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The Cheyenne Report



From the CEO

Years ago, when I first began working in search, my company put out an industry newsletter that targeted our areas of expertise: media, entertainment and information. I was amazed at how often people commented about their appreciation for the report, and actually took time to read it. In fact, I remember a meeting with Alan Spoon, who was the then President of the Washington Post Company, and he said it was one of the only newsletters that he read. Fast forward ten years to a time when we are inundated with information. In hopes of creating an engaging newsletter that would work in our hectic world, we asked ourselves two questions: Can we add value for you with a newsletter? If so, what platform would best serve you? After carefully surveying the market, we decided "yes" to the first question and hence, *The Cheyenne Report*, and decided on a traditional print platform. We worked hard to provide you with something new and unique that adds value. We would love to hear your feedback. It is lighthearted and informative. This issue focuses on the digital platform—the fastest-growing segment of business today. It is all about content; the cornerstone of our business. Happy reading. Best,
Pat Mastandrea



Pat Mastandrea



Emerging Media Trends: How To Integrate Content

If you're planning on investing some bucks in new media or on emerging advertising trends now or in the near future, you're not alone. Increased demand and popularity for these innovative media formats are driving ad dollars online and away from traditional media.

A recent study by eMarketer revealed that a large percentage of marketers plan to spend on emerging ad tactics, with RSS feeds, blog sites and video ads leading the charge. Some 40% of marketers will add RSS feeds in the near future, 19% more in a year from now. 35% will spend on in-house blogs, with 18% more in a year from now. Finally, 27% of marketers plan to spend on video ads in the near future, 26% more in a year from now.

But how do you create content for this flood of new media? Do you

adapt existing formats from traditional media, or create new content? And how do you pay for it? Some say the thing to do is eschew established writers, directors and talent in favor of young and untried talent, who are edgier and less expensive. Obviously, creativity is key in reaching such new audiences. But what other ways are there of making your brand matter? Below, *The Cheyenne Report* canvassed opinions.

1. Which areas of emerging media will be important in 2007 for your company?

Steve Aster, Senior VP; President of Consumer Marketing for Primedia Enthusiast Media

"The auto segment is our largest and the one where speed and horsepower matter and capture our core enthu-
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Trends Watch

Crowdsourcing... European Interactive Ad Association... Small Social Network Sites Take Off...Forrester's Three-step Process... Third Wave of Social Marketing... Video Ads Explode... Web 2.0... America Goes Green...Blogs...

I'M IN WITH THE IN CROWD

First there was outsourcing, then open-sourcing, and now, crowdsourcing. Crowdsourcing is, quite simply, leveraging the power of the people to help propel your business forward. It was first penned by *Wired* magazine writer Jeff Howe and editor Mark Robinson in June 2006. Companies have been outsourcing to India and China for years, but now they are taking it to another level by using social networks such as MySpace and Second Life to solve their business problems. The new pool of cheap labor: everyday people using their spare time to create content, solve problems, even do corporate R & D. Crowdsourced advertising reached new heights during this year's Super Bowl. Five finalists were selected in Doritos' "Crash the Super Bowl" contest, with some of those ads actually debuting during the game.

EUROPE'S WIRELESS USERS FLOCK TO THE NET

Some 37% of European wireless users regularly visit social networking sites, 33% create and share their own content and 33% of wireless users contribute reviews and ratings to Web sites, according to recent research from the European Interactive Advertising Association (EIAA). The research points to the

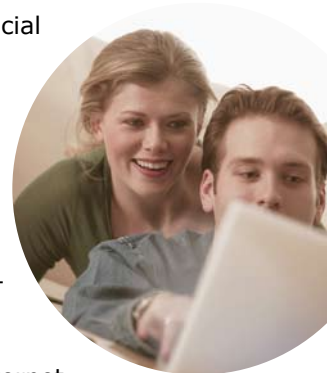


high level of online engagement of those who regularly access the Internet on the move via a PDA or laptop in a wi-fi location. The EIAA Mediascope Europe Study explores the trends and usage patterns of

Europe's wireless users. The research highlights that their total weekly Internet use reaches 17 hours or 10% of their week, compared to the average European Internet user who spends 11 hours and 20 minutes online each week.

SOCIAL NETWORKING EXPLODES

The industry of social media networking grows daily. In just one month, between January and February, the market share of visits to the top 20 social networking sites grew by 11.5% to account for 6.5% of all Internet visits, and that comes atop a growth pace of 87% from February 2006 compared to this February. "Some of the fastest growth is coming from smaller sites, even though they are still really small compared to MySpace," says Lee-Ann Prescott, director of research at Hitwise, the Web-tracking firm.



FORRESTER'S THREE-STEP PROCESS FOR MARKETERS

UK: Forrester Research has identified a three-step process that it claims will help companies create successful corporate blogs to help increase brand visibility, customer insight and sales generation, according to a new report. The study, which is called *The ROI of Blogging: The Why and How of External Blogging Accountability*, outlines a three-step process for marketers wanting to create successful corporate blogs. The most common benefits identified for corporate blogs were: increased brand visibility; savings from customer insights; reduced impact from negative, user-generated content; and increased sales efficiency. "As blogging becomes more visible and expensive in terms of both time and money, supporting blogging with informal budgets and borrowed re-

sources just won't cut it," say authors Charlene Li and Chloe Stromberg.

SECOND WAVE OF SOCIAL MARKETING

Social networking company Community Connect is a rapidly growing outfit known for its three MySpace-like sites, MiGente.com, AsianAvenue.com, and BlackPlanet.com, targeting Latinos, Asian-Americans, and African-Americans respectively. And while the numbers it reaches—16 million users—are a fraction of MySpace's 100 million registered users, Community Connect COO Court Cunningham says it is the third largest social networking company in the U.S. in terms of revenue. "This is the second wave of social networking," says Greg Sterling, founding principal of research and consulting firm Sterling Market Intelligence. The first wave was typified by Friendster, the second wave coincided with the rise of MySpace, organized around music, which developed a huge user base. Community Connect is betting that its growing populations of dedicated niche users will catapult it to the top of the heap in a category that will prove just as important as its unique visitors — profitability.

VIDEO ADS TAKE OFF

Video advertising, while less than 5% of online spending, is the fastest-growing advertising category online, generating \$410 million last year, an increase of 82% from 2005, according to eMarketer, an online advertising research firm. While all television networks have focused on online video, few have invested more aggressively than Viacom. MTV Networks was among the first to put video from its TV shows online, posting MTV video in 1994. Advertis-

ers like Internet commercials linked to online video because they allow them to communicate their brand messages with sight, sound and motion. And Web sites like video ads because they are paid more for each viewer than they typically would be with text or banner ads.

WEB 2.0 — WHO? WHAT? WHERE?

A recent survey by Market Tools, reported that nearly 80% of marketers have no clue what Web 2.0 is. Even if the marketer is convinced of the value of Web 2.0 tools, convincing management is another story.

"GREEN" IS MAINSTREAM

More than half of U.S. adults say that preserving the environment is an important guiding principle in their lives, a sentiment that cuts almost evenly across the political spectrum, according to new data from Mediamark Research Inc. (MRI). Asked to rate the importance of preserving the environment, 63.5% of adults indicate that it is "very important," while 22.3% say it is of "average importance" and only 12.3% consider it "not important." Of those adults who describe their political outlook as

"very or somewhat conservative," 61.1% believe preserving the environment is very important. This compares to the 64.1% of adults who consider themselves middle-of-the-road politically and to 75.2% who describe themselves as liberal who cite preserving the environment as very important.

IF THEY'RE EVEN CALLED BLOGS

Already the term "conversational media" is replacing blog in many discussions about feedback-based online media, even as advertisers seek efficient ways to manage blog environments. ■



Quote/ Unquote

A sampling of digital veritas from those in the know...

"We cannot have silos...digital is now just part of the fabric of who consumers are."

Babs Rangaiah
Director of Media and Entertainment, Unilever USA

"To be successful in media you have to be entrepreneurial. We can't afford to be late to the [digital] party."

David Zaslav
CEO Discovery Communications

"Syndication has the potential to be very powerful, because of its ability to distribute content and ads to match up with the 50 million blogs out there. Will users watch *Daily Show* clips on Joe's blog? Maybe. If they really like Joe's blog they will."

Scott Meyer
President and CEO of About.com

"The biggest challenge [this year] will be online and offline collaboration."

David Verklin
Carat's CEO, North America

"People should think about e-mail as something where they are archiving their lives."

David Filo
Yahoo! co-founder

"The universe of people with talent is very finite. [User-generated content] is mostly for a small circle of friends. And while some things are amusing, there's only so many times you can watch someone's grandmother slip and fall."

Barry Diller
Chairman and CEO, IAC Chairman, Expedia, Inc.

Marshall Herskovitz' Web Revolution

Producer/writer/director Marshall Herskovitz is known for his award-winning work. He had a string of TV hits including *Thirtysomething*, *My So-Called Life* and *Once and Again*. His films include *Jack the Bear*, *Legends of the Fall*, *Traffic*, *The Last Samurai* and *Blood Diamond*. He's also President of the Producers Guild of America. And soon, he hopes to be known as the creator of the first ever drama series launched on the Web. It's called *Quarterlife*, aimed at twenty-somethings, and was originally slated to be shown on ABC. It will be the first such venture on the Web, but it's guaranteed not to be the last. Below, Herskovitz discusses how digitization is impacting filmmakers, new Producers Guild initiatives and, of course, *Quarterlife's* Internet debut.

The Cheyenne Report: As a filmmaker what do you see as the biggest challenges or opportunities arising from this new digital revolution?

Marshall Herskovitz: I think the opportunities far outweigh the challenges. American media has become increasingly dominated by a small number of very big companies. They exert more and more influence over every aspect of our lives as filmmakers. For instance, when I started working in television twenty years ago, I was free to do whatever I wanted. The network didn't re-cut my work and I was handsomely paid. Nowadays, the networks have slashed the fees that they pay. They exert complete creative control over everything, which can be quite onerous to filmmakers, whereas the digital world is like the Wild West. Nobody owns it, nobody dominates it. You can do whatever you want and you succeed or fail on your own merits.

CR: And that's what Viacom is trying to control and change.

MH: Exactly. All of these companies are trying to get their hands on the Internet. The problem is that it's too big for any one of them to do. But when something succeeds like MySpace, they just buy it. So, for the moment at least, it offers enormous opportunities for independent producers to create, own and control their own work. And that for me is very attractive.

CR: I read that you are launching the drama series *Quarterlife* on the Internet.

MH: This was supposed to be a television series. But I took it away from ABC because I felt we would never come to an agreement about what it would be like or feel like, and I decided to do it on the Internet instead. I self-financed the pilot, and we're looking for business partners to create a whole enterprise. It's not just a series, it's a Web site called *Quarterlife.com* and a social networking site. It's a big undertaking and this is a direct result of feeling more and more disenfranchised from the way business is done in television.

CR: Has this been done before on such a large scale?

MH: No. There are several things that have not been done before. No one has tried to do a series of television quality in terms of story-telling or production values. Almost everything you see on the Internet consists of low budget two and three-minute little comedies. No one's tried to do a full-fledged series on the Internet and it's not clear you can, because the revenue model is dicey. We're also marrying a piece of entertainment with a social networking site and, if successful,



“The digital world is like the Wild West, nobody owns it, nobody dominates it.”

that's capable of creating a lot of revenue. Our idea is that if we can do well enough with the site, then we can monetize the series. We'll have to raise money beforehand, so we're gambling that this model can work. We're talking to advertisers, and just like with movies, you can pre-sell territories, and that way guarantee that your bases are covered.

CR: Describe the social networking site.

MH: It's directed toward people in their twenties who are, in some way, creative. The whole site is about the facilitation of creativity, whether you're a photographer, writer or artist. But people that age tend to be very engaged in creative activities, more so than any generation before, and often facilitated by the Internet and computers. Also, people this age watch television and movies on their computers, so they're more accustomed to seeing very high quality material on their computer. Our be-

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Interviewing: Tips from the Top

For recruiters or HR personnel, who are properly trained and practice continuously, interviewing potential candidates is relatively easy. But for busy executives, untrained in proper interviewing techniques, it's a different matter. How do you know which questions to ask and what to look for in a candidate? How do you evaluate a candidate? In this and future issues of *The Cheyenne Report*, we will tackle such diverse issues.

In this first in the series, we will examine interview preparation...

The Interview and How You Prepare For It

Being prepared is key to an effective interview and most executives are well aware of these steps. However, many vital components are often forgotten, leading to much less productive meetings.

Start preparing by looking at the position description

The position description should be the guideline for the interview, as it describes exactly what you are looking for in a specific position. Use it as the basis from which to start. Analyze the position description and determine which are the Key Interviewing Points, i.e. the experience, skills and characteristics that you are looking for in a candidate and that you want to focus on during the interview.

Review the candidate's resume

Prior to the interview, review the candidate's resume and compare it against the Key Interviewing Points.

Anticipate cultural fit

In order to get a good sense of a

candidate's personality and his/her potential cultural fit with your organization, sit back and analyze your own corporate culture. Determine what makes a person successful or unsuccessful in your organization. The more you are aware of and better understand the critical success factors in your own organization, the easier it is to evaluate a candidate's cultural fit.

Buying vs. Selling

Although most times a candidate's experience is evaluated from a buyer's perspective, there are cases where the interviewer must "sell the position and organization" and shift from "buyer to seller." Make sure that you understand beforehand if you are in a buying or selling situation. If you are the seller, prepare a list with your Key Selling Points.

The Most Common Interviewing Mistakes:

Poor homework and loss of control

If you are not prepared and don't know the specific areas for inquiry, it is difficult for the interviewer to keep control of the interview.

Air time

As the interviewer, don't dominate the conversation. Be a good listener.

No notes

Often the interviewer walks away with no written record. Be receptive and be thorough — know what you are after and keep a record by taking notes. Use notes also for your own perception (your gut feeling), as well as any pluses/minuses and strengths/weaknesses that you notice as you go along in the interview, and write them up immediately after the interview.

Prejudices, stereotypes and poor chemistry

Don't let your own prejudices influence your judgment and don't let poor chemistry cloud the interview. Be careful, too, when the chemistry is very good. In that case, be certain that you still evaluate the candidate's qualifications thoroughly.

Interviews alone never provide a proper assessment of a candidate's overall skills and abilities, and a thorough reference check can be quite eye-opening! Some executives have unrealistic expectations about what can and cannot be determined from an interview. Consequently, many hiring managers place too much emphasis on the interview and spend less time on unsolicited reference checking. Stay tuned for the next issue, where we will provide tips on effective referencing, which plays a critical role in our company's success. ■

The above program was developed by David Radden, who has practiced in the search profession for 25 years, and The Cheyenne Group partner Daniela Beyrouiti, whom you may email with questions at: db@cheyennegroup.com.



"Thanks for your interest. I'm afraid we're looking for someone who is more of a team player."

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lief is that they will quickly become frustrated with the silly little two-minute nonsense things produced for the Internet.

CR: *What about copyright?*

MH: It's not a problem for us because we're going to own our own copyright. We will however, put up user-generated content, but when people upload it, they are essentially giving away their rights. It's not like we're putting up an episode of some TV series from someone else. But copyright is confusing for everyone. And it has to be sorted out. There has to be a way to make money from the Internet or else it will never mature as a business and as a medium for exposing the arts. Copyright has protected me as an artist over the years. Copyright has to be respected, even if it's on the Internet. I'm President of the Producers Guild, and one of the things we've gotten involved with is this whole burgeoning industry of companies that edit films and put out the edited version without the permission of the film makers or the studios. To us, this is a clear infringement of copyright. So, in the digital world, there has to be a new way of understanding what the copyright even represents, because it's so easy for people to put out their own version of things.

CR: *Yes, that's also a huge issue for the music industry.*

MH: And it's a big creative pursuit. People are remixing popular songs and there has to be a way to respect the rights. If I download something on my computer, I can do whatever I like with it. That's my right. But then there's also the author of the material who has rights and we have to figure out how to stack all those up.

CR: *Is the PGA working on this?*

MH: We've been working with our council to figure it out—it's actually quite complicated. Congress, in its wisdom, passed a law last year called the Family Movie Act, and hidden away in that law was a protec-

tion for one company that's doing a very sophisticated form of this editing. In order to stop this we're going to have to get that law declared unconstitutional, which is going to be a very difficult road.

CR: *What about the biggest challenges?*

MH: I think the biggest challenge right now is there's so little agreement about how things should be done on the Internet. For example, as a producer, each guild has a different contract regarding the Internet, and some don't have any contract. So, it's difficult to produce things in a responsible way because there's very little guidance from the unions, who are not particularly cooperative.

CR: *To sum up, you think digitization is great as long as the challenges can be worked out.*

MH: I think it's a great democratizing force. For me there's a big danger to our society when all information is dominated by a small number of companies whose motives are essentially just profit. It used to be a network had to be relicensed each year by the FCC. In order to get their license each year, they had to prove that they were doing responsible things in society, including a certain amount of public service programming and that their news was balanced. And that's all been done away with. There's nothing to prevent these corporations from doing what they want to do, which is make the most money and get the highest ratings. So, anything that lessens their domination I think is good for our society.

CR: *The studios must be pretty worried at the moment.*

MH: They're extremely worried. Economically they're worried because they've had a model, especially in television—which has essentially worked for 55 years—of making money through advertisers. And that's falling apart, even as we speak. People are migrat-

ing from television to the Internet, and nobody yet knows whether advertising on the Internet is as valuable as on television. Advertisers may not be willing to pay as much to advertise on the Internet as on TV. So where is the revenue coming from to make shows and keep the companies going?

CR: *Do you need any new skills to deal with the digital world?*

MH: It's not so much new skills, but you have to look at it in a different way. For instance, marketing on the Internet is completely different from anything I've learned in the last 25 years working in television and movies. And that creates huge opportunities because you can create a runaway sensation on the Internet and spend no more than \$100 marketing it.

CR: *That's the whole concept of viral and word of mouth.*

MH: Look at YouTube. It became this unbelievable phenomenon in less than a year. I never saw a YouTube ad or commercial. If you can be smart in your marketing and figure out how to reach people, it doesn't necessarily cost you a lot of money. The Internet is reorganizing us as a society in ways that we don't completely understand yet, but it's going to be profound. I'm convinced it will create social movements that will work in a new and different way. I'm already seeing it happen. It's going to change politics.

CR: *When will we see Quarterlife on the Internet?*

MH: We're trying to figure that out right now. We're talking to investors and advertisers and hope to have something up within the next four to six weeks.

CR: *If word gets out, will everybody jump on the bandwagon?*

MH: We're hoping that we can get out there first and that no one's going to do exactly what we're doing. But they could take the concept. That's why we feel time is of the essence. ■

Events

2007 Conferences and Events



WASHINGTON, DC

JUNE 10-13, 2007

Association of Educational Publishers Summit 2007 – Focus Forward: Publishing at the Speed of Change

TORONTO, ON

JUNE 24-27, 2007

National Education Computer Conference

WASHINGTON, DC

JULY 10-12, 2007

National Association of Minority Media Executives Annual Conference

NEW YORK, NY

SEPTEMBER TBD, 2007

National Association of Multi-Ethnicity in Communications Annual Conference



CHICAGO, IL

SEPTEMBER 9-11, 2007

EdNet

CANNES, FRANCE

OCTOBER 8-12, 2007

MIPCOM



FRANKFURT, GERMANY

OCTOBER 10-14, 2007

Frankfurt Book Fair

Emerging Media Trends

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siasts. The ability to show video in a faster way is a great opportunity for us to integrate print with digital, creating the ultimate experience. Our content is viewed as the leader, so our brands matter, and more and more ways to distribute content enhances those brands and allows us to get into more users' hands."

Alistair Richards, Managing Director of Guinness World Records, (launch partners with Joost)

"Strategically, the most important forms of new media are: Web-based TV and IPTV (Internet protocol TV). Most immediately, it's mobile phones, selling content (video and wallpapers) via networks and GWR's own WAP site."

Gordon McLeod, President and Publisher, Dow Jones Online

"Video that is fully ad supported, financial tools to give our users a more engaging experience and mobile possibility — although the ad model is missing (so far)."

Mark Young, Senior London-based Media Executive

"Brand is secondary to content in the new market, except for the biggest and most trusted brands like the BBC. Making content that is relevant to both the target audience and being sensitive to the mechanism through which the content is to be viewed, is the most important factors for all content providers. The most important areas of new media will be mobile content, which continues to grow as 3G technology moves towards critical mass and Web applications, which have grown exponentially over the last three years."

2. What's the biggest trend or challenge affecting your company in digital media?

S.Aster: "Moving off of static pages and sites that were versions of magazines, to platforms that compliment the print by doing what the static page cannot. This requires editors to understand how a better Web experience can aid the print vehicle."

rience can aid the print vehicle."

A.Richards: "The challenge is how to monetize the brand in new media without being seen to exploit a young and naive target market."

G.McLeod: "Monetizing digital users at levels much closer to those of print readers. A huge gap persists for all 'traditional' media companies."

M.Young: "Creating a credible and sustainable business model which rewards the content providers as well as the platform providers."

3. Which skill sets will be most useful to your company?

S.Aster: "Consumer marketing, user experience understanding and those who understand how different media can coexist and thrive. The tendency has been to be too protective and have too distinct a design around each media. We need experienced people who know why the online and print are needed by both the same and different users."

A.Richards: "We need commercially oriented personnel with sound financial skills supported by an open-minded, flexible attitude, with a style and confidence to partner effectively with outside partners."

G.McLeod: "Digital talent—and finding and retaining qualified staffers in all areas including sales, business development, ad operations, analytics, tech and editorial, remains very challenging."

M.Young: "For a content provider that has been used to providing, content to other broadcasters, it is the marketing skills one needs to move from a B2B business model to a B2C model that interfaces directly with audiences. We also need the business skills to help us convert what will undoubtedly be a strong market for our content to an equally strong revenue stream" ■

Multicultural Connections

Ethnic Consumers Drive Demand for New Content

According to a recent study by Horowitz Associates Inc. called **Connections: Broadband Lifestyle of Multicultural Consumers**, multicultural consumers will drive demand for new channels and content from cable and broadband providers. The survey of 2,200 broadband users gathered data on online and portable broadband usage, lifestyles, and attitudes as well as demographic and psychographic profiles. The study identified six lifestyle segments: Connected Multiculturals (19%); Sports-Gotta Have It (18%); Broadband Workforce (18%); Web Moms (16%); Non-Tech Utilitarians (16%); Mavens and Mavericks (13%).

The profile and attributes of the Connected Multiculturals, the largest segment, are as follows:

DEMOGRAPHIC PROFILE

- Average age 33.3
- Highly educated
- Family-oriented

USAGE PROFILE

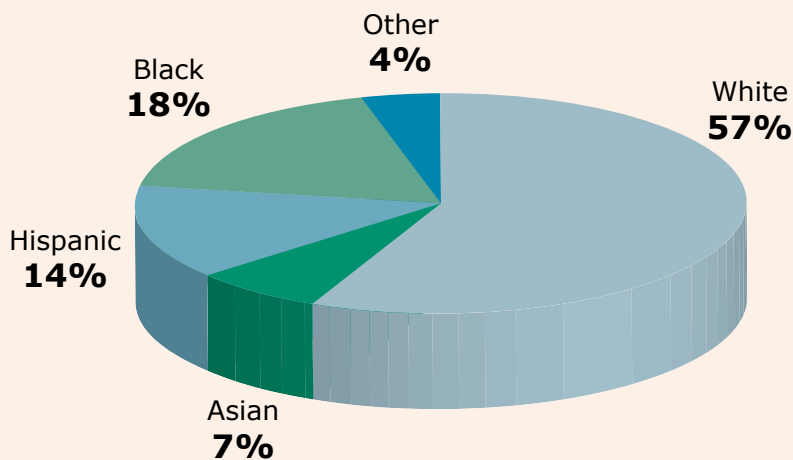
- Use Web for entertainment, communication and information
- Greatest usage of the Internet for most information activities
- Heavy users of Web for social networking, blogging, YouTube, watching sporting events and downloading music
- Highest viewing of video news and movie previews

TV & BROADBAND LIFESTYLE

- Heaviest portable Internet/video usage — cell, iPods, PSPs across all features
- Tech-savvy; have latest technologies
- Heavier viewership for all channels tested
- Favorite channels: broadcast TV, ESPN and MTV

Source: Horowitz Associates, Inc. © 2007

RACE/ETHNIC PROFILE OF BROADBAND USERS



Cheyenne Placements

Ancier to President, COO of BBC Worldwide

Former NBC, Fox and WB entertainment executive Garth Ancier is joining BBC Worldwide Americas in a new slot — President of U.S. Operations.

Geater Named COO of talkbackTHAMES

talkbackTHAMES has named Sara Geater as Chief Operating Officer. She will report to CEO, Lorraine Heggessey and be responsible for all talkbackTHAMES's commercial activity, legal and business affairs, strategy and production.

McCutcheon to Nielsen

Nielsen Business Media, a division of The Nielsen Company, has named Linda McCutcheon to the position of Senior VP, eMedia Strategy & Technology. A highly respected digital media veteran with extensive experience in publishing and multi-media platforms, McCutcheon will lead Nielsen Business Media's 175+ digital products and services.

Top 10 Web Performers

(Based on percentage of unique audience, audience growth, pages per person and time spent per person.)

1. YouTube
2. MySpace
3. The Weather Channel
4. TMZ
5. BusinessWeek.com
6. Heavy
7. MLB.com
8. Cartoon Network
9. ESPN.com
10. Facebook

Source: Adweek