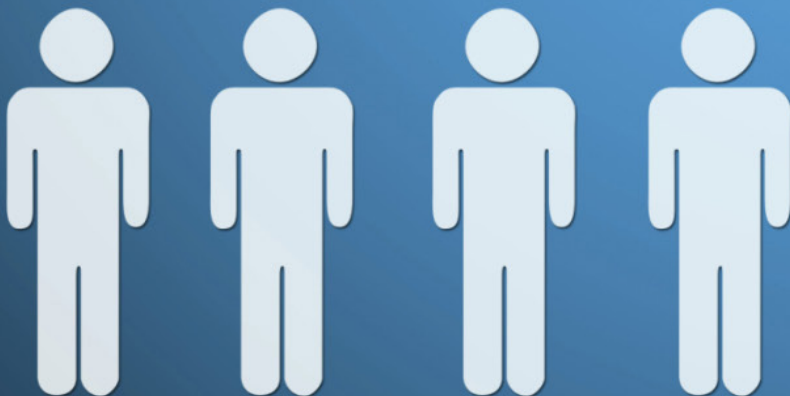
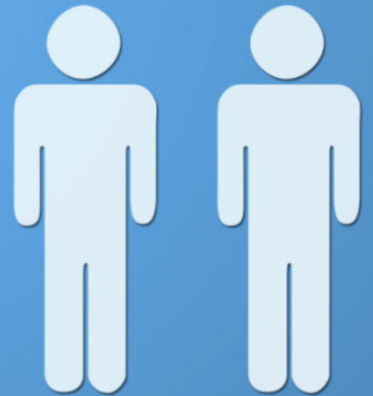
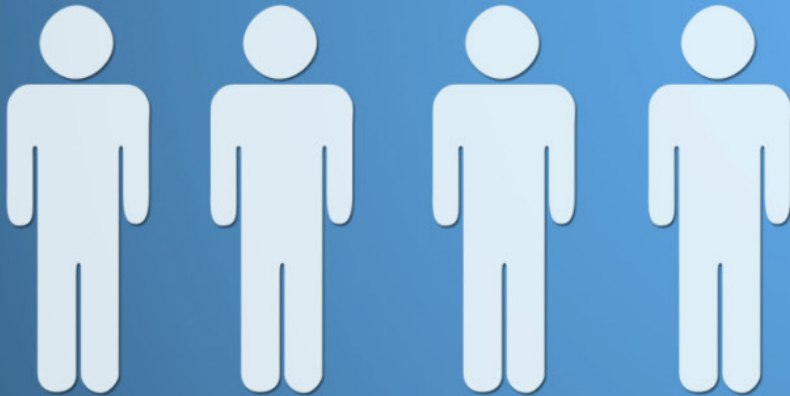


# THE MOST INFLUENTIAL PEOPLE IN UK IT 2014



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## UKtech50 2014 - The most influential people in UK IT

Bryan Glick, Editor in Chief



Computer Weekly has announced the fifth annual UKtech50, our definitive list of the movers and shakers in UK IT - the CIOs, industry executives, public servants and business leaders driving the role of technology in the UK economy.

Our aim was to identify the 50 most influential leaders in UK IT.

An expert judging panel representing every aspect of the IT profession helped decide the results, along with a reader vote, to determine who holds the most influence over the future of the UK IT sector in the next 12 months – and hence the future of IT professionals across the country.

Here is the list of the 50 most influential people in UK IT for the next 12 months.

### 1. Jane Moran, CIO, Unilever

Jane Moran took over as CIO of consumer goods giant Unilever in June 2014, after four years as global CIO at Thomson Reuters. At Unilever, she is involved with some of the most innovative technology developments in industry – the internet of things, 3D printing and a new programme to fund and work with tech startups. She is also a major supporter of efforts to encourage more women into IT – in 2012, Computer Weekly readers voted her as the most influential woman in UK IT that year. At Unilever, Moran is helping to reshape one of the UK's most important companies for the digital world. [Click here to read our exclusive interview with Jane Moran.](#)

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### **2. Tim Berners-Lee, World Wide Web inventor; president of the Open Data Institute**

Undoubtedly the most famous UK computer scientist, Berners-Lee has in the past year taken an increasingly high-profile global role as an advocate for the open web, net neutrality and online privacy, and an outspoken critic of government internet surveillance policies. As well as his evangelising of the web, he advises the government on open data as a director of the Open Data Institute.

### **3. Simon Segars, CEO, ARM Holdings**

Simon Segars took over as chief executive of chip designer ARM in July 2013, succeeding Warren East, a former UKtech50 winner. Segars has worked for ARM since 1991 and led the development of a number of the firm's processor designs. ARM has become central to the mobile revolution, with its chip architectures powering most of the smartphones and tablets worldwide.

### **4. Liam Maxwell, UK government CTO**

Liam Maxwell is leading the reform of how technology is purchased, implemented and managed within central government. As such, he has direct influence over much of the billions of pounds of taxpayers' money spent on Whitehall IT. He is promoting greater use of open standards, open source and cloud computing, using smaller IT contracts and more SME suppliers – attempting to break the stranglehold of the oligopoly of large companies that have dominated government IT. In 2014, he was appointed as a visiting professor at the University of Southampton.

### **5. Mike Bracken, executive director, Government Digital Service**

Mike Bracken is responsible for improving the government's digital delivery of public services in a cross-Whitehall role that covers all the government's online presence. His team launched Gov.uk, the single government website, and is progressing with a digital strategy that will see more major transactional services brought online in the coming months. Bracken is the figurehead for a cultural change in how public services are delivered in a digital world.

### **6. Gavin Patterson, CEO, BT**

Gavin Patterson was appointed CEO of British telecoms giant BT in September 2013, having led BT's retail arm since 2008. He oversees BT's often-controversial roll-out of superfast broadband, and the firm's billion-pound investment to become a major

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player in sports broadcasting. The company is currently in negotiations with EE and O2 over a possible purchase of one of the UK's leading mobile networks. Patterson has worked for BT for nine years, having previously been at Telewest (now Virgin Media).

### **7. Catherine Doran, CIO, Royal Mail Group**

Catherine Doran led a major IT transformation programme at Royal Mail to enable its controversial privatisation last year, as well as splitting off the Post Office as part of the reorganisation of the UK postal service. She is responsible for devising and delivering the IT strategy to transform the technology estate as Royal Mail seeks to compete as a private company. Previously, she led a company-wide transformation programme at Network Rail.

### **8. Joanna Shields, chair, Tech City UK; prime minister's digital ambassador**

Joanna Shields is an American-British executive, who chairs startup support group Tech City UK and is the prime minister's digital ambassador. As such, she leads the promotion of the UK's tech startup scene internationally and became one of the public faces of the growing startup movement in London. In 2013, she was voted the most influential woman in UK IT by Computer Weekly.

### **9. Eben Upton, founder, Raspberry Pi Foundation**

The idea behind a tiny and cheap computer for children – the Raspberry Pi – first came in 2006, when Eben Upton, Rob Mullins, Jack Lang and Alan Mycroft, based at the University of Cambridge's Computer Laboratory, became concerned about the decline in the numbers of A-level students applying to read computer science. Since then, Upton has become the public face of the Raspberry Pi device, which aims to change IT education from a young age and get more kids coding. More than three million devices have been sold to date.

### **10. Mark Dearnley, chief digital and information officer, HM Revenue & Customs**

Her Majesty's Revenue & Customs (HMRC) appointed Mark Dearnley, formerly CIO of Vodafone, as its chief digital and information officer in October 2013. He took over responsibility for one of the biggest IT estates in the UK – a £500m-a-year IT operation that serves 45 million individuals, 4.8 million businesses and 65,000 HMRC employees. He is responsible for implementing HMRC's £200m digital strategy and for moving away from the £800m-a-year Aspire contract, one of the

largest outsourcing deals in the UK.

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### **11. Phil Smith, Cisco UK CEO; chairman of the Technology Strategy Board**

Phil Smith is chairman of the Technology Strategy Board, the government-backed innovation agency charged with dispersing millions of pounds of public sector funds to boost science and technology. As well as being Cisco's UK chief, Smith also chairs the industry-led skills group The Tech Partnership.

### **12. Chi Onwurah, Labour MP, shadow minister for digital government and cyber security**

Chi Onwurah was elected at the 2010 general election as MP for Newcastle upon Tyne Central. The former head of telecoms technology at Ofcom, the UK telecoms regulator, she is Labour's shadow minister for digital government and is leading the party's digital review that will input to general election policy for 2015.

### **13. Ed Vaizey, minister of state for culture and the digital economy**

Ed Vaizey became minister of state for the digital economy, within the Department for Culture, Media and Sport, in July 2014. He is responsible for government policy on technology skills, support for tech startups, growing the digital economy and superfast broadband roll-out.

### **14. Gerard Grech, CEO, Tech City**

Gerard Grech succeeded Joanna Shields as CEO of Tech City in February 2014, having previously held a global marketing role at BlackBerry. In his current job, he leads the promotion and support of UK startups now that Tech City's remit has expanded beyond its original East London base. He has supported tech entrepreneurs for several years.

### **15. Ralph Rivera, director of future media, BBC**

Ralph Rivera is responsible for delivery of all the BBC's digital media products on the web, mobile devices and internet-connected TV platforms. His remit also includes overseeing the development of the BBC's digital products – such as the iPlayer – and enabling ways in which these products can be experienced on desktops, mobiles, tablets and connected TVs. Rivera is also responsible for shaping and leading the BBC's R&D activities.

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### **16. Victor Chavez, CEO, Thales UK; chair of Information Economy Council; president of TechUK**

Victor Chavez was appointed CEO of defence technology provider Thales UK in January 2011. He makes it onto the UKtech50 list in his roles as president of technology trade association TechUK, and chair of the joint industry-government Information Economy Council that looks to develop the role and importance of the tech sector in the UK's economic and political priorities.

### **17. John Finch, CIO, Bank of England**

John Finch has been CIO and executive director for projects, data and technology at the Bank of England since 1 November 2014. He is responsible for all aspects of technology delivery across the bank and for delivering the cyber security programme of activity. Finch was previously global CIO of Experian.

### **18. Tim Kelsey, national director, patients and information, NHS England**

Tim Kelsey is the senior IT leader in NHS England, responsible for overseeing IT strategy and making greater use of data for better health outcomes. As such, he is responsible for delivering on commitments to make patient records available online by 2015, and will be central to overhauling the role of IT across the health service. He oversees the controversial Care.data programme for sharing patients' GP records.

### **19. Tony Singleton, director, digital commercial programme, Government Digital Service**

Tony Singleton took over the government's G-Cloud programme in June 2013, responsible for growing the purchasing framework that claims to save IT buyers up to 50% compared with previous public sector prices. In the past year, cumulative G-Cloud sales have grown from £63m to £345m.

### **20. Mark Bramwell, head of IT, Wellcome Trust**

The Wellcome Trust is the second largest medical charity in the world after the Bill and Melinda Gates Foundation, making Mark Bramwell the leading IT chief in the UK not-for-profit sector. He joined the Wellcome Trust in 2007 and in recent years has led a major overhaul of the technology that supports the charity's work.

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### **21. Christina Scott, CIO, Financial Times**

Christina Scott was appointed CIO for the Financial Times in 2012 and has led one of the most successful digital transformation in the media sector. She is responsible for technology across the FT Group, working closely with editorial and commercial areas. She has a 400+ global team responsible for building and operating the infrastructure, business applications, data and consumer products across multiple platforms.

### **22. Paul Coby, IT director, John Lewis**

Paul Coby was appointed IT director at John Lewis in March 2011. He has led the modernisation of IT to deliver an omni-channel customer experience – JohnLewis.com passed £1bn revenue per year in April 2013, and today accounts for about a third of John Lewis's sales. Coby was previously CIO at British Airways for 10 years, where he helped to develop BA.com into a major force in the airline industry.

### **23. Maggie Philbin, CEO TeenTech, leader of the UK Digital Skills TaskForce**

Maggie Philbin has worked in radio and television for over 30 years on a wide range of science, medical and technology programmes. She is co-founder and CEO of TeenTech, an award-winning organisation that helps young people, parents and teachers understand the opportunities in science and technology. This year, she led the Labour-commissioned Digital Skills Taskforce review of the UK's technology skills needs.

### **24. Jacqueline de Rojas, area vice-president Northern Europe, Citrix; deputy president, TechUK**

Jacqueline de Rojas took over as Citrix's Northern European chief earlier this year, following a successful period as UK general manager at CA Technologies. She has recently been appointed deputy president of technology trade association TechUK, and is non-executive director for Home Retail Group.

### **25. Helen Milner, CEO, Tinder Foundation**

Helen Milner is founder and CEO of the Tinder Foundation, a not-for-profit, staff-owned mutual that aims to help the 11 million people on the wrong side of the UK's digital divide to become confident with digital and online technologies. Tinder recently won a government contract to support its digital inclusion strategy.

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#### **26. Martha Lane Fox, chair, Go On UK**

Martha Lane Fox has been something of an icon for the UK digital scene since founding dot com pioneer Lastminute.com. She currently chairs Go On UK, a charity that aims to increase the number of people using the internet. She was made a peer in 2013, in recognition of her work as the government digital champion.

#### **27. Dido Harding, chief executive, TalkTalk Group**

Dido Harding was appointed CEO of TalkTalk Group in March 2010, following successful stints in senior roles at Sainsbury's and Tesco. TalkTalk is an influential company in the UK's mobile, broadband and telecoms sector and will undoubtedly play a key role in the expected consolidation of the UK telecoms market.

#### **28. John Douglas, CTO, Burberry**

As CTO of one of the UK's most influential fashion brands, John Douglas has led the drive to make the firm a leading social enterprise, using social networking technology both for customer engagement and to improve internal collaboration across the company.

#### **29. Phil Jordan, group CIO, Telefonica**

Telefónica global chief information officer Phil Jordan is leading one of the most complex and challenging IT transformations in the private sector. Telefónica is the fifth-largest mobile network provider in the world, with operations in Europe, Asia, North America and Latin America – and known in the UK for its O2 brand.

#### **30. Darryl West, CIO, Barclays**

Darryl West left his role as CIO of Lloyds Banking Group to take over a similar role at Barclays in November 2013. Barclays is investing heavily in technology innovation, in particular in mobile applications such as its successful Pingit app for personal money transfers.

#### **31. Jonathan Ive, senior vice-president of industrial design, Apple**

Sir Jonathan Ive is more responsible than most for the consumer technology revolution. Since introducing the iMac in 1998, Ive led a design team widely regarded as one of the best in the world to create ground-breaking Apple products including the iPod, iPhone and iPad. After the departure of other senior Apple

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executives he took on wider responsibilities, including the software user interface for Apple's products.

#### **32. Susan Cooklin, CIO, Network Rail**

Susan Cooklin is CIO at Network Rail, leading a large and complex technology and shared services portfolio totalling £1bn. She has held senior executive positions in business and technology functions within FTSE top 20 companies in the UK, specialising in transformational change. She is a non-executive director at Leeds Building Society and a member of The Tech Partnership.

#### **33. Francis Maude, Cabinet Office minister**

As minister for the Cabinet Office, Francis Maude has significant influence over the direction of the central government IT juggernaut. He has already delivered billions of pounds worth of cuts in government IT, and more are expected. He has focused on cutting consultancy fees, renegotiating contracts with big IT suppliers and reviewing hundreds of IT projects to see if they are worthy of continued funding. His political support is vital to plans for overhauling government IT.

#### **34. Gavin Starks, CEO, Open Data Institute**

Launched in December 2012 by Sir Tim Berners-Lee, the Open Data Institute (ODI) focuses on unlocking supply and stimulating demand for open data – Gavin Starks was its founding chief executive. A serial technology entrepreneur, Starks leads efforts to release public data to encourage private sector innovation.

#### **35. Robert Hannigan, director, GCHQ**

Robert Hannigan succeeded Iain Lobban this year as the director of intelligence-gathering facility GCHQ, one of the three UK intelligence agencies working with MI5 and MI6 to protect the UK's national security interests. His role is in the public eye more than ever since the revelations about GCHQ's role in US internet surveillance programmes. GCHQ is also taking a more proactive and collaborative role in helping companies and public sector bodies tackle growing cyber threats.

#### **36. Mike McNamara, CIO, Tesco**

Technology is one of the two major strategic investment priorities at Tesco, alongside stores, and CIO Mike McNamara oversees a £150m plan to grow the retailer's online channels – although the firm's recent financial difficulties have

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eaten into its tech budgets. Tesco is seen as a leader in multi-channel retailing and has introduced numerous e-commerce and mobile initiatives.

#### **37. Julian David, CEO, TechUK**

Julian David was appointed as the director general of technology trade body Intellect in March 2012 and led its relaunch as TechUK in November 2013. He has introduced a new strategy for TechUK that aims to establish the organisation as the leading representative of the IT sector to government and a major influence over the role of technology in the UK economy.

#### **38. Clare Sutcliffe, founder, Code Club**

Clare Sutcliffe has brought computing to primary schools, bringing major stakeholders such as ARM and Google on board. Code Club is set to hit its target of signing up 25% of UK primary schools by the end of 2015. The free volunteer network runs after-school clubs for children aged between nine and 11. In last year's UKtech50, she was identified as one of the UK's rising stars.

#### **39. JP Rangaswami, chief scientist, Salesforce.com**

JP Rangaswami is one of the UK's best-known technologists, an evangelist and innovator who was among the first to see the potential of social media in the enterprise. At Salesforce.com, he promotes the development of social business worldwide. In January 2015, he moves to a pioneering new role, as the first chief data officer at Deutsche Bank.

#### **40. Didier Lebrat, CTO, Sky**

Didier Lebrat joined Sky in December 2006. Sky is one of the UK and Europe's most influential broadcasters, and he leads the technical strategy, development and operations for broadcast, IT, internet and network platforms. Before joining Sky, Didier was CTO at Vodafone Italy, and before that CTO at Orange UK.

#### **41. Robert Harding, CIO, Capital One Europe**

Rob Harding has been CIO at Capital One Europe since July 2010, having joined the bank as a business systems analyst in 1999. He also sits on the advisory boards for Cisco, Fujitsu and Forrester Research. He leads the digital transformation for Capital One's UK business.

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#### **42. John Manzoni, CEO, Her Majesty's Civil Service**

John Manzoni became the first chief executive of the Civil Service in October 2014. He joined the Cabinet Office in February 2014 as CEO of the Major Projects Authority. In his new role, Manzoni is responsible for civil service transformation and its digital government initiatives.

#### **43. Wendy Hall, professor of computer science, University of Southampton**

Professor Dame Wendy Hall is arguably the UK's leading computer science academic. She is founding director – along with Tim Berners-Lee, Nigel Shadbolt and Daniel J Weitzner – of the Web Science Research Initiative, a long-term research collaboration between the University of Southampton and MIT. She is a fellow of the BCS, the Royal Academy of Engineering, the Institute of Engineering and Technology, and the Royal Society.

#### **44. Elizabeth Varley, co-founder and CEO, TechHub**

TechHub is at the heart of the London Tech City movement to attract startups to East London and boost investment and innovation in UK IT, with Varley as its CEO. She has set up TechHub operations in Bangalore, Bucharest, Berlin and Riga, as well as other UK sites in Manchester and Swansea.

#### **45. Matt Brittin, vice-president, Northern and Central Europe, Google**

Matt Brittin leads an operation that is Google's second largest after the US and the most advanced in terms of e-commerce and online advertising spend. Under Brittin's watch, Google is actively supporting UK startups through initiatives such as Tech City in East London – but he has also attracted controversy as he attempted to defend the low levels of corporation tax payments made by Google in the UK.

#### **46. Angela Morrison, CIO, Direct Line Group**

Angela Morrison has been CIO of Direct Line Group – formerly known as RBS Insurance – for four years, managing business technology services, which shapes, builds, runs and governs IT for the company. She previously spent over 18 years in food retail and IT, including a decade at director level.

#### **47. Richard Thwaite, director of digital policing, Metropolitan Police Service**

Richard Thwaite joined the Met Police as CIO in February 2013, to lead a four-year overhaul of the force's much-criticised IT systems. He recently took on the title of

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director of digital policing to reflect the growing importance of introducing digital technologies to support frontline officers.

#### **48. Karen Price, CEO, e-Skills UK/The Tech Partnership**

Karen Price has led the IT sector skills body e-Skills UK since its inception. Next year, she will become CEO of The Tech Partnership, an industry body that aims to take on the work of e-Skills UK, with further backing from leading employers to improve the UK's IT skills base.

#### **49. Trevor Didcock, CIO, EasyJet**

Trevor Didcock joined low-cost airline EasyJet as CIO in September 2010, with a CV that included senior IT positions at Homeserve, the AA and RAC. Since then, EasyJet has put a technology overhaul and digital methods at the heart of the company's growth.

#### **50. Mittu Sridhara, CIO, TUI Group**

Mittu Sridhara is group CIO at TUI, where he leads the digital transformation of one of the world's most influential leisure travel companies. He joined TUI Travel from Ladbrokes where, as group CIO, he formulated and delivered a three-year multi-channel technology strategy for the betting company.

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## Interview: Jane Moran, global CIO, Unilever – the most influential person in UK IT 2014

Angelica Mari

The first woman to top Computer Weekly's list of the most influential people in UK IT – the UKtech50 – Jane Moran is facing up to the challenge of being in the forefront of innovation while balancing the everyday technology demands of the third largest consumer goods company in the world.



Moran took over as global CIO of Unilever in June 2014, after four years in the same role at Thomson Reuters. Her new job builds on the years at her previous employer, where she was focused on transformational technology programmes. This is helped by the fact that Unilever, as Moran describes it, is "very aware that technology really drives the business".

"Unilever is a great company and [the CIO role] is a great opportunity I couldn't pass up," she tells Computer Weekly.

"Its focus on sustainability and the environment and giving back is something that also appealed to me. In addition, the members of the executive team have a real commitment towards employees as well as their customers, and really do consider technology as a core business driver."

### Leadership matters

Moran, also voted in 2012 by Computer Weekly readers as the most influential woman in UK IT that year, sits on the advisory board for Women in Technology International and is a strong proponent of efforts to encourage more women into IT.

She follows a three-pillar mantra when it comes to the ingredients for being a successful technology leader, which apply to any senior IT professional, regardless of gender.

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"Having the passion for technology and being able to keep up with the trends and changes in the technology landscape is key," she says.

"Also, having the business acumen – really being able to get stuck into the business problems and responding with tech-enabled solutions that really make a difference to the organisation – is very important."

The third pillar, essential to one of the top CIO jobs in the UK – and also in the world – is being able to fine-tune leadership skills to drive improvements in Unilever's comprehensive IT agenda.

"I manage a very large organisation so, as well as having an executive presence, you need to be visible within the organisation. I am very fortunate in that we already had a great team here, so I am helping them in building leadership skills [in IT] further so that we can work on the improvements we want to achieve," she says.

### **Taking IT to the next level**

At Unilever, Moran is involved with some of the most innovative technology developments in industry – the internet of things, 3D printing and a new Unilever programme to fund and work with tech startups.

In addition, the company has a technology core that has evolved from a previously decentralised model. According to Moran, the overall goal for her team will be to take IT at the firm "to the next level", standardising and rationalising the estate.

Key suppliers for the company include SAP as the provider of financial and core supply chain systems – in one of the largest SAP implementations in the world – as well as Salesforce.com for digital and Microsoft for end-user computing, plus Oracle for database management. While the manufacturer has a plethora of on-premise systems, it also makes extensive use of cloud-based technologies.

Looking forward, Moran sees keeping pace with business requirements as something many CIOs will struggle with in the next couple of years and beyond.

"Business partners are increasingly tech-savvy and technology underpins everything," she says. "So IT really needs to be able to implement and support the foundations of security and infrastructure, as well as partnering with colleagues effectively to build that core in an agile way."

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Caroline Baldwin, Business Editor

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Every year, Computer Weekly lists the 50 most influential people in the IT industry as part of its UKtech50 event.

But in addition to the top 50 – which this year saw Unilever global CIO Jane Moran take the crown – we also recognise rising stars from the UK's IT, technology and digital sector.



These are individuals who have shown the potential to shape the industry in the coming years – from disrupting retail technology to being the first female chief digital officer in local government.

Chosen by the Computer Weekly team from people we've met over last 12 months, our five rising stars of 2014 are listed below.

#### **Lucie Glenday, chief digital officer, Surrey County Council**

After working at the Government Digital Service (GDS) as head of business transformation, Lucie Glenday joined Surrey County Council as chief digital officer two years ago.

One of the first chief digital officers in local government, she is tasked with building and championing a “digital culture” that puts users first and delivers the best, low-cost public services possible.

She is also responsible for creating joined-up services through the delivery of a digital data and knowledge-sharing platform.

Talking at an event a couple of weeks ago, Glenday described the need for a set of common standards to develop digital innovations.

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“There’s a lot of willing out there and a lot of acknowledgement that something needs to be done,” she said. “Just enabling a forum and the ability to sign up to some form of standards would get us an awfully long way.”

Surrey has joined up with six other councils in the south-east, forming a collaborative group called South East 7 (SE7).

“Surrey has taken over the digital role for those councils,” said Glenday, noting that products can be white-labelled and shared with other councils if common standards are adhered to.

“It’s not just local authorities – you’ve got districts, boroughs and public health, you’ve got all of the local public service providers – and there’s a conversation that has to happen around common standards and making sure we have them in place.”

#### **Stephen Hale, head of digital, Department of Health**

“I want to make digital less of a novelty,” the Department of Health’s head of digital, Stephen Hale, told Computer Weekly earlier this year.

“Part of our job is to do us out of a job in a way. We make digital mainstream, so we stop noticing it as innovative,” he said.

The Department of Health’s digital team, which was set up at end of 2013 and is now led by Hale, ensures the department uses digital to make better policy and that it is part of everything the department does.

“The challenge is to drive up the confidence of leaders and staff so it doesn’t feel innovative, but rather the best solution the problem,” he said. “Digital is such a broad term – the more you think about it, the more it can help with everything. Not just how you can make campaigns, but how you can provide better services.”

But digital can’t just be a case study or a novel project. Hale says it needs to be a mentality that is accepted by the department to drive change.

While the Department of Health has been innovative with one-off digital campaigns, Hale said these aren’t enough and only have limited lasting value. The

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digital team is trying to follow in the footsteps of the GDS, he said, by bringing digital expertise into health, rather than paying other providers to do so.

#### **Jon Rudoe, digital and technology director, Sainsbury's**

Jon Rudoe became digital and technology director at Sainsbury's this year after helping to build the supermarket's online presence. His role crosses the boundaries between the traditional chief information officer (CIO) and the chief digital officer (CDO) to create exciting propositions for Sainsbury's customers.

"If you go back 10 to 15 years, technology was obviously very important to retailers, but it wasn't technology touched directly by consumers," he told Computer Weekly. "It had a huge part to play in the tills and systems that put stock on the shelves, and while those things are hugely influencing customers, they're not directly touched by them."

Rudoe led the team that created the responsive mobile website to allow customers to pre-order their Christmas food, as well as an innovative mobile shopping application which is due to launch next year.

The Sainsbury's mobile shopping app is currently being trialled. It will allow customers to create shopping lists which can be used to navigate the shop and to scan goods as they are placed in the basket. It will also enable the device to be used to pay for goods to avoid checkout queues.

In both of these customer-facing technologies, the Sainsbury's technology and digital team is using an agile approach to development.

"It's not the kind of product you can write on a piece of paper and predict everything because it's not really something that's been done in that form before," he said. "We'll release it, we'll iterate it and we'll release it some more."

"Something like 60% of our customers create a shopping list before they go to the supermarket," he said. "So we're not working on something on the periphery of our business – we're digitising the heart of the journey."

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### **Dan Taylor-Watt, head of BBC iPlayer**

Dan Taylor-Watt leads the development of BBC's iPlayer. He joined the BBC in 2001, working on the launch of the original BBC Radio Player. He made the move from online radio to online TV in 2007, and took the reins as head of iPlayer in July 2013, co-ordinating a substantial redesign earlier this year.

The BBC redesigned the iPlayer platform "from the ground up", changing the look and feel of the interface and improving the way users navigate the website to find shows and discover new content. The last major upgrade to iPlayer was to its web and connected TV versions back in 2010. "Four years ago is quite a long time in online," Taylor-Watt told Computer Weekly in March.

The broadcaster claimed the redesign would make it easier for users to find something to watch, as 42% of users arrive at iPlayer with no particular programme in mind.

The new design also featured a sign-in functionality to allow users to save their favourite TV shows and seamlessly pick up programmes on multiple devices.

At the time of launch, Taylor said the BBC was "playing catch-up" in offering a sign-up service, compared with other organisations.

"We are in the fortunate position of not needing to contrive reasons for people to sign in," said Taylor-Watt. "We're only doing it to add audience benefit."

With most of his professional career at the BBC, Taylor has worked his way up from project assistant for Radio & Music Interactive in the noughties.

### **Doug Ward, entrepreneur and co-founder, Tech Britain**

A founding member of the Tech City UK Cluster Alliance and technology advisor to Greater Manchester, Manchester University and the prime minister's office, Doug Ward has been championing technology startups inside and outside the boundaries of the capital.

Ward co-founded TechBritain.com, a first attempt at mapping out the UK Tech community. While trying to grow a startup company, he and his business partner

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had to ask themselves whether they had to move to London or leave the UK after feeling pressured to accept attractive offers in the US.

As other cities follow in the footsteps of London's Tech City, with the likes of Tech City North launching in the autumn, Ward said combining the strengths of cities to create clusters under one brand will help global investors and businesses take northern startups seriously.

"I think every city will naturally feel like it should have its own tech city organisation," he told Computer Weekly earlier this year. "But in reality we're competing in a global market, and for global investors and businesses to take us seriously it is important we get together."

Ward is a big advocate of the Manchester tech community, believing it could one day become a top-five European startup destination – as he calls it: #MCRTOP5.

His contribution towards this is mainly being a former co-founder to TechHub Manchester and now SpaceportX, providing technology co-working space. The community event space has become the go-to place for tech meet-ups, talent, investors, press and the likes of Google and Twitter when visiting the city.

Ward also co-organised Manchester's first two startup weekends – hackathons – and co-runs a weekly Friday drinks called Silicon Drinkabout Manchester and a monthly startup breakfast called Startup Brew.

He also speaks at length about the skills gap in the UK and the country's lack of world-class developers.



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