



Electronic Media
Challenges & Opportunities

Abu Dhabi-Dubai, United Arab Emirates
16-17 November 2008

MESSAGE FROM THE VICE CHANCELLOR



DR. TAYEB KAMALI

It gives me great pleasure to extend a warm welcome to all participants of the conference, Electronic Media: Challenges and Opportunities on behalf of the hosting organization, the Higher Colleges of Technology. We are indeed proud to host this conference and to have you with us in the United Arab Emirates.

Communication is a key to solving many of the global challenges of the day: and of course media is one vital avenue for effective communications. Thanks to internet enabled communications, our world is increasingly becoming borderless. To maintain its key role in global development, media is quickly adapting to the new electronic media, particularly using the Internet and mobile technologies. New and emerging technological innovations continue to push the envelope of e-media.

Given the extremely rapid developments in the area of electronic media, the importance of this forum at this time cannot be overstated. The pace of change in this area is staggeringly fast, thus facilitation of discussions about the challenges faced in this new era become increasingly important.

These discussions, allowed by conferences such as this, educate, inform and enable the media community to critically analyze the impact of the changes taking part in today's world. E-media affects an ordinary citizen's life in many ways and aspects. Developing a good understanding of these areas of impact and a deep appreciation of the changes to come are essential for the media community to make appropriate changes to strategies to help with the global challenges ahead. But these impending changes in technologies and applications also provide new opportunities for the media community to reach out and touch, in new ways, hitherto unreached people and regions and offer new possibilities to help solve many global problems.

I would like to thank all the speakers and participants who are present here today for their contributions to electronic media which has a potential to touch all aspects of human life in the future. I also look forward to receiving your findings and conclusions which I am confident will enrich the ongoing debate and rapidly changing face of the media.

November 16, 2008 - Abu Dhabi Men's College		
9:00 - 9:30	Registration and Coffee	
9:30 - 9:50	Keynote Address	Nahayan Mabarak Al Nahayan , Minister of Higher Education and Scientific Research Chancellor of Higher Colleges of Technology
9:50 - 10:00	Plenary Address	Othman Al Omeir , Publisher and Editor-in-Chief, elaph.com
10:00 - 10:05	SHORT BREAK	
10:05 - 11:45	Plenary Address: You are not online? Then you can't be a serious journalist	Nick Guthrie , Editor, Dateline London, BBC
	Panel Discussion	Chair: Simon Jones , Director, Abu Dhabi Men's College, HCT Panelists: • Crocker Snow , Director of the Edward R. Murrow Center for Public Diplomacy, Tufts University • Vidar Meisingseth , Builder, VG News Portal • Francis Matthew , Editor-at-Large, Gulf News • Ilicco Elia , Thomas Reuters Consumer Mobile Manager
11:45 - 12:30	Plenary Address: Blogs and beyond	Helena Frith Powell , Blogger, Columnist, The National
	Panel Discussion	Chair: Alexandra Pringle , Editor in Chief, Bloomsbury Panelists: • Rasheed Abu Alsamh , Blogs Editor, The National • Bill Parkinson , Technical Manager, BBC • Ameer Taheri , Author, Journalist
12:30 - 1:00	College Tour	
1:00 - 2:00	LUNCH	
2:00 - 3:00	Discussion Groups	To be moderated
3:00 - 4:15	Plenary Address: The Arab emedia	Ali Al Assam , Managing Director, Knowledgeview
	Panel Discussion	Chair: Ubaydli Ubaydli , Founder/CEO Al Nadeem Information Technology Panelists: • Jamil Mroue , Publisher, Editor-in- Chief, Daily Star • Ahmad Salman , Deputy General Manager, As Safir Newspaper • Elaph Representative
4:15 - 4:30	Closing Remarks	Stryker McGuire , Contributing Editor, Newsweek

Program

November 17, 2008 - Dubai Men's College		
10:00 – 10:15	Welcome and Coffee	
10:15 – 11:15	Plenary Address: Developments in online media	Joichi Ito , Senior Visiting Researcher of Keio Research Institute at SFC
	Panel Discussion	Chair: Samr Al Marzouqi , Channel Manager, MTV Arabia Panelists: • Mohammad Gawdat , Manager, Emerging Markets, Google • Ubaydli Ubaydli , Founder/CEO Al Nadeem Information Technology • Adam Flinter , Editor, gulfnews.com
11:15 – 11:30	BREAK	
11:30 – 12:30	Plenary Address: Publishing trends: The changing face of media	Martha Stone , Newspaper Industry Author, Consultant
	Panel Discussion	Chair: Francis Matthew , Editor-at-Large, Gulf News Panelists: • Alexandra Pringle , Editor in Chief, Bloomsbury • Ali Al Assam , Managing Director, Knowledgeview • Jamil Mroue , Publisher, Editor-in-Chief, Daily Star
12:30 – 1:00	College Tour	
1:00 – 2:00	LUNCH	
2:00 – 3:30	Discussion Groups	To be moderated
3:30 – 4:15	Plenary Address: Visions of the future	Vidar Meisingseth , Builder, VG News Portal
	Panel Discussion	Chair: Mike Berrell , Director, Academic Central Services, HCT Panelists: • Bill Parkinson , Technical Manager, BBC • Nick Guthrie , Editor, Dateline London, BBC • Samr Al Marzouqi , Channel Manager, MTV Arabia
4:15pm – 4:30pm	Closing Remarks	Crocker Snow Jr , Director of the Edward R. Murrow Center for Public Diplomacy, Tufts University



RASHEED ABU ALSAMH
BLOGS EDITOR,
THE NATIONAL

Rasheed Abu-Alsamh is the Blogs Editor at The National newspaper in Abu Dhabi. Before moving to Abu Dhabi he was the International News Editor at Arab News in Jeddah, Saudi Arabia. He runs his own blog, Rasheed's World, and has been a correspondent for the Washington Times, Al-Ahram Weekly, the Christian Science Monitor, Forbes Arabia and the New York Times. He has a BA in Political Science from Swarthmore College in Pennsylvania, USA.



ALI AL ASSAM
MANAGING DIRECTOR,
KNOWLEDGEVIEW LTD

Dr Ali Al Assam was born in Baghdad in 1950, and graduated from Cardiff University in 1972 with a degree in Electrical Engineering. He obtained an MSc in Applied Nuclear Physics and a PhD in Magnetic. In 1979 he started 4 years' research work at Imperial College, London on construction of optical fibre switching devices. As Director of Development, in Science and Information Technology Limited then KnowledgeView Limited, between 1984-2008, he conceived various media management products such as NewsNet and PictureNet, MAPS, syndigital for content trading and lately Publish live systems for multi-platform publishing. Ali Al Assam is currently Managing Director of KnowledgeView Ltd, a leader in news publishing systems with more than 40 media companies and 4000 journalists using Publish live software and services.



MIKE BERRELL
DIRECTOR,
ACADEMIC CENTRAL SERVICES,
HIGHER COLLEGES OF TECHNOLOGY

Dr Mike Berrell is the Director of Academic Central Services at the Higher Colleges of Technology in the UAE. He has expert knowledge of higher education management and cross cultural management development, especially related to East Asia. Mike's academic expertise includes work and organizations, international management and management of Sino-foreign joint ventures, wholly foreign-owned enterprises and other international strategic alliances in China. This experience includes work undertaken for the ACHEM-YPM College collaboration in Kuala Lumpur, the NEU Business School-Boise State University collaboration in Hanoi and numerous international ventures of the University of the South Pacific in Fiji. Mike has published extensively (with others), including the books "International Management: Managing in the Era of Globalization" (Renmin University Press, 2002) and "Business Networks and Strategic Alliances in China" (Edward Elgar, 2007). He has undertaken project work for IDP, UNESCO, UNEP and UNDP. In 1990-91, he was nominated by the Australian Department of Employment, Education and Training as the Australian expert on International Education for a UNESCO Expert Panel.

SPEAKERS

(IN ALPHABETICAL ORDER)



ILICCO ELIA

CONSUMER MOBILE MANAGER,
THOMSON REUTERS

Ilicco Elia is the Thomson Reuters Consumer Mobile Manager. In this role, Ilicco is responsible for the production of Reuters portfolio of mobile & interactive TV services in Europe, Middle East & Africa. Key areas include development of the Reuters Mobile Journalist Toolkit, partnerships with Nokia, Vodafone & Google among others; mobile advertising & marketing, and the management of all consumer mobile services. An expert in Internet and mobile strategy, site production, advertising solutions and information usability, Ilicco has had several roles at Reuters over the years. Previous roles include Experience Manager for Reuters Next-Generation products, Head of Online Customer Experience for Reuters.com and Reuters Corporate Brand Manager.



ADAM FLINTER

EDITOR,
GULFNEWS.COM

Adam Flinter is Editor of gulfnews.com, the most popular news website in the UAE. During his three and a half years in Dubai, Adam has been involved in the evolution of the site from a carbon copy of the Gulf News print edition into the number one breaking news source in the country. His responsibilities also include driving reader interactivity and cementing closer ties between print and web departments. Before moving to Dubai, Adam worked for the BBC as a Senior Broadcast Journalist in the Current Affairs department. He helped to launch the world's first interactive news channel when working for Sky News and has also worked as a print journalist in the British national press.



HELENA FRITH POWELL

BLOGGER,
COLUMNIST, THE NATIONAL

Helena Frith Powell is a writer, blogger and journalist. Before moving to Abu Dhabi she wrote a column for the Sunday Times about life in France. She also writes regularly for the Daily Mail, the Daily Telegraph and most other major UK publications. Helena is the author of four books and working on a fifth. She is published by Random House and Harper Collins. Helena now works as a staff writer for The National newspaper in Abu Dhabi. She continues to write her popular blog about her life, children, observations and tribulations. The address of the blog is www.helenafrithpowell.com



MOHAMMAD GAWDAT
MANAGING DIRECTOR,
EMERGING MARKETS, GOOGLE

As Managing Director of Emerging Markets, Mohammad Gawdat manages Google's sales and business operations in the countries of emerging Europe, the Middle East, and Africa. Mohammad's background is as an Engineer. He paired that with an MBA degree from Maastricht School of Management in the Netherlands. Mohammad Gawdat has an impressive combined career of 18 years, which started at IBM Egypt where he was a Systems Engineer before he moved to a sales role in the government sector. Venturing to the UAE, Mohammad Gawdat joined NCR Abu Dhabi to cover the non-finance sector. He also became acquainted with the consumer goods industry as Regional Manager of BAT. In the last seven and a half years, Mohammad assumed many roles at Microsoft and most recently was head of the communications sector across emerging markets worldwide. Mohammad's biggest passion is emerging markets, considering the vast degree of cultural diversity and challenges it faces. He is fascinated by the role that technology plays in empowering people in those communities and has dedicated his career towards that passion.



NICK GUTHRIE
EDITOR, DATELINE,
LONDON

Nick Guthrie's career spans thirty years in factual television and public relations. He began as a local newspaper reporter, moving to Fleet Street and National Daily's before joining BBC Television. He spent fifteen years in the television newsroom, producing and writing the BBC's Six O'Clock and 9 O'Clock News. He was a founding member of the award winning Newsnight programme and then went on to re-launch BBC 1's highly successful Breakfast Television service, where he ended up as the Managing Editor. Nick Guthrie is a fellow of Green College, Oxford and lectures on Media Matters at both Oxford and Sussex Universities. He is also a visiting lecturer at Queen's University, Toronto. He now combines the editorship of Dateline London, a World Service Television and BBC News 24, a live discussion programme - with work as a consultant to T.V.Talk Ltd, one of the world's leading broadcast public relations consultancies.



JOICHI ITO
SENIOR VISITING RESEARCHER,
KEIO RESEARCH INSTITUTE, SFC

Joichi Ito is the CEO of Creative Commons (<http://www.creativecommons.org>) and a Senior Visiting Researcher of Keio Research Institute at SFC. He is on the board of a number of for-profit and non-profit organizations including The Mozilla Foundation, which produces the Firefox browser. He has created numerous Internet companies. He is currently researching "The Sharing Economy" as a Doctor of Business Administration candidate at the Graduate School of International Corporate Strategy at Hitotsubashi University in Japan. Ito was listed by Time Magazine as a member of the "Cyber-Elite" in 1997. Ito was also listed as one of the 50 "Stars of Asia" by BusinessWeek and commended by the Japanese Ministry of Posts and Telecommunications in 2000. He was selected by the World Economic Forum in 2001 as one of the "Global Leaders for Tomorrow", chosen by Newsweek as a member of the "Leaders of The Pack" in 2005, and listed by Vanity Fair as a member of "The Next Establishment" in 2007. Ito was also named by Businessweek as one of the 25 Most Influential People on the Web in 2008.

SPEAKERS
(IN ALPHABETICAL ORDER)



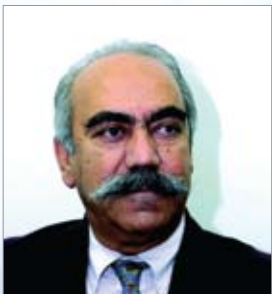
SIMON JONES
DIRECTOR,
ABU DHABI MEN'S COLLEGE,
HIGHER COLLEGES OF TECHNOLOGY

Dr Simon Jones is Director of Abu Dhabi Men's College, part of the Higher Colleges of Technology in the UAE. Prior to this he was Director of the Human Computer Studies at the University of Amsterdam. For three years he was CEO of Media Lab Europe, the European partner of the MIT Media Lab. He holds doctoral degrees in computer engineering and media-rich applications. He is a board member of the Danish Government's Gazelle Growth program addressing new media start-ups and a past Chairman of the IEEE for UK and Ireland. He has invested in and advised several companies in the area of new media and display technologies. He is a chartered engineer and a Fellow of the Institute of Electrical Engineers.



TAYEB KAMALI
VICE CHANCELLOR,
HIGHER COLLEGES OF TECHNOLOGY

Dr Tayeb A. Kamali is Vice Chancellor of the Higher Colleges of Technology and Group Chief Executive of the Centre of Excellence for Applied Research and Training (CERT), the first Technology Park in the UAE. He is also Chairman of the CERT Thales Institute and, Chairman of the Board, Emirates Driving Company. He is the Chairman of the Board, Education Without Borders World Forum, Chairman of the Board, Festival of Thinkers and Chairman of the Abu Dhabi Cricket Council. He is a leader in developing and managing organizational change. As part of the senior management team of the Higher Colleges of Technology he has worked to create a world-leading e-learning institution through strategic implementation of laptop learning programs, wireless campus infrastructure, online learning programs and knowledge management programs. He is the founder and chair of numerous international conferences on e-learning and entrepreneurship convened in the United Arab Emirates. Dr. Kamali holds a Doctorate in Engineering from George Washington University, and an MBA and Bachelor of Science degrees in both Aeronautical Engineering and Aircraft Engineering from Embry Riddle Aeronautical University, USA.



MUSTAPHA KARKOUTI
HEAD, CORPORATE AFFAIRS,
HIGHER COLLEGES OF TECHNOLOGY

Mustapha Karkouti is Head of Corporate Affairs at the Higher Colleges of Technology, working closely with the Chancellor and Vice Chancellor. His career as a journalist, commentator and media and public relations consultant spans 38 years in print, wire service, broadcasting, public relations and corporate affairs. He began as an agency reporter in Beirut in 1969 before moving to London in the early 1970s to settle first as a correspondent, then as reporter, broadcaster and commentator. He was elected in 1993 as President of the Foreign Press Association. He is also an elected member of Chatham House Council and is a frequent guest on television and radio talk shows, including BBC News.



FRANCIS MATTHEW
EDITOR AT LARGE,
GULF NEWS

Francis Matthew is the Editor-at-Large of Gulf News, focusing on social and political writing. He has worked in the Middle East as a journalist for 25 years, with occasional spells in Europe. Prior to his present post, for two years he was the Managing Editor of Al Nisr Media, responsible for managing the launch of the weekly tabloid newspaper Xpress, and several magazines. From 1995 to 2004, Francis was the editor of Gulf News, helping to build its position as the Gulf's largest English language newspaper. His joining Gulf News was a return, because he was the paper's business editor for its 1985 relaunch, and then editor of the Gulf News broadsheet till 1987. From 1987 to 1995 he worked in London, Dublin and Brussels, with Lafferty Group, EMAP, and the Economist Intelligence Unit. Francis speaks Arabic, and has worked in the Middle East since 1980 as a journalist based in Egypt, Lebanon, and Yemen. He studied Arabic and Islamic History for his BA.



SAMR AL MARZOUQI
CHANNEL MANAGER,
MTV ARABIA

Samr Al Marzouqi graduated from the Communication Technology department of Dubai Men's College in 2006. He started in the field of media by photography since 1998 before becoming Channel Manager for MTV Arabia. He was involved heavily in the local films scene with many Emirati directors. This included working on winning films such as "Mirror of Silence" by Nawaf Al Janahi. They also produced and directed short films such as "A Money Trip" & "Voices of Pain", which won best documentary at the Emirates Film Competition in 2005. One of Samr's major achievements was working as a location assistant with Universal Studios for their film "The Kingdom", which was filmed in Abu Dhabi in 2006, where he was the first local in a team of 200. Today, Samr is considered the youngest TV channel manager in the world.



STRYKER MCGUIRE
CONTRIBUTING EDITOR,
NEWSWEEK

Stryker McGuire is a Contributing Editor at Newsweek magazine. McGuire has been a Correspondent and Editor at Newsweek magazine across three decades. He served as Bureau Chief in Houston, Mexico City, Los Angeles and, for the last 12 years, London. He has been a Senior Editor and Chief of Correspondents in New York. He is the author of "Streets with No Names: A Journey into Central and South America" and co-author of "Charlie Company: What Vietnam Did to Us". He is an Associate at Lombard Street Research, an Economics Consultant in the City of London, and the Editor of a startup journal on world affairs, International Quarterly. He writes for a number of London newspapers, including the Observer, the Guardian, the Spectator and the New Statesman. He is a frequent commentator on the BBC and Sky.

SPEAKERS
(IN ALPHABETICAL ORDER)



VIDAR MEISINGSETH
PROJECT MANAGER,
VERDENS GANG

Vidar Meisingseth is Project Manager at Verdens Gang, the largest newspaper in Norway – part of the Schibsted Media Group: earlier he was a journalist and news editor. Vidar is the builder of VG News Portal, a citizen journalism tool and message central for managing incoming SMS, MMS, e-mail and phones in one single application. The portal so far is installed in 16 media companies in Europe, USA, Latin America and Middle East. He is the Head of the CCI – the editorial production system in VG. He lives in Oslo, Norway and loves to work with IT – but close together with the users – the journalists.



JAMIL MROUE
PUBLISHER AND EDITOR-IN-CHIEF,
THE DAILY STAR

Jamil Mroue has been Publisher and Editor-in-Chief of The Daily Star since 1994. He was also President and Publisher of the newspaper from 1983 to 1985, before becoming Director of the Lebanese Studies Foundation in the UK. In 1986 he returned to Lebanon to re-found the Arabic daily, Al Hayat, and was its Editor-in-Chief until 1991. He then served as a consultant for Al Hayat's board of directors before recommencing publication of The Daily Star, which had been suspended during the civil war in Lebanon. Jamil Mroue was educated at the American University of Beirut and was a Nieman Fellow at Harvard University in 1976-1977.



OTHMAN AL OMEIR
PUBLISHER AND EDITOR-IN-CHIEF,
ELAPH.COM

Othman Al-Omeir began his career in journalism as Junior Sports Correspondent for a Saudi newspaper. He quickly established a name for himself and became Managing Editor and London Bureau for Al Jazeera newspaper - Riyadh. After working as Editor-in-Chief for Al Majalla magazine, London and Ashraw Al Awsat newspaper, London, Othman Al-Omeir set up a UK media company, OR Media Limited, specialising in public relations, conferences and events, business research and TV production for the Middle East, Britain and the US. He then went on to set up Elaph Publishing Limited in the UK and its associated company in Saudi to publish www.elaph.com on the Internet, which quickly became the leading Arabic news portal. In 2003, he acquired Maroc Soir publishing house, the leading newspaper publisher in Casablanca Morocco, which publishes Le Matin daily newspaper in French, Al Sahara Al Maghribia, Al-Sabahiya and Al-Masa'ia daily newspapers in Arabic, Femina monthly women's magazine in French and Nasma monthly women's magazine in Arabic. He was awarded the '2006 Media Man of the Year' award from the Arab Media Forum in Dubai.



BILL PARKINSON
TECHNICAL MANAGER, BBC

Bill Parkinson's career spans many years of technical and operational experience in all aspects of broadcasting skills in radio and television, as well as in information technology. His many duties and responsibilities include: technical coordination of live and recorded programs, technical liaison for internal and external customers using facilities at BBC leadership of studio crew and other operational staff, delegation of operational and administration duties operation and first-line maintenance of studio and associated equipment, 'webmaster' for BBC political programs intranet site, emergency contingency duties for BBC News and BBC Parliament.



ALEXANDRA PRINGLE
EDITOR-IN-CHIEF,
BLOOMSBURY

Alexandra Pringle is Editor-in-Chief of Bloomsbury. She began her career in publishing at Virago Press in 1978 where she edited the famous Virago Modern Classics series. In 1984 she was made Editorial Director, later becoming part of the management team to steer Virago through their management buy-out from Cape, Chatto & Bodley Head. In 1990 she joined Hamish Hamilton as Editorial Director and four years later left publishing to become a literary agent with Toby Eady Associates. She joined Bloomsbury in 1999. Her list of authors includes Donna Tartt, Barbara Trapido, Hanan al-Shaykh, Richard Ford, Manil Suri, Khaled Hosseini, Esther Freud, William Boyd, Jhumpa Lahiri, Kamila Shamsie, Michael Ondaatje and Margaret Atwood. She is a director of the Management Board, Bloomsbury Book Publishing Company Limited which also includes the Plc Directors.



DR. ROBERT RICHARDS
SENIOR DIRECTOR,
HIGHER COLLEGES OF TECHNOLOGY

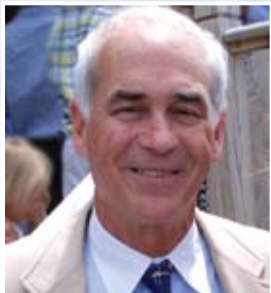
Dr Robert Richards is a Senior Director of the Higher Colleges of Technology, and Director of Dubai Men's College. Dr Richards was, from 2004 to 2008, CEO of the CERT Group of Companies in Abu Dhabi, United Arab Emirates. CERT is the research arm of the Higher Colleges of Technology. In addition to a distinguished career in education as a university professor and executive, Dr Richards is founder and/or co-founder of five Canadian companies, including one of Canada's largest private colleges. From 1999 to 2004 Bob was Executive Director and CEO of the Gardiner Institute for Enterprise and Entrepreneurship and NexInnovations Chair in Technology and Entrepreneurship at Memorial University in Canada. In this capacity he led the successful launch and commercialization of 15 technology companies arising from discoveries in medicine, science and engineering. Bob has served in a number of key public leadership positions including as a Governor of the Atlantic Canada Economic Council and chairman of Athlete's Village for the 1999 Canada Games.

SPEAKERS
(IN ALPHABETICAL ORDER)



AHMAD SALMAN
DEPUTY GENERAL MANAGER,
AS-SAFIR NEWSPAPER

Ahmad Salman is the Deputy General Manager at As-Safir Newspaper, a leading daily in Lebanon. He initially graduated from the American University of Beirut with a BS in computer sciences, followed by a Master's degree in MIS (Management Information Systems) at Boston University. He joined As-Safir in 1994, where he initiated/established the IT department. He was assigned Assistant General Manager in 1999, in charge of business development. In 2005, he was appointed Deputy General Manager assuming the responsibilities for the various operations at the newspaper. In May 1996, assafir.com was launched as the internet site for As-Safir. The objective was to exploit a new opportunity to circulate the newspaper, overcoming hardships such as censorships and high costs of remote printing. The internet site was later developed as the electronic replica of the print newspaper. Today, the site records approximately 60,000 visits/day.



CROCKER SNOW
DIRECTOR OF THE
EDWARD R. MURROW CENTER
FOR PUBLIC DIPLOMACY,
THE FLETCHER SCHOOL OF LAW &
DIPLOMACY, TUFTS UNIVERSITY

A veteran journalist in the field of international affairs, Crocker Snow is Director of the Edward R. Murrow Center for Public Diplomacy at The Fletcher School of Law & Diplomacy at Tufts University. During his career, he has worked for Newsweek magazine and WGBH public radio as a foreign correspondent in West Germany and for the Boston Globe as Chief Foreign Correspondent in Japan, National and Foreign Editor and Assistant to the Publisher. He was the founding Editor and President from 1978-2001 of The WorldPaper, an international affairs publication that appeared in 27 countries and seven language editions, including Spanish, Japanese, Chinese, Russian, Korean and Arabic. He is well published, was twice nominated for the Pulitzer Prize for reporting on East Asia and has taught graduate courses in international communications at Boston University and the Fletcher School. He authored a paper "Japan and New Media: A Webbed Society" well before the Internet, in January 2007 and edited three Aspen Institute White Papers: "Through the Looking Glass", "Framing the Other" and "Dead Sea Scrolling" highlighting an ongoing high level Arab-U.S. editors dialogue. Crocker Snow is concurrently the founder of the Global Horizon Fund, a unique private equity "fund of local funds" designed for 20 emerging economies. A graduate of Harvard University and the Fletcher School of Law & Diplomacy, he is a board member of several not-for-profits in the field of international education and development.

**MARTHA L STONE**NEWSPAPER INDUSTRY AUTHOR,
SPEAKER AND CONSULTANT

Martha L Stone is a newspaper industry author, speaker and consultant. She is Director of the Shaping the Future of the Newspaper (SFN) project for the World Association of Newspapers in Paris. SFN is a partnership with newspaper industry partners Atex, Telenor and manroland, and produces seven strategic reports for publishers each year. In the capacity of SFN Director, she has led media conferences, study tours and projects around the world, and manages the SFN Consultancy, which has provided training and advisory services to some of the most prominent media companies in the world. Stone is a pioneer in digital media, and has produced a variety of industry reports on digital news, workflow, multimedia company organizational structure and mostly, digital revenue making, during her career.

**UBAYDLI UBAYDLI**FOUNDER AND CEO,
AL NADEEM INFORMATION
TECHNOLOGY

Ubaydli Ubaydli is the founder and CEO of Al Nadeem Information Technology, Bahrain. He was a founding partner of Horizons Publishing and Translation House and from 1994 until 1999 he held the post of Managing Director of Horizons as well as the Editor-in-Chief of its monthly scientific magazine. Prior to this, Ubaydli Ubaydli founded Al-Fihrist, the first Arabic index for Arabic Specialised Periodicals and became its Editor-in-Chief in 1995. He is also a business columnist in Al-Wasat, a leading Bahraini Newspaper. He is engaged in many e-projects in the GCC region, one of which is the e-tendering platform for the government of Bahrain. Ubaydli Ubaydli is a mathematics graduate from the American University of Beirut.

