

Janice Hughes

Janice Hughes is one of two founding Directors of Spectrum Strategy Consultants, which specialises in media, telecoms and multimedia projects worldwide. She is one of the members of the Creative Industries Taskforce working for Chris Smith the Minister for Culture, Media and Sport. She previously led the Telecommunications and Media strategy practice at Booz·Allen & Hamilton. Her leading position in the global broadcasting and telecommunications industry means that she has frequently advised ministers on media and telecoms issues. Her assignments have led to fundamental reforms in the structure of these industries in the UK, in the European Commission, in Hong Kong and New Zealand. She is involved in leading edge technology projects in ADSL and third generation mobile and is also Chairman of the Spectrum Venture Management Fund. She has recently been appointed by the Minister of Communication to the International Broadband Advisory Group in Australia.

Telecommunications

- Advising on the structure of the UMTS auction in Hong Kong
- Reviewing and re-orientating the UMTS bid document and subsequent positioning and marketing of products and services for a European GSM operator.
- Undertaking the market assessment, revenue forecasts, modelling and partnering for a potential UK UMTS bidder.
- Managing a detailed review of the markets revenues, and forecasts for several hundred UMTS products and services across 8 countries for a GSM/UMTS European operator
- Taking a fixed telecommunications cost centre and turning it into a global financial communications service with a major telecoms operator
- Strategic and business plan for creating a new global IP-based telephony, internet and extranet company focusing on vertical markets
- Forecasting mobile commerce and wireless e-traffic revenues for a major European IPO
- Leading UMTS and wireless local loop bids in the UK, Ireland, Italy, and Hong Kong
- Leading the bids for the broadband fixed and mobile licences in Singapore
- Supporting the business planning and implementation of the world's first large scale wireless local loop and second fixed operator network in India
- A review of changing customer user requirements among the top 1000 global corporations for a major phone operator
- Establishing the feasibility, the partners and the financing of a new mobile satellite communications service within Asia
- Implications of alternative regulatory environments for a major European phone company
- Dynamics of the US long distance market as the basis for a future acquisition
- A successful licence application for a fixed telecommunications network service in Hong Kong based on advanced wireless and intelligent networks

Media, Publishing and Information

- Creating a new global television channel and brand based on the United Nation's principles of the "Global Charter"
- Preparing the content and business plan for eight new digital channels for a European public service broadcaster
- Review for creating an internet and web enabling toolkit for SME's for roll-out nationwide containing business and community services
- Forecasting the new UK television environment and the digital terrestrial television demand and revenues for a Hollywood studio
- Advising on pay-TV and pay-per-view rights value for the Premier League and a number of football clubs
- Review of sponsorship potential for a major American sports association
- Advised the Arts Council on how to set up an effective franchise system using lottery money to fund British films.
- Preparing the exploitation strategy for a European broadcaster that has just acquired their national soccer rights
- Satellite strategy for a European news channel
- Review of digital satellite costs and capacity for a major information provider
- A study on financing and implementation of a new educational channel in Asia and Eastern Europe
- Advising on the business plan, partners and risks for a new pay-TV venture in Africa
- Setting up a new film, sports and multimedia package for a new satellite operator in the Middle East
- Advising a European telecommunications company on cable acquisitions and their programming strategy
- A review of digital data broadcasting services in the UK
- Advising Hutchison on the business planning and regulatory positioning prior to the sale of Star television to News Corporation
- Feasibility of setting up new entertainment and information channels in India, Taiwan, China and East Asia for a European publisher
- Forecasts on the performance, profitability and strategic positioning of BSkyB
- Two studies on video-on-demand
- Feasibility and funding of a 24 hour news network in Asia
- Advice on setting up a package of entertainment channels on a new Asian satellite
- Review of editorial content, telecommunications, information and computing requirements for investors expanding their global news network
- ITV study on the future technology developments in satellite and cable
- Information services for the credit risk management market

- New information and messaging services in the advertising, PR and financial markets
- The licence application and business plan for the two successful Channel 3 franchise bids for Carlton Television and HTV
- Feasibility of setting up a film and television production base in Europe
- Numerous cable and satellite studies for new investors in the UK and Europe
- Reviewing the transition to competition in Hong Kong for rewriting the telecommunications policy for the head of Government Anson Chan
- The case for and against spectrum auctioning as a means of allocating cellular licences in Europe and Asia
- A data communications strategy study on the relative growth of leased lines, MDNS, VPN and value added services in Europe
- The future growth and investment opportunities in the information services industry in relation to the financial, manufacturing, retailing and media sectors
- The development of local and long distance telecommunications services and technology in the UK
- Acquisition opportunities in telecommunications in Europe, North America and Japan
- Spectrum deregulation and pricing study for the UK Government DTI Radio Communications Division

Internet and Online Services

- The transition to competition in telecommunications and its implications in Japan, the UK and the USA
- Internet and Online Services
- Reviewing the strategy for setting up a training and learning network online
- Defining the strategy, market demands and technical aspects of creating TV Internet content for mobile networks
- Forecasts of Internet employment to 2002 and the impact of the economy and government policy in 8 countries (which involved interviewing 160 CEOs)
- Advice on setting up a global music dotcom
- Converting a US print directory business into an online Web-based service
- Launching a new online service in Europe

Prior to Booz·Allen, Janice was a Director of CSP International, and before that she was the Managing Director of the Economists Advisory Group. Ms Hughes holds an MA/BA degree from Cambridge University where she studied economics and statistics. Ms Hughes has worked extensively in Europe and the US and on numerous international assignments in Australia, New Zealand, Japan, Hong Kong and Singapore. She speaks French. She led the Creative Industries Mapping Exercise recently published by the DCMS. She has published several books and chapters within books including “Television and Beyond – The Next Ten Years”, “The Economics of TV Advertising” another on the

“Globalisation of Hollywood” and “Tokyo 2000” on the “Evolution of the Financial Markets in Japan”.