



digital production partnership

DPP Commercial Guidelines

1 CONTEXT

DPP Ltd is a not-for-profit company limited by guarantee.

The DPP's primary source of income is paid membership. The DPP can raise other forms of commercial revenue – as long as such revenue is consistent with the obligations and principles of the organisation.

The overall purpose of the DPP is to be a business change network for the media industry:

“We harness the collective intelligence of our Membership to generate insight, enable change and create market opportunity.”

2 OBLIGATIONS AND PRINCIPLES

As a not-for-profit membership organisation the DPP has obligations both to its shareholders and to its Members (many of which are commercial entities).

2.1 Obligations to the DPP's shareholders:

- Not to bring its shareholders into disrepute
- To be impartial
- Not to give unreasonable support to one party
- To deliver its agreed business plan
- To deliver the DPP roadmap

2.2 Obligations to the DPP's Members:

- Provide value for Membership
- Support Members in their contribution to the principles and purpose of the DPP
- Impartiality
- Not to give unreasonable support to one party
- To deliver the DPP roadmap

2.3 In aggregate, the DPP therefore operates under the following key principles:

- Impartiality
- Transparency
- Effective delivery
- Value
- Financial sustainability

3 THE PURPOSE OF COMMERCIAL GUIDELINES

As a commercial body the DPP raises revenue to offset its costs. Greater revenue enables greater activity – which is in the interests of the media industry in general and DPP Members in particular.

As will be evident from the DPP's overall obligations and principles the DPP has the overarching commercial obligation to earn sufficient revenue to resource its output and to be financially sustainable, while not contravening its principles of impartiality and good value.

This document outlines guidelines to support delivery against this obligation.

4 COMMERCIAL OPPORTUNITIES

The DPP is empowered in principle (but not obliged) by its shareholders to raise revenue by the following means:

1. Membership fees
2. Donations
3. Sponsorship
4. Licensing
5. Consultancy
6. Benefit in Kind
7. Paid advertising
8. Creation of products

In the section below, the guidelines supporting each of these commercial opportunities are outlined in turn.

5 COMMERCIAL GUIDELINES

5.1 Context

5.1.1 In accordance with the DPP's key principles outlined above, there is an overriding principle that control and editorial oversight of any DPP activity will remain with the DPP. The roadmap of DPP activity will be determined independently by the DPP and its Members, and without commercial influence. No payment or other commercial benefit provided by a DPP Member company or organisation will bring editorial influence or control to that company or organisation.

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5.1.2 The DPP actively seeks expertise and engagement from its Members. However this is always to the benefit of the Membership as a whole, and not solely to the company providing such expertise or engagement.

5.1.4 All DPP Members will be treated equally irrespective of whether they are commercial or non-commercial Members, and irrespective of the size of membership fee they have paid to the DPP.

5.1.5 In accordance with the Bribery Act, individual DPP employees or contractors, in execution of their duties on behalf of the DPP, cannot receive personal payments from DPP Members or Non-Members.

5.2 Membership Fees

5.2.1 The DPP sets membership fees in accordance with the size, scale, reach and turnover of its commercial Members.

5.2.2 These fees are displayed on the DPP website.

5.2.3 Where the membership category has complexity with regard to size, scale and reach (e.g. for Broadcasters and Distributors and Consultancies), information on the upper and lower limit of fees is provided.

5.2.4 The DPP will not disclose the membership fees paid by individual Member companies.

5.2.5 The DPP reserves the right in certain circumstances to discount fees.

5.2.6 It is acknowledged that larger organisations may have the resources to engage more extensively with the DPP than smaller organisations. The extent of engagement across the Membership may therefore not be equal. The benefit to the Membership of such engagements should however, in aggregate across the DPP's activities, be equal.

5.2.7 In certain circumstances benefit in kind may be paid in lieu of a membership fee, providing the value of the benefit is at least equivalent to the fee for Membership and defrays a cost that would otherwise have been incurred by the DPP.

5.3 Donations

5.3.1 The DPP can accept financial donations. However such donations will not confer any editorial or other influence in favour of the donor.

5.4 Sponsorship

5.4.1 The DPP can accept financial sponsorship from its Members – for example for events, publications and work streams.

5.4.2 The DPP will share with potential sponsors information on proposed editorial content, format, audience and scope. This information is for the purpose of enabling the potential sponsor to make a decision on whether the event, publication, work stream etc represents a suitable sponsorship opportunity.

5.4.3 A sponsor will be entitled to its branding being added to any materials or outputs relating to its sponsorship. The sponsor can also provide its promotional materials at any event it has sponsored. However such branding or materials will not be in exchange for editorial influence – nor does the presence of such branding or materials constitute endorsement by the DPP beyond its overall endorsement of all its Member companies as companies that share in the values and purposes of the DPP.

5.5 Licensing

5.5.1 The DPP can license its outputs to its Members – who, in return for such a license, may distribute such outputs to Non-Members subject to terms agreed with the DPP.

5.5.2 The purpose of providing such a license is to earn revenue to the wider benefit of the DPP Membership, and to provide added Membership value to the licensee.

5.5.3 While the DPP is not obliged to make public the amount received in a licensing arrangement (due to commercial sensitivity), the level of fees for such a license (which would be negotiated in good faith on a case by case basis) must be consistent with the twin purposes of being of benefit to the wider DPP Membership, and of value to the licensee.

5.5.4 The DPP can provide a special version of its outputs tailored to a licensing Member (see also Consultancy, below). However the license for such a version must satisfy the principles in 5.5.2 and 5.5.3 above. The version must also remain consistent with the overarching principles of the DPP outlined in 2.3 and 5.1, above.

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5.6 Consultancy

- 5.6.1 The DPP can provide paid consultancy to, or on behalf of, its Members. Such consultancy on behalf of a DPP Member company may be provided in their support of that Member's work with a Non-Member client.
- 5.6.2 The purpose of providing such consultancy is to earn revenue to the wider benefit of the DPP Membership, and to provide added Membership value to the Member seeking DPP consultancy services.
- 5.6.3 While the DPP is not obliged to make public the amount received in consultancy (due to commercial sensitivity), the level of fees for such consultancy (which would be negotiated in good faith on a case by case basis) must be consistent with the twin purposes of being of benefit to the wider DPP Membership, and of value to the licensee.
- 5.6.4 Such consultancy engagements can only be provided by the DPP as long as the activity does not distract from, or delay, the delivery of its core roadmap activity.

5.7 Benefit in Kind

- 5.7.1 The DPP can receive benefits in kind from a Member company.
- 5.7.2 Such benefits must relate directly to the delivery of the DPP's core purposes – e.g. licenses for the purpose of technical testing; provision of facilities for events; facilities or materials that support the delivery of work stream activity.
- 5.7.3 In certain circumstances benefits in kind can be provided in lieu of a membership fee (see 5.2.7 above)
- 5.7.4 The benefit in kind can be in the form of human resources (e.g. the facilitator for an event) only if such resources are entirely under the editorial direction of the DPP.

5.8 Paid Advertising

- 5.8.1 The DPP can receive paid advertising – e.g. on its website or in publications – from a Member company.
- 5.8.2 Any advertising will be clearly labelled as such.
- 5.8.3 Any paid advertising must conform to the overarching principles of the DPP, outlined in 2.3 above.

- 5.8.4 For the avoidance of doubt, paid advertising must not infer preferential endorsement by the DPP, or that the advertising party has superior capability, services or products to other DPP Members.

5.9 Creation of commercial or free products

- 5.9.1 The DPP can create products in partnership with a DPP Member company or companies. Such partnerships must be non-exclusive.
- 5.9.2 Any products must conform to the overarching principles outlined in 2.3 above.
- 5.9.3 For the avoidance of doubt, the DPP would only create a commercial or free product if such a product was of clear market and Member benefit, and did not place DPP Members at a competitive disadvantage.

6 PASS-THROUGH BENEFITS

- 6.1 If a DPP Member offers benefits to other DPP Members – e.g. preferential rates or discounts – the DPP will promote such pass-through benefits – although such promotion must not indicate the DPP has a preference for the benefit service or product over the services and products of other DPP Members.

7 GOVERNANCE

- 7.1 These guidelines will be made available on the public area of the DPP Website.
- 7.2 The DPP will report its commercial income as part of its obligation to submit Statutory Accounts to Companies House.
- 7.3 Any dispute between the DPP and a DPP Member with regard to the application of these guidelines will be referred to the DPP Board for a final decision. The DPP Board may seek arbitration from a mutually acceptable independent party at its discretion.

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