

MATTHEW ASPRAY — Non-executive Director

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Who am I?

- I'm a **creative, strategic** and **dynamic leader** delivering a **refreshing perspective** to commercial problem-solving
- Twenty years' experience **driving consistent, measured growth** in international markets, primarily as CEO of Motion Picture Solutions Ltd, parent of technology-focused group within the film industry
- My career experience spans from **VC-invested startup** to **15+ years in COO/CEO leadership roles** driving a business from start-up to £20m revenue, £3m EBITDA, and 175 staff internationally
- Described by my peers as, 'upbeat and energetic', thinks 'outside the box', and can dissect it, explain it and improve it
- According to Honey and Mumford Learning Styles, **I'm definitely an activist...**

What do I bring?

- A combination of **design, innovation** and **core commercial and marketing skills** that have enabled me **negotiate M&A, build strong relationships, create innovative strategies** and transform **company culture**
- **For example...** Winning long-term \$60million revenue RFP against competition
- **How?** Through a **focus on customer requirements** and striving to find **a different angle of approach**

Where do I belong?

- **Adaptable to any sector**, I get a kick out of seeing businesses grow to achieve their full potential. Central to this is adding value — with a background in product designer & marketing, **my goal is to build companies, products and services that are efficient, purposeful and profitable**
- From tangible products, service or software, there is always a need for an elegant solution for the customer to engage with at the right price
- Getting alongside people, having great conversations and supporting them to deliver their goals
- **Whether at base camp 1 or base camp 2, my experience helps companies scale their own mountain!**

My core values...

FUN, INNOVATION, TIME, TRUST

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Primary career roles

2006-2021: **CEO, COO and Company Director**, Motion Picture Solutions Ltd (MPS)

- MPS is a technology-focused group of businesses that support marketing, localisation and secure distribution of entertainment content to territories worldwide for clients including Disney and Netflix
- Accountable for all business units from technology, operations, commercial, financial and HR
- Consecutive years of sector-leading growth led MPS to be identified by the London Stock Exchange Group as one of its 1000 Companies to Inspire Britain

2003-2006: **Founder and Creative Director**, Bodycage Ltd

- Taking a ground-breaking wearable safety device (the EXO) from concept to fruition
- Successful VC-funding round enabled EU patenting, Impact testing and eventual licensing for production to leading equestrian brand
- A challenger to established industry norms, the route to market required close liaison with multiple equestrian trade and safety committees

Non-executive and advisory roles:

NED, Gofilex PV, 2018 - 2021

- Post-MPS investment in this Europe-wide IP content distribution network provider, I supported with commercial growth strategies. These culminated with the sale of 50% equity to a key competitor, creating the largest-ever distribution JV in the sector

NED, Bel Air Cinema, 2016 - to date

- An UHNWI video on demand (VOD) proposition targeting a highly exclusive market niche
- Supporting the development of a professional-grade platform required to deliver current high value release theatrical content into private residences & yachts

Executive Director, Chinagraph, 2019 - to date

- Post-MPS investment in this creative marketing/social agency, I have supported with commercial engagement, alignment of their sales pipeline, and making their services "stickier" with customers at all stages of the contents life-cycle

Adviser, Thinking Matters, metacognitive learning consultancy, 2021 - to date

- Supporting the commercialisation roadmap of an educational app
- Challenging the team on marketing and sales strategies, defining who their real customer is

Adviser to social enterprise The Grace Network, 2020 - to date

- A collection of social businesses in the south-west, I am supporting their drive to create a scalable, repeatable "franchise" model for communities across the country

Steward, Diocesan Development Fund, 2018

- Supporting the work of churches and communities across my local diocese, allocating grants for projects and start-up ventures

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Seven core executive themes [in “most proud of” order]:

1 Growth out of adversity

March 2015 saw a major security breach threaten to destroy our company... our darkest hour. My response was to focus on communication (both internal and external), team-building, transparency, reaction, and transformation. The result? Within 3 years became industries leading DRM supplier and grew additional revenue streams with longstanding and new customers alike

2 M&A and industry co-operation

“Sprint to the start” validation of commercial strategies, followed by a fail-fast approach to the resulting M&A activity and international co-operation agreements. During my time at MPS this has been evidenced by 10 out of 13 M&A deals completed

3 Competitive disruption

Persuading customers that there is always an alternative to the established norm, whether in price, quality or service. A good example? Convincing customers to take a leap to a “freemium” self-service theatrical digital rights management tool, introduced under the nose of existing pay-per-use platforms

4 Workplace environment

People and engagement are fundamental to any business, just as a church is not only a building... My highlights? 85% of the staff surveyed said “MPS is a great place to work”, with an average tenure of 4.9 years. Introduction of MTIP profit-share and “H.E.R.O.” staff engagement strategy

5 Operational scaling and automation

Growing a business to a 24/7 worldwide production facility, blending automation and client system integration with team training and cross-skilling. The result? An organisation capable of delivering projects drawing on multiple service lines (eg. global releases of titles such as “Despicable Me”, “Jurassic World”)

6 Growth without debt

Cash is King, and where ‘it’ comes from differs for each company. At MPS, a real focus on the financial position, both top-line and bottom-line of the P&L, resulted in our ability to choose an organic self-funded growth path over external investment

7 Creative marketing and branding

Appropriate marketing that reaches customers effectively can be as simple as handing out 5,000 pairs of yellow sunglasses at a tradeshow... I have conceptualised and delivered numerous fun, creative and memorable strategies and events that hit the right tone at the right price.