2.2

Strengthen niche genres

We have identified niche genres like digital animation, documentaries, business and education with strong potential for international success.

Digital animation, with a total value of US\$25.4 billion in 1999, is a genre for Singapore to carve a niche in, given our strong IT skills base. A subset of this is gaming, which had a global market size of US\$3 billion in 2001. Some of Singapore's TV producers are experienced in producing documentaries for international channels like Discovery and National Geographic.

The market for business information in 2001 was US\$69 billion, and is projected to grow at a compound annual rate of 5 per cent. The economy is expected to play a key role in this development, with dampened demand in the near term but propelled spending upon recovery and as China's market opens. We can tap on the business and financial analysts in Singapore to develop more business news programmes. There is also growing demand for educational content, particularly demand for language education. Some examples are English for the Chinese market and pre-school content.

Initiative 2.3

Increase bilateral co-production agreements

Bilateral co-production agreements with targeted countries is one way to develop new markets for Made-by-Singapore content. MDA and other government agencies can help open doors for local companies by facilitating co-production agreements and collaborations with overseas government and industry organisations. This will pave the way for local companies to enter into joint ventures and co-productions with foreign players. This will also give them access to foreign production expertise, financing and more importantly, foreign distribution networks and markets.

strategic thrust 3:

Deploy Digital Media

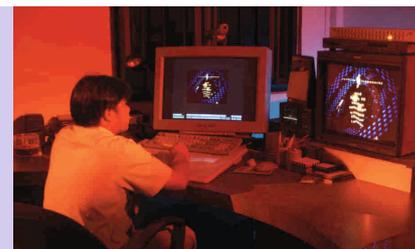


The major trend in the media and entertainment industry is the shift to digital technology across the value chain, from production and user interface to distribution and storage. For broadcasting and new media, digital technology enables interactivity e.g. interactive TV, multi-user gaming, T-commerce, as well as new consumer

experiences and devices. In film and TV production, digital technology has changed the way films are created. There are now films with fully computer-generated images without the need for physical sets or human actors (e.g. Toy Story, Walking with Dinosaurs, video games), and productions with strong digital effects (Lord of the Rings, Harry Potter movies, Star Wars Trilogy, Buffy the Vampire Slayer). Digital productions typically garner over 50 per cent of a total film/TV budget for the former category, and between 20 per cent to 30 per cent for the latter category.

“Every medium, from print to film, is screaming out for unique digital content that can be called fine literature. I believe that the emergent order will be the inevitable result of efforts by artists rather than technocrats.”

- Roy Stringer



Initiative 3.1

Specialise in digital media production

Currently, Singapore lacks a state-of-the-art digital production/post-production facility to support an effects-heavy film like *Lord of the Rings*. Filmmakers here had to send their post-production work to studios in Thailand and Australia. There is a clear need for a studio with state-of-the-art equipment and capabilities to support the volume and quality of productions of such nature.

To address this issue, MDA plans to:

- Attract high-end digital production companies to Singapore;
- Augment talent and skills in digital production; and
- Establish a multi-disciplinary digital post-production studio capable of supporting computer animation and a virtual film studio.

Initiative 3.2

Promote digital content creation

Content creation is key to the growth of the digital media industry in Singapore. MDA will launch a Digital Content Development Scheme to seed the development of innovative ideas and concepts into real content products. These include pilot episodes for original TV animation, technical demo for game series and interactive media projects.

Initiative 3.3

Expedite national deployment of digital media services

MDA will champion the digital transformation of the film and broadcast industries. Specifically, MDA will work with relevant industry players and agencies to speed up the nationwide digital TV (DTV) rollout and the deployment of DTV services, content and applications. We will incentivise R&D in enabling software and technologies through seed funds, and facilitate industry-wide training of DTV manpower through schools, seminars and conferences. We can also establish Asian chapters of international standards bodies like Digital Video Broadcasting (DVB) and World Wide Web Consortium (W3C) in Singapore.



Initiative 3.4

Develop Singapore into a digital cinema distribution hub

The planned introduction of digital cinema globally is expected to bring about impending changes in the cinema distribution market, brought about by the replacement of the physical distribution of celluloid film prints and the introduction of electronic media delivery. This new technological improvement opens up new opportunities for Singapore to become the future digital distribution hub for the region. Establishing Singapore as the region's digital cinema hub will generate new activities in digital post-production and distribution, and create 4,000 to 5,000 jobs. MDA will play a catalytic role in the transformation of Singapore into a major player in the Digital Cinema sector through close partnerships with industry players to develop both digital content and digital distribution facilities.

Initiative 3.5

Boost R&D in digital media technologies

One implication of the shift to digital technology is the increasing demand for innovative applications, services and devices. Singapore will capture this growing demand by encouraging test-beds, innovation and application of digital media, for example by setting up a digital R&D laboratory in Singapore similar to MIT's Media Lab. MDA will also launch a Digital Technology Development Scheme to support projects for digital media products, applications and technologies. This will create significant value for Singapore in terms of a dynamic flow of talent and ideas; opportunities for our research talents and indirect benefits of attracting foreigners (top media research talents and business partners) to Singapore; and enhance Singapore's branding as a Global Media City.

strategic thrust 4:

Internationalise Singapore Media Enterprises

Internationalise Singapore Media Enterprises

Initiative 4.1

Promote international market development

Singapore has a small domestic market and media enterprises need to expand their markets beyond our shores. MDA will actively partner agencies such as IE Singapore to strengthen export promotion of media products and services. We will facilitate trade and encourage Singapore-based media enterprises to engage in various business development activities like participating in overseas missions to give local players more exposure. MDA's Market Development Scheme will assist local media companies to develop overseas markets. In addition, MDA will set up promotional booths at overseas markets across Asia, North America or Europe, such as American Film Market, Banff TV Festival, BIFCOM, Cannes International Film Festival, Frankfurt International Book Fair, IBC MIPTV, MIPCOM, Hong Kong Film Mart and Pusan International Film Festival.

Initiative 4.2

Facilitate internationalisation of media enterprises

It is essential that Singapore nurtures its own homegrown global media enterprises if it is to be a global media city. Global media companies will provide the scale and scope to create jobs and generate export income. It is not an easy task but Singapore already has several large media organisations which if given the right impetus and opportunities, can be our future global media champions. MDA will use a multi-pronged approach to enhance Singapore-based media enterprises' efforts to grow internationally. For example, MDA will play the matchmaker role to facilitate business networking and co-production efforts with overseas media talents and companies, with the aim of growing local companies' content and services in the international marketplace. MDA will also identify and leverage on existing marketing and promotional channels to assist Singapore companies to distribute their content and services internationally.

strategic thrust 5:

Augment Media Talent



Initiative 5.1

Augment University and Polytechnic training

The key training needs in traditional and electronic media are scripting, directing, camera work, sound, lighting and video editing. While training in these areas are provided at the polytechnic level, there is a gap at the university levels.

MDA will work with various tertiary institutions to augment media training at the polytechnic and university levels. MDA is studying the feasibility of setting up a Media Academy, which could take the form of a collaboration with renowned international media schools, or as a college/faculty in our local universities.

The availability of good talent will initiate a cycle of attracting employers such as foreign broadcast companies to set up their production operations in Singapore, raise their profiles, and thereby attract even more talent.

Enhance specialist skills

Initiative 5.2

MDA will help to develop core competencies to support content development. In particular, we will focus our resources on enhancing creative writing skills and the art of drawing and illustrating across all media.

Currently, MDA organises the National Scriptwriting Competition and master-classes for TV and film scripts. These will be expanded to writing for various categories of media, including publishing, film and digital media. Competitions will be an avenue for budding scriptwriters to gain national and international recognition. Their scripts can also serve to inspire more and better ideas for new scripts. Separately, MDA will work with the industry and media institutions to organise specialist training in producing, directing, editing, cinematography, animation, sound engineering and set design skills.



Create opportunities for media exposure



Initiative 5.3

Given our small domestic market, our local media industry players lack exposure and experience to build a credible portfolio. To help overcome this, MDA will introduce the Media Education Scheme and Capability Development Scheme to build up manpower capabilities in the industry. The schemes aim to provide a rigorous, holistic and comprehensive education and training package for existing students and professionals in the media industry. Through learning the craft from the world's best practitioners and good networking opportunities, our talents could be groomed into future entrepreneurs and leaders in the industry.

Embed media training into school curricula

“There is no art without business. And to that end, it is imperative that the artistic youth... can find a venue and find a commercial outlet through media and film and TV production.”

- Richard Taylor

Initiative 5.4

MDA will work with the Ministry of Education to enhance creative writing and drawing skills at the pre-school, primary and secondary levels. These can be incorporated into language and literature curricula to build up creative writing, story telling and storyboarding skills. At secondary and tertiary levels, videography and graphics skills training can be developed to enhance project work.

strategic thrust 6:

Foster a conducive business and regulatory environment

Initiative 6.1

Promote Fusionpolis@one-north

MDA is collaborating with the Jurong Town Corporation and Economic Development Board to establish an entire media ecosystem in Fusionpolis@one-north. For a start, Fusionpolis aims to be home to an active community of researchers, content creators, financiers and other industry players from all over the world. With such a cluster, tenants will have easy access to partners on both horizontal and vertical chains. By establishing an entire media ecosystem in Fusionpolis, we aim to build Singapore into a global media city housing world-class media enterprises. MDA will also be located at one-north to provide one-stop industry concierge and facilitation services to media companies at one-north, as well as in other parts of Singapore.

Fusionpolis will be the choice location for world-class media and infocomm enterprises to work, live, play, learn and experiment. It will be a playground for the Creative, Innovative and Visionary. Phase 1 of Fusionpolis consists of a state-of-the-art twin tower cum podium complex integrated with work and apartments, amenity clubhouse, technology showcase, media studios and retail outlets. It will provide many advantages such as shared media facilities, enhanced computing power and connectivity, seamless integration with the Mass Rapid Transit (MRT) and easy access to essential amenities. Construction began in February 2003, and is expected to be completed by the third quarter of 2005.



Initiative 6.2

Ensure policies and procedures meet international best practices

A conducive regulatory environment is critical for businesses to flourish. To be recognised as a global media city and to attract global players, MDA will ensure that its regulatory policies and business practices are progressive and meet international best practices.

Initiative 6.3

Ensure regulatory consistency and clarity

MDA aims to streamline various regulations and standards for film, TV, radio, publications and new media so that the rules across the spectrum are clear and consistent. We will regularly review regulations and engage in industry and public consultations to ensure that regulations are relevant. MDA will ensure that regulatory policies and content standards do not stymie creativity, while still reflecting societal values and maintaining social harmony in Singapore.

Initiative 6.4

Facilitate a production-friendly environment

To make Singapore an attractive place for content development, MDA will continue to work closely with various agencies to facilitate media productions, support the employment of foreign talent and facilitate location shoots etc. One possibility is to create confined production-friendly locales such as Sentosa or the offshore islands to minimise constraints on production shoots and stunt-work.

Initiative 6.5

Encourage industry responsibility and responsiveness

To complement the push to streamline regulations and create a conducive business environment, MDA will consider providing seed investment to encourage the formation of industry associations where there is sufficient critical mass. Such associations will enable industry practitioners to undertake more responsibility for industry skills upgrading and adopt good conduct practices. They can also serve as a channel for constructive feedback to the government on public policy formulation.

Initiative 6.6

Increase media literacy and appreciation

MDA will embark on a series of programmes to enhance audience development and foster a culture of appreciation for media products among Singaporeans. Through its community outreach efforts, MDA hopes to increase audience appreciation of films and TV, thereby increasing media literacy awareness among Singaporeans.

“You have a brand problem around society and control... US is getting more conservative on these issues while Singapore is getting more liberal... There is opportunity to reverse brand of Singapore. This could have secondary economic impact... America is looking at Singapore society closely to see how balance can be struck between open and close.”

- Paul Saffo



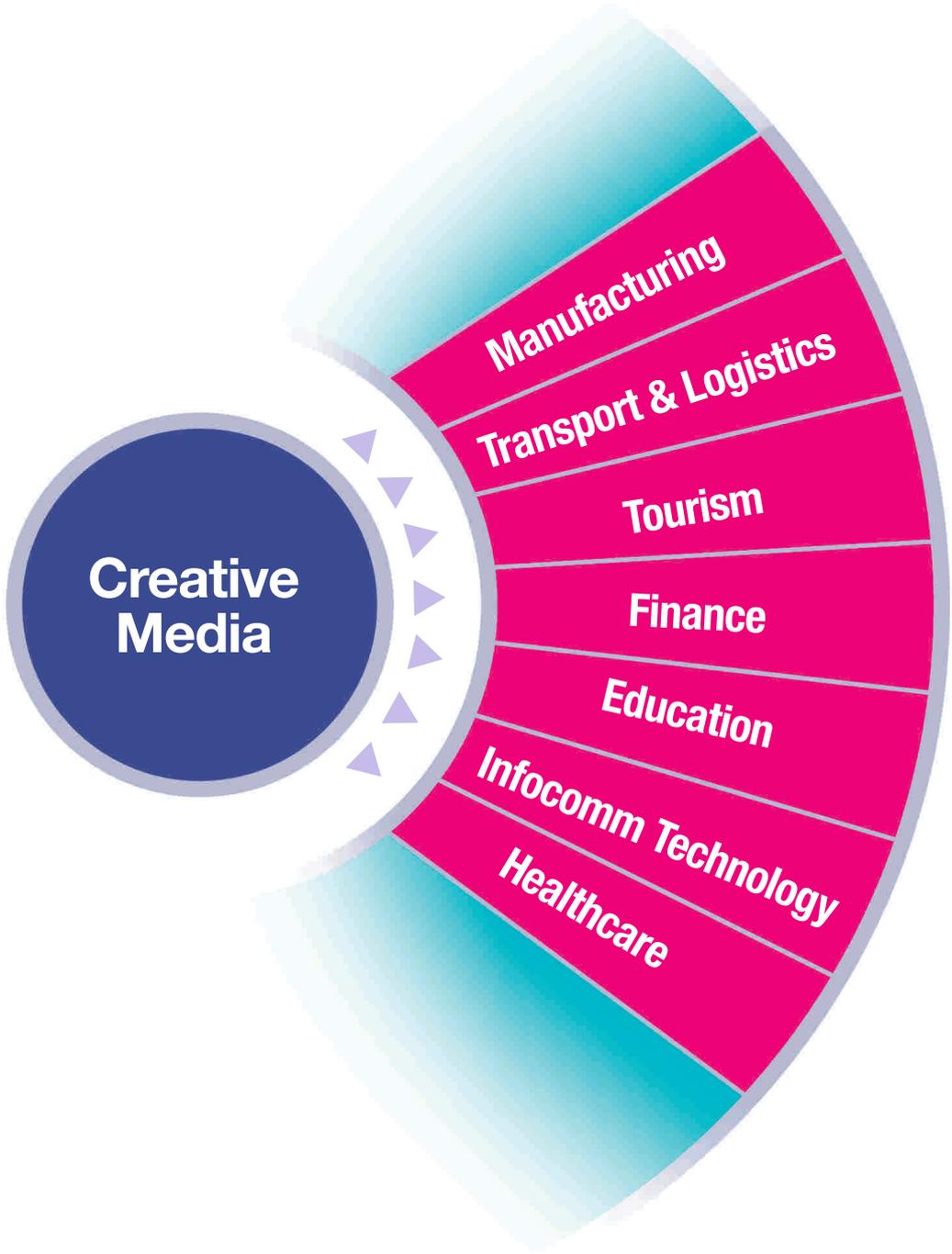
Parents Advisory Group for the Internet (PAGi)

PAGi partners the Internet industry and government agencies to promote safe surfing and educate parents about online safety.

Internet Content Rating Association (ICRA)

ICRA is a rating system designed to protect children from potentially harmful content. It is backed by the biggest names online.

conclusion



Spillover benefits of a vibrant media cluster

Media 21 aims to transform Singapore into a vibrant global media city, which will make a significant economic contribution to the economy, while enriching the lives of Singaporeans. MDA and its partners will work together to synergise various sectors and talents who will play an important role to transform the business of film, broadcasting, publishing and digital media in the 21st century.

acknowledgement

Media 21 was developed through the invaluable contributions by the following individuals and organisations:

Economic Development Board, Infocomm Development Authority of Singapore, Jurong Town Corporation, Ministry of Information, Communications and the Arts, and

International Advisory Programme on Media (2002)

- Mr Raymond Chow, Chairman, Golden Harvest, Hong Kong
- Dr Lee Yong-teh, Chairman, TriGem Computer Inc, South Korea
- Mr Paul Saffo, Director and Roy Amara Fellow, Institute for the Future, USA
- Mr Richard Taylor, Co-Founder & Director and Special Effects Designer of WETA Workshop, New Zealand
- Mr John Kao, Kao Ventures, USA
- Mr Sim Wong Hoo, CEO, Creative Technologies, Singapore
- Mr C K Phoon, Managing Director, Golden Harvest Entertainment (Holdings), Hong Kong

Media Roundtable (2002)

- Mr Andrew Yap, Executive Vice Chairman, Intertainer (Asia) Pte Ltd
- Mr Anthony Chia, former Vice President, MediaCorp Group
- Prof Bernard Tan, Chairman, National Internet Advisory Committee
- Mr Daniel Yun, CEO, Raintree Pictures
- Ms Doreen Liu, Managing Director, World Scientific Publishing Co Pte Ltd
- Prof Eddie Kuo, former Dean, School of Communication & Information, Nanyang Technological University
- Mr Eric Khoo, CEO, Zhao Wei Films Pte Ltd
- Mr Frank Brown, President, MTV Asia
- Mr Harold Shaw, Director, Shaw Organisation Group of Companies
- Mr Harrie Tholen, General Manager, Philips Electronics Singapore Pte Ltd
- Mr Henry Cheong, Regional Business Development Director, NTL
- Ms Joyce Tan, Executive Director, National Book Development Council of Singapore
- Mr Kenneth Liang, Chief Executive, Dream Forest Productions Pte Ltd
- Prof Kenneth Ong, School of Engineering, National University of Singapore
- Mr Lai Seck Khui, CEO, Times Publishing
- Mr Lee Cheok Yew, former CEO, SPH MediaWorks Ltd
- Mr Neville Meijers, Executive Vice President & Managing Director, Discovery Asia, Inc
- Mr Raymund Miranda, Managing Director, Disney Channel-Asia
- Mr Viswa Sadasivan, Chairman & CEO, The Right Angle Media Pte Ltd
- Mr Wong Heang Fine, former President and CEO, Cathay Organisation Holdings Ltd

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Published by the Media Development Authority (Reprint August 2003), a copy of which is available online at www.mda.gov.sg.

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