

CableFAX Daily™

May 2012

What the Industry Reads First

Volume 23 / SPECIAL

And Now a Few Words from the Chairmen...

We caught up with this year's Cable Show co-chairs to ask them about what we should all expect at the show—and what the industry should expect from the marketplace. So sit back and enjoy our conversation with Turner Broadcasting System chmn/CEO Phil Kent (pictured left) and Comcast Cable pres/CEO Neil Smit (pictured right).



At last year's Cable Show, Michael Powell had only been NCTA CEO for a couple months. It's now been a year. What has he brought to the table?

Smit: When the NCTA Board was looking for a new president, we wanted to find someone who had clear expertise on the ins and outs of how Washington, D.C., works, familiarity with the issues relevant to cable, but also with a broader world view of technology. It's pretty clear that Michael was the ideal person for the search. In his first year, he has demonstrated invaluable insight as a former federal agency head and a precise understanding of the policy issues that our industry is immersed in.

Kent: Michael brought a new voice and new ideas. While he knew our industry well, he was somewhat an outsider. He has used that position to his—and our—advantage. He continues to facilitate

important dialogue between operators and programmers. Both as a colleague and a leader, we are lucky to have him.

What do you see as the hot issues at the show this year?

Smit: As the pace of innovation continues to move at breakneck speed, I think you will see that technology will be again be a hot topic as we take advantage of the cloud to bring more products to consumers, faster than ever before. At the same time, the lines are blurring between content creators, distributors and technology companies, which will be a hot topic.

Kent: I'm looking forward to the panel on sports programming during the general session—I believe a first for The Cable Show—that includes David Stern, Commissioner of the NBA. This will be an interesting center-stage discussion on how digital media and immediate access

to games are shaping the economics and strategies of the sports business.

Your companies are TV Everywhere evangelists. In fact, CableFAX will recognize Comcast and Turner with TV Everywhere Leadership Awards at our awards breakfast the first day of the show. Despite your enthusiasm, there is criticism that the industry isn't moving fast enough. Where do things stand now? And where do you expect them to be when we gather for the 2013 Cable Show?

Kent: I'm very proud of our leadership on TV Everywhere, and the industry's support of an effort that benefits us all. There is still much to be done in terms of monetizing content and delivering programming where and how consumers want. There is also more we as an industry can do to make more authenticated content available to consumers and to market the value

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more aggressively. As you can imagine, we spend significant time considering how new distribution platforms can and will serve content to consumers. It's nothing less than the future of television.

Smit: Everything is moving fast, but of course we want it to move even faster. Right now, we have 35,000 choices on VOD, 225,000 choices online, and 8,000 choices on the Xfinity TV iPad app. We're getting 400 million views on VOD a month and about 5 million people have downloaded our iPad app. So we are seeing some real momentum with both content and usage. It is also equally important to bring that experience to life. Better search and discovery is something we are very focused on now.

The closing general session is on sports—always a contentious subject. Is the industry making any progress in ironing out differences as sports rights continue to escalate? Are we nearing a train wreck?

Smit: Sports is one of the primary reasons that people subscribe to cable, and we want to deliver to our viewers the best experience that we can. Consumers are passionate about sports, and we need to work together with programmers to continue to find innovative ways to provide sports programming on a variety of platforms. A good example is our recent launch of WatchESPN with Disney. The Olympics is

another unbelievable opportunity to bring our Comcast innovation and technology to the Games and combine it with NBC Sports' amazing ability to tell dramatic stories. We think this will be the best Olympics customer experience to date.

Kent: Sports content has tremendous value to consumers, advertisers and distributors. We are focused on leveraging our investments in creative, compelling ways. Since we don't operate a 24/7 sports network, we have to make business decisions that go beyond just simple broadcasting of sports on one network, like our multi-network and multi-platform coverage of March Madness, efforts overseeing PGA.com, NBA.com and others. Our partnership with CBS on the NCAA tournament is a new business model that is already a big success. There are ways to monetize programming costs that evolve our business and, ultimately, serve consumers and partners.

You've been on the ground floor for planning, which includes everything from a one-on-one with Conan O'Brien to the App Pond application showcase. What aspect of the show has you excited?

Kent: Conan talking with Piers, of course! I'm interested to see them on the same stage. And the Politics panel should be a good discussion.

Smit: I'm looking forward to events in Imagine Park, especially the Imagine App Challenge, or "hack-a-thon." Bringing in college student teams from great universities to speedily design new apps in only 48 hours—live and in real time—will be exciting to see. As college students, the App Challenge participants have a great view into how that generation wants to use broadband.

Why is it worth coming back year after year for this gathering?

Smit: Year after year, the show floor really demonstrates some of the latest innovations that show how fast our industry is evolving.

Kent: The business interaction and networking is unparalleled at the show. It really is the industry's chance to gather, view the latest trends and discuss the most pertinent issues affecting our businesses.

In your minds, what's the best thing about the show being in Boston?

Smit: Boston is a key to this country's high tech innovation, and is known as a hub for creative thinking and new ideas.

Kent: The show has never been to Boston, so it's a great chance to see the city. And I can't think of a more appropriate backdrop for the next scene in the communications revolution.



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CABLE CENTER HALL OF FAME

A New Class...

Induction into the Cable Center's Hall of Fame is something that most of us will never experience. And it's that exclusivity that makes it such an incredible honor for those worthy enough to enter this elite club of entrepreneurs, on-air talent and others who have contributed enormously to the success of this industry over many decades. We couldn't resist asking this year's class to reflect on their many years in the industry and share a bit of their wisdom with the rest of us. They have much to teach us. Learn even more from them personally by attending the 2012 Cable Hall of Fame celebration on Mon, May 21, at Marriott Copley Place in Boston. Go to www.cablecenter.org for more info.



Ann Rallis Carlsen Founder and CEO, Carlsen Resources, Inc.

What is your viewpoint on the economy and hiring in cable? Are we out of the worst of the downturn?

Despite a tough recession and world financial instability, I think cable has weathered this downturn like no other. I think we are definitely out of the worst of it. I believe my company is a good barometer of the health of our industry, and I can tell you last year was the best year we've ever had. Our industry is creating jobs at all levels and that is very exciting. As you might expect, certain functional areas are diminishing while others are thriving. The challenge is to not rely on established business models or ways of thinking. We have to continually challenge our own assumptions as well as the status quo. Only then can we be truly adaptable, flexible and able to respond to inevitable change quickly.

What things should job seekers change about their tactics in the post economic meltdown world? EVERYTHING! Nothing is as it was... nor will it ever be again. That is a good thing, embrace it. Take what you have been taught and all the things you think you know about finding a job and throw them out the window. The name of the game is AMPLIFY YOUR UNIQUENESS! Start with an analysis of what you want and need: work, environment, money, life balance, etc. Then honestly consider your strengths, weaknesses, and core personal values... As evolving companies continue to flatten their structures and tighten their focus on critical skills and expertise, the successful career will be built on specialization. Companies are beginning to organize around skills and expertise rather than hierarchy. Figure out how to package and brand yourself as a portfolio of specific, transferable skills that will make you attractive to a variety of companies and industries. If you're a generalist, it's time to re-tool. As you consider action steps, keep an open mind. The old "up or out" career model isn't the only path — a lateral move may enhance your portfolio of skills and likely make you more valuable in the long run. Don't be afraid of job-hopping. Well-calculated, shorter term jobs that teach you specific skills can actually vault you ahead of your more rooted peers.

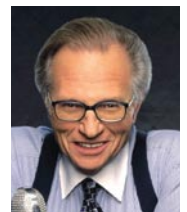
Where do you see the biggest opportunities in cable right now? What hot new fields are emerging? Opportunities abound as we become a fully connected information-rich society. Anything that relates to content or technology and all the places where they intersect is hot right now. I can't recall a time where demand for content has been so high. All jobs closest to the customer are in demand and most highly compensated. Those who have made it their business to "think

like the animal (their customers)" will have the competitive edge... Most hot new jobs are revenue generating in some way. Many of the job titles we have all come to know and love have gone the way of the answering machine. The management consulting/temporary executives' category is growing at a rate of 15-20% annually. One reason for such stunning growth is that companies are sticking to core competencies and outsource the rest. The hottest disciplines in consulting are marketing, sales, customer service, research, technical and content development. We started a new business within Carlsen Resources called Executives-on-Demand to address this important trend.

What is the number one skill that any cable executive needs today to succeed? COURAGE - to think outside existing business models and legacies and risk failure.

Please reflect on being inducted into the Hall of Fame. What does it mean to you? How can one capture and express the feeling of being recognized by the industry I love, by peers I respect so much, and all while doing the work I love. It's just the most amazing feeling to be counted among some of my greatest heroes and mentors... it really is the greatest honor of my life. I've been in this industry for 32 years and through that time I've had the wonderful blessing of a career that has enabled me to engage with people in such real and meaningful ways. People have invited me into their lives- joyful times- new babies, new jobs, recognitions, birthdays and various celebrations, and with their sadness- loss of loved ones, loss of jobs, tragedies and disappointments. It is a deep, deep honor to be included. For most of us... once you have decided who your life partner is and you have your kids... the next most important thing is your career. Getting a job, losing a job, keeping a job... these are all important times when people are very fragile and vulnerable. I have had the great blessing to be alongside so many during these cherished and pivotal moments. I have grown up in this industry and, throughout that time, I have been on the receiving end of such generosity and graciousness that it truly boggles my mind. I am so humbled and grateful.

Larry King Radio and TV Legend, Former "Larry King Live" Host



First of all, what do you miss most about being on TV every night? Or do you miss it at all?

I miss everything about broadcasting. When you do something for 55 years, you don't forget it easily.

What TV interviewers do you admire today and why? The people I admire today are Ryan Seacrest for the way he thinks on his feet. Mike Wallace, who just left us, is probably my all-time favorite.

When you look at the rancor and division that sometimes turns TV interviews into arguments, do you worry about the erosion of civility in cable news? Or is it just healthy debate?

I think the rancor and division today is terrible. Most of the hosts want to hear their own voice, the guest is often just a prop. They say that everything goes around comes around. I sure hope that's true. I would not call what's happening today healthy debate.

Did you ever ask a question of a guest on "Larry King Live" that in hindsight wish you hadn't? When I first got started, I asked a Catholic priest how many children he had. I was so young.

Out of all your guests and interviews, who surprised you the most and why? Malcolm X. I was not only surprised at how brilliant he was, but how gentle a manner he had. Of course there are many others. A good interviewer should always be surprised.

Please reflect on being inducted into the Hall of Fame. What does it mean to you? It's a great honor. To know that your peers respect and appreciate what you've done in a career is humbling. I am so happy that I chose the profession I chose, and that I was lucky enough to have management that liked what I did.



**Leo Hindery, Jr.
Managing Partner,
InterMedia Partners**

How surprised are you by the changes that have occurred in cable since you were running

an MSO? In truth, not at all surprised, which is why I was so comfortable selling, on behalf of the shareholders, TCI to AT&T, at what will always be remembered by the shareholders and by the industry as being the very top of cable system valuations. John Malone and I had the responsibility to maximize shareholder value and the rewards going to our employees, and to do that we needed to try to see the future — I think we did an almost perfect job at doing each.

Cable faces more competition than ever as telcos take market share and over-the-top competitors like Google and Netflix shake up the market. Is this the best or worst time to be in the business—and why?

Telco competition and 'intermediary wannabes' like Netflix are of de minimus consequence compared to satellite competition, the likes of Google TV and Apple TV, and 'over-the-top'. Today's CEOs like Glenn Britt and Brian Roberts are as able as were the CEOs of any prior generation, but these are systemic not evolutionary challenges they are confronting — and they're the hardest kind to manage through.

At InterMedia Partners, you currently help oversee content assets. You spent the 1990s in distribution. Which side of the business do you find most fun and/or challenging?

The larger cable industry has too often tried to draw a bright line between cable distribution and cable networks. I never have, as they are integrally related and both integrally 'connected' to customer satisfaction. I enjoy them both equally, although there is nothing like the privilege of managing large numbers of women and men, which cable distribution of course has more of.

InterMedia is involved with Magic Johnson's new net Aspire. Do you think Aspire will have an easier or tougher road than GMC in

terms of distribution? Aspire and GMC each has a distinctly targeted audience in mind. Their business prospects should thus be roughly equal.

You've gotten involved in politics in recent years. What attracted you to the political world—and what do you think is the country's biggest challenge as we go into this election?

I am not attracted to politics but rather to the political process. The only thing that matters in this country, beyond the need for pervasive fundamental fairness and equality of opportunity, is a vibrant middle class that grows from the bottom up and receives fair wages. This is my passion, and only a responsible political process can ensure it.

Being inducted. What does it mean to you? I always wanted to be remembered in my career for how I and the people around me honorably conducted ourselves, respecting at all times the diversity of our nation. Perhaps this incredible honor, which is truly humbling, is acknowledgement that I and they will be remembered thusly.

**Debra L. Lee
Chairman and CEO,
BET Networks**



What's the overall state of TV geared toward African Americans? Is there enough variety and content to serve this audience?

It's been 20 years since The Cosby Show (the undisputed height of an African-American presence on TV) last aired on network TV and today there is not one African American family represented on all of broadcast television. So to answer simply, no there is not enough content to serve our audience. That said, luckily we have cable and new entrants in the marketplace that are looking to serve African-Americans. At BET Networks, we have long known that the African-American audience is not monolithic and desires a wide range of entertainment and news.

In helping to build BET into the powerhouse it is today, what were the biggest challenges? And what challenges remain?

When I became CEO I had to define my vision for the company. How do we make our brand distinct and compete with other networks? I realized it was time to focus on original programming. We needed a new brand strategy: to respect, reflect and elevate our audience. Our audience wanted to be entertained, but they also wanted to be inspired. We are constantly using this lens in how we deliver content and striking that balance of what's hot, what's next and what matters to consumers and lovers of black culture. We take our responsibility to our viewers seriously and our seat as the global leader in black entertainment very seriously. While we are experiencing the highest ratings in our 32-year history, our biggest challenge right now is the proliferation of under-investment in the African American consumer marketplace, particularly compared to our spending power and cultural influence. This trend of shifting dedicated dollars away from our powerful consumer segment is very disturbing. African Americans are the cultural trend setters, we are the product talkers and the brand influencers. Our audience are the ultimate mega consumers and must be valued as such.

With so much over-the-top content competition, how do traditional cable channels remain relevant and preserve/expand the

current business model? Stay focused on listening to your audience and delivering what they want. We are in constant conversation with our audience. We look at ratings, social media and use our own proprietary research to better understand their needs and their habits.

What's the biggest opportunity for cable networks over the next 5 years? I think the biggest opportunity for cable networks is original programming. Viewers today don't see a difference between Broadcast and Cable – they just look at what shows they like and what brands reflect their lives. It's a really competitive landscape in television and the winners will have the best original programming that resonates with diverse audiences. Additionally, I think the impact of social media will continue to have a big impact on television viewing habits. Instead of looking at the TV guide, viewers look to Twitter to see what people are talking about and then decide what to watch. Social media is a very effective way to market shows and improve the viewing experience, and programmers need to understand it and use it to their advantage.

With Bounce and Kin TV entering the market, how surprised are you if at all that it has taken this long for a broadcast African-American focused net to enter the market? That actually isn't accurate. Over the years there have been many entrants into the space, unfortunately none have gained traction. No matter what audience a new network is targeting, entering in this competitive market is not easy, and we're seeing this with a broad range of new entrants that are struggling to gain their footing. I think people greatly under-estimate what it takes to create a compelling programming environment 24 hours a day, 365 days a year. It's just plain hard work, and the timing has got to be right. And finally, you can't do it alone. Over the years we have had amazing distribution and advertising partners who have helped us to grow, incredible support from Viacom and we have worked really hard to build BET Networks as a strong brand.

Being inducted. What does it mean to you? I am simply thrilled to be in the company of business leaders who I have long admired. But what is equally rewarding to me is paving the way for others behind me to contribute to the industry. From a diversity perspective, I think the industry has come a long way, but there's a lot of work that needs to be done. Since entertainment and communications are so important to the world and to our country, it's still very important to have a diverse group of voices at the table making key decisions. Cable has been an incredible place for me to grow and learn and I am thrilled about the opportunities ahead for all of us!



H.F. (Gerry) Lenfest President and CEO, The Lenfest Group

Cable's business has shifted toward bundles of video, broadband, voice and now even wire-

less. What if anything surprises you the most about how the industry has evolved in recent years? I started in cable in 1974 and soon after, HBO went into satellite distribution, which opened the way for the growth and diversity of the cable networks. But now what impresses me the most is how well the cable industry has met the challenges of the digital age.

Since you sold Lenfest Communications to Comcast in 2000, cable consolidation has only increased. What do you think of the corporate nature of cable today? Are there any "cowboys" left? Consolidation, like death and taxes, was inevitable. Not many family-owned cable companies left.

What was the biggest challenge you faced in growing Lenfest from nothing into a multi-billion business? Other than the FCC, which tried to halt cable's growth in favor of the broadcasters, the biggest challenge was finding the capital for rapid growth. The investment of John Malone's TCI in our company helped to resolve this problem.

What would be your advice to young entrepreneurs today? My advice to young entrepreneurs would be to become involved in innovative content, digitally delivered.

Being inducted. What does it mean to you? Although I had several careers—as an attorney, head of SEVENTEEN (a teenage girls' magazine)—cable television was my main career, and the honor of being inducted in the Cable Hall of Fame is a deep honor to which I am most grateful.

Phil Lind Vice Chairman, Rogers Communications Inc.



What challenges do Canadian operators face that U.S. operators don't? And are there some advantages as well?

Canadian cable operations take place in a highly regulated environment. US operators are amazed at how much we are governed by regulation. Also because of the nature of the size differential of Canada and the US, we are somewhat constrained by scale in being able to develop technological solutions. But, to date, we don't have retransmission consent in Canada, and this is a huge benefit.

What's the biggest lesson you've gleaned about the cable business after more than 3 decades in it? Constantly reminding myself that people respond better when we are providing what they want; yet after all these years we still have challenges in customer service.

Cable has changed immensely since you first entered the business. What's the secret to adapting business strategy to rapid marketplace change? Any tips? Be a leader. For example, Rogers puts lots of time and energy into new products and services. People always know that when something new in our industry is available, it is always available through us.

Where are cable's biggest opportunities over the next 5 years? Rogers is different than any cable company in the US in that we now have become first and foremost a wireless company. We have 5 times as many wireless customers than cable customers. We see the future in terms of the countless opportunities that wireless holds.

Being inducted. What does it mean to you? I am tremendously honored to be going into the Hall of Fame. I think of the great relations with my US counterparts (certainly my time in the US was the highlight and some of the happiest days of my professional life.) The cable industry is one of the fun places where there is a genuine desire to work together and solve problems.

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Special Report: The Future of Sports Content

The Insatiable Genre...

It seems that every time people start questioning whether sports content has finally saturated the marketplace, someone comes along with a better mousetrap that creates a new segment and expands the media pie further still.

Sports media has been surging ever since that day in 1939 when Major League Baseball appeared on TV for the 1st time (the Brooklyn Dodgers split a doubleheader with the Cincinnati Reds), thereby expanding the pie beyond radio. Next came color broadcasts, then exclusive national rights, and so on. Today, that marketplace includes local, regional, and Web rights, national cable packages with every game from every major American sport, plus expanding activity in mobile, iPad and VOD rights of every conceivable stripe.

“As the universe expands, we believe there’ll be ever more touch points with the sports consumer,” said Justin Connolly, svp, national accounts for ESPN, speaking at a recent *CableFAX* Webinar. “If you surround consumers with more choices and more access points, they will find the time to consume what you’re putting in front of them.”

But none of this is cheap—neither media rights nor production expenses—and, with costs escalating ever higher (Exhibit A: the recent \$2bln sale of the Los Angeles Dodgers, a sum greatly inflated by the prospect of media rights that could become available in 2014), cable programmers and distributors are under greater pressure than ever to maximize their return on investment.

“Rights fees have gotten so expensive, broadcasters need to find new ways to recoup more of their costs,” says Gary Herman, svp, ad sales at Tennis Channel, which carries about 110 tennis tournaments per year. “The cost of programming remains the biggest portion of consumers’ cable bills, and those costs continue to rise dramatically,” adds a spokesman at Cox Communications. “These rising costs are driven up



overwhelmingly by sports content.” And when we see deals like Time Warner Cable’s recent \$3bln, 20-year rights package with the NBA’s Los Angeles Lakers, pretty soon we’re talking about real money.

“As the universe expands, we believe there’ll be ever more touch points with the sports consumer. If you surround consumers with more choices and more access points, they will find the time to consume what you’re putting in front of them.”

- Justin Connolly, ESPN

Of course, programmers have to gauge the market—carefully and repeatedly. “There are many ways to monetize sports content,” said Universal



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- March 17, 2012 - **"Undefeated Fighters from Around the World"** - Chris "Hurricane" Howard (14-0-1) v. Arash Usmanee (17-0-0) WBC Continental Americas Championship, **LIVE** from The Grand Ballroom, Norcross, GA
- November 5, 2011 - **"Viva Don King"** WBA World Championship Guillermo "El Felino" Jones (37-3-2) v. Mike Marrone (20-3-0) **LIVE** from the Hard Rock Hotel & Casino in Hollywood, FL

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Sports Network CEO David Sternberg. “The only limit is the willingness of the fan to bear the cost of consuming it, be it through cable subscription fees, online access costs (including data charges) or by watching advertising.”

“The next generation of sports networks will come from technology. The key feature will be migrating content across wireless, broadband, tablets, and yet-to-be-launched platforms and devices. It will offer more personalization, socialization, and globalization.”

- Lee Berke, LHB Sports, Entertainment & Media

As a result, sports programmers and their distribution partners have to turn every screw to package and market content in ways that alleviate costs while enhancing ROI. Thus, the multiplatform universe that once seemed to threaten cable’s existence may now help fortify its future. “The next generation of sports networks will come from technology,” predicts sports consultant Lee Berke, pres/CEO of LHB Sports, Entertainment & Media. “The key feature will be migrating content across wireless, broadband, tablets, and yet-to-be-launched platforms and devices. It will offer more personalization, socialization, and globalization.”



(All action sports photos in this section courtesy of ESPN)

Photo: Phil Elsworth



Photo: Charles Baus

“The challenge lies in pegging sports content to as many platforms as possible,” said Mike Sheehy, svp, sports content at NBCU/Comcast Sports Group in the Webinar. “All we’re hearing from sports consumers is, ‘We want more.’ The deeper we drill, the more they want.” With that in mind, Disney’s ESPN is in year 3 of its WatchESPN initiative, which basically promotes the anywhere/anytime concept of consuming sports on what Connolly calls the “best available screen.” Launched on PCs in 2010 and extended to tablets and mobile phones last Apr, the package offers 24/7 access to six ESPN Channels, with ESPN Deportes slated to be added next. Connolly said some 15mln subs pay about \$10 per month for the portable option. “These people are high-value early adapters,” he said. “They’re people distributors want as customers, and, because programs like this help deter ‘cord-cutting,’ it helps keep them in the cable fold.” But Connolly said it does more than that: “Authenticated offerings like this drive value through the entire sports ecosystem. It helps develop additional platforms on which to generate ad sales, and it creates new marketing opportunities for products and services across multiple devices.”

Meanwhile, Time Warner Cable—which last year struck a groundbreaking multiplatform deal with ESPN to stream sports content to subscribers’ own personal computers—last month added a host of national and regional sports nets to its app portfolio for iPad, iPhone and other smartphones and tablets. The offering also extends to TWC’s browser-based portal that subscribers can access through their computers.

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 THE 24-HOUR HOME OF CBS SPORTS



Photo: Scott Clarke

There is a catch, however: presently, the program (currently available only to TWC subscribers in NYC, Dallas, and Charlotte, N.C.) can only be used on devices in the subscriber's home. Because TWC isn't charging an additional fee for the offering, for now it's being used primarily to strengthen bonds with existing subscribers. Where TWC is definitely moving the needle, however, is in acquiring Lakers' broadcast rights. Although pricey, the deal works on 3 levels, according to ISI Group analyst Judah Rifkin. "It helps from a cost-management perspective, because, had they not acquired the rights, they'd be paying a fortune to Fox Sports," Rifkin says. "Plus, nothing says TWC can't try to recoup some of their costs with higher affiliate fees. Finally, this deal may help them branch into out-of-market areas like Las Vegas and San Diego to win new subscribers."

Rifkin also praises the proactive nature of TWC's strike. "Instead of



Photo: Phil Elsworth

"All we're hearing from sports consumers is, 'We want more.' The deeper we drill, the more they want."

- Mike Sheehy, NBCU/Comcast Sports Group



Photo: Don Juan Moore

paying ever higher affiliate fees to someone else, they decided to do it themselves," he says. "Sure it's expensive, but the Lakers are a big-time national brand. It will make an interesting case study in how operators control costs and expand markets." Still to come are the inevitable line extensions into mobile, broadband, tablets, and social media.

"We obviously felt like striking a long-term relationship with the Lakers was financially prudent and in the best interest of our customers. As networks have shown in past, as the world changes and evolves and new technologies arrive, you find different ways to monetize those investments," says David Rone, Time Warner Cable Sports pres. "We are very proud of the fact that we're going to come to launch as one of the first, if not the first, fully authenticated networks in the business."

There are some teams that are so strong—and so valuable—they don't want to sell their rights to anyone. Such as the New York Yankees, housed for 10 years now on the YES Network. In 14mln homes and one

It's always

GAME ON!







www.goltv.tv



Photo: Scott Clarke

of the most recognizable sports brands in the world, it is considered the gold standard among regional sports networks.

With most revenues come from ad sales and affiliate fees, which rise each season, YES COO Ray Hopkins recently told *CableFAX* that the net has also been rolling out YES National out-of-territory, although this offering is missing one key ingredient: live Yankee games. (Out-of-market, select Yankee games are available through various carriage deals with Fox, ESPN, TBS and others, as well as on MLB's Extra Innings package).

But YES is also making inroads with a broadband package that charges users an extra \$70 per season to get games on the web or mobile phones. Hopkins says the service, first launched in mid-season 2009, was partly intended "to break the logjam that existed, and in many ways still does since we are the only [RSN] that offers a baseball product on a live streaming basis" for subscribers.

"There are many ways to monetize sports content. The only limit is the willingness of the fan to bear the cost of consuming it."

- David Sternberg, Universal Sports Network

Authentication is key here, Hopkins says, both for YES and for its distributors. "Our distributors pay us a fee on a monthly basis, and for that fee they use YES as one of the ways to sell their expanded basic cable package. Whether they're talking about YES or any other kind of marquee product, the cable operator does not want to pay a fair market price to a programmer, only to have that programmer handing away the product in the marketplace. It devalues what they have purchased from you."

But it isn't just the brand-name giants like ESPN and YES working with new technologies. Universal Sports—a partnership between Comcast's NBC Sports and InterMedia Partners that carries Olympic-related sports programming in the U.S.—last month overhauled its tech offerings. The digital changes are intended to provide fans new and improved iPad and iPhone applications, with up-to-the minute, sortable video highlights. UniversalSports.com will be optimized for mobile Web browsing in the coming weeks, using responsive design techniques that make the site more user-friendly when fans are accessing content on-the-go from their mobile devices. And for this year's French Open, which begins May 27, Tennis Channel once again will supplement extensive TV coverage with live Web streaming from as many as five courts. According to Herman, the free service "gets people in the tent and helps extend our brand further."

- John Masterton



Photo: Phil Elsworth

"WHY TENNIS RULES THE EARTH"

Wall Street Journal, January 2012

Nearly 2,000 live hours in 2012,
more than any other single sport network

Over 110 of the world's top tournaments year round
including all 4 Grand Slams

World-class commentary from tennis legends
John McEnroe, Martina Navratilova and Mary Carillo

Exclusive features and interviews, original
programming and classic matches



NCTA Vanguard Awards

Always Moving Up...

Successful people all share a few key traits. They're goal oriented. They work hard. And they plan out their lives as if, well... their lives depended on it. The NCTA's annual Vanguard Awards lets us celebrate and recognize the hard-fought achievements of some of cable's biggest stars. But it's important to remember that they all started out as students. They sought out mentors. They paid their dues. And they made mistakes along the way, determined to learn from them. Determined to get better. And despite obstacles, these individuals took the time to think ahead, to strategize beyond the next meeting or crisis... to assess the future and then place educated bets. That's what it is to be on the Vanguard.

Distinguished Leadership



Bridget Baker President, TV Networks Distribution NBCUniversal

She may have grown up "off the grid" in remote Alaska, but Baker has spent her career at the center of the cable universe, negotiating huge and complex deals for NBCUniversal with some of the toughest dealmakers in the biz. It might be mildly amusing that she now reports to Comcast staple Matt Bond, who was one of those tough dealmakers and is now NBCU's evp, content acquisition. It's no wonder that Bond's one of her biggest fans. "I've known Bridget for many years as both a friend and business colleague, and for the past year as a key member of my team," notes Bond. "Bridget is one of the brightest and most driven executives in our industry, and she is beloved by our customers, her colleagues, and the industry as a whole. Her expertise and dedication benefit us all as we navigate the evolution of an ever-changing distribution landscape." To be sure, the NCTA's recognition of Baker for its highest Vanguard honor highlights all of the reasons she has been an incredible success. She's personable, well informed and able to grasp ridiculously complex deals that involve multiple cable networks serving disparate demos, sports rights including the Olympics and of course complicated (and often contentious) retransmission consent deals. She truly does it all. And she does it with a smile. If anyone's on the vanguard in this industry, it's Bridget Baker.



Jerald Kent Chairman & CEO Suddenlink Communications

Jerald Kent might be one of the last cable "cowboys" left in an era when most of the entrepreneurial mavericks of the past have moved on to more leisurely pastures. Not Kent. He has built Suddenlink into the 7th largest cable operator in the U.S., with consistently solid operational results—even as the company faces unprecedented competition from much larger competitors. That takes leadership. And it's Kent's ability to evoke loyalty from his employees while keeping his eye on the strategic prize that makes him the perfect choice for this year's Vanguard award in its top category. "He is supportive of his employees; he empowers them to make decisions and be their very best," says chief programming officer Patty McCaskill. "He's also a strategic thinker, but he doesn't over-think his decisions and he's not afraid to take bold action, when it's necessary." And talk about multitasking, Kent remains CEO of Cequel III, a telecom management company he co-founded and that's involved in cable, data center and wireless tower and construction. Kent also sits on numerous non-profit boards in the St. Louis area where Suddenlink is based, in addition to his vital board seats at CableLabs and the NCTA. "People take him at his word, cemented by a handshake," says svp/treasurer Ralph Kelly. "There are few individuals I've encountered or witnessed that command that level of trust in business situations."



CONGRATULATIONS TO DAN MOLONEY, PRESIDENT MOTOROLA MOBILITY, AND THE 2012 VANGUARD AWARD HONOREES

**WE ARE HONORED TO HAVE DAN MOLONEY RECOGNIZED BY
THE NCTA FOR HIS CONTRIBUTIONS TO THE CABLE INDUSTRY.**

Hear more from Dan about how Motorola is empowering the future of TV and the smart, simple, connected home during his May 21st plenary session at The 2012 Cable Show.

www.motorola.com/cableshow2012



Cable Operations Management



Jill Campbell Executive Vice President & Chief Operations Officer Cox Communications, Inc.

In many ways, this is probably the perfect year to recognize Jill Campbell for her operational prowess. After all, she has been on the fast track lately, in Jan '11 expanding her role from overseeing just the Eastern region to all of Cox's divisions and then only a year later rising to EVP/COO over all of Cox's operations. Cox pres Pat Esser seems pretty spry these days, and we don't expect him to retire any time soon. But we're also starting to wonder whether Campbell could become the first female CEO of a major U.S. cable operator. And it may happen sooner than anyone thinks. "We are incredibly proud of Jill for receiving this prestigious honor," said Esser. "She is a dynamic and influential leader that brings vision, enthusiasm and dedication to every aspect of her role." Watch your back, Pat. We're just saying...

Programmers



John Landgraf President and GM FX Networks

Well, seeing as we inducted John Landgraf into our own *CableFAX* Program Hall of Fame last year, it's good to see the NCTA coming around to our way of thinking with a Vanguard nod (We wouldn't be surprised to see the Cable Center come calling someday as well). Why has Landgraf been racking up the awards lately? Because this guy knows what he's doing, and the incredible growth and ratings success at FX during his tenure is absolute proof that few understand the fickle and nuanced nature of the American TV audience as well as he does. As we've mentioned before, Landgraf reads just about every script for every show on his network. We're not sure many other pres/gms give as many notes and as often. His astute, hands-on style shows in everything that goes on air. And while not every critically acclaimed show has made it with viewers (R.I.P. "Lights Out"), Landgraf doesn't give up easily—a rare trait in TV execs these days and part of the reason that shows like "It's Always Sunny in Philadelphia" and "The League" are still on the air and continuing to grow their rapid fan bases. FX's gritty dramas are on fire, including "Sons of Anarchy" and "Justified," just to name a couple grizzled favorites. Yep. He's on the vanguard.

Science & Technology



Chuck Pagano EVP & Chief Technology Officer ESPN, Inc.

Yes, he works in the sports field. No, he's not the head coach of the Indianapolis Colts. That's the other Chuck Pagano. This one has been just as entrenched in sports for just as long, however, considering that Pagano was the 25th employee to join ESPN when it launched in '79. "ESPN's

success is based in large part on our culture, and Chuck is what we call a culture carrier," says his boss and evp, sales & marketing Sean Bratches. "He is the genuine article and his fingerprints are everywhere at ESPN. You could say 'It's the house Chuck built'." And so it's fitting that as of Aug '11 he was elevated to CTO in what then pres George Bodenheimer called "an expanded strategic role that will leverage his unique combination of experience, expertise and intellectual curiosity." In truth, Pagano's fingerprints are all over ESPN's leading technology position among cable programmers. ESPN has long been on the vanguard of TV production and beyond, with some of the snazziest and technically advanced graphics around and early adoption of innovations like HD and 3D. Pagano has also helped drive emerging technologies, such as the "Virtual Playbook" app that fuses Electronic Arts video games into the ESPN studio environment.

Government & Community Relations



Gail MacKinnon EVP, Chief Government Relations Officer Time Warner Cable

Since coming over from Time Warner Inc's public policy division to join the cable arm (when it was still an affiliated cable arm) in '08, MacKinnon has worked mostly behind the scenes to make sure Time Warner Cable got its way in Washington. And while no one bats a thousand, MacKinnon has been an effective advocate and confidante to pres/CEO Glenn Britt on everything from net neutrality to retrans reform to the latest and ongoing debate over the transfer of SpectrumCo's wireless licenses to Verizon Wireless. "She has built—from the ground up—a top-notch team that provides invaluable leadership in navigating through the many public policy issues that affect us today," says Britt. "She is insightful, hard-working, and persuasive, and her work not only has helped build a strong image and identity for Time Warner Cable among local, state, and federal officials, but for the industry overall." MacKinnon, who spent years at the NCTA before she joined the for-profit world, is one of those invaluable assets who knows where every body is buried in Washington. And believe us, there aren't many people who can navigate each political crack and crevice as well as MacKinnon.

Marketing

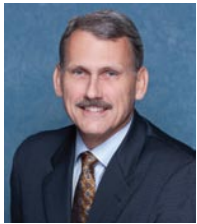


Linda Schupack Executive Vice President, Marketing AMC

So you probably haven't heard of AMC, but... What's that you say? You've heard of it? And you love it? Can't get enough? Thank Linda Schupack, whose deft marketing of AMC over the last few years has helped put this once sleepy net on the map. And talk about a diverse lineup to promote: "Mad Men," "Breaking Bad," "The Killing," "The Walking Dead," etc. Not for the faint of heart. "While I'm confident that worlds filled with blue meth or zombies were the furthest thing from Linda's mind just a few short years ago, Linda treats content, which she is naturally drawn and those projects that stretch her, with equal poise

and aplomb,” says AMC pres/gm Charlie Collier. To be sure, the TV graveyards are full of great shows that failed despite critical acclaim, and in many cases the problem stemmed from bad marketing that didn’t understand the audience. That’s not a problem at AMC because Schupack does the hard work and gets busy implementing it smartly and effectively. Calling her “one of the great marketing minds in all of television,” AMC Nets COO Ed Carroll reminds us that “Linda has helped to make Don Draper a household name—ushering in a new generation of workplace debauchery. She has also diligently and effectively made the zombie apocalypse seem oddly cool.” Cool zombies? Don would drink to that.

Associates & Affiliates



Dan Moloney **President** **Motorola Mobility**

With splits and sales and recalibrations in recent years, Motorola has weathered a lot of changes—especially on the cable equipment side. But one constant has remained: Dan Moloney. Through thick and thin, he has guided Moto’s Home business strategy even as the cable & satellite world shifted under its feet, with new and nimble competitors fighting for market share and even 3rd-party set-tops trying to ingratiate themselves with consumers contemplating a full or at least partial “over the top” existence. Through it all, Moloney has been a steady hand. “The Vanguard awards are widely recognized as being the cable industry’s most prestigious accolade,” said Dr. Sanjay Jha, Motorola Mobility chmn/CEO. “Dan has been responsible for driving our company’s leadership in the overall cable industry and ultimately enriching the lives of people around the world.” And in case you hadn’t noticed, he—and the business he has shepherded for more than 28 years—are still here. Moloney was already becoming a star at General Instruments before Moto acquired the company in early 2000. Now he runs the place. Not bad, Dan. Not bad at all.

Young Leadership



Tapan Dandnaik **SVP, Financial and Customer** **Service Operations**

Mediacom Communications Corporation
In the summer of 2008, Mediacom added to Tapan Dandnaik’s plate a daunting task: Overseeing all of Mediacom’s customer service call center activities. This key touchpoint for consumers can be one of the most difficult to manage. But Dandnaik took on the job with gusto, bringing his skills in improving financial processes and systems to the customer service side of the business. He continues to evaluate Mediacom’s overall operations every day, with an eye toward helping chmn/CEO Rocco Commisso and his team squeeze more efficiencies out of the system. “His success at Mediacom has been based on his ability to view cable as a technology business,” says evp, finance Mark Stephan. “He recognized early on that our network gives us the potential to offer new and innovative services. His vision has greatly contributed to the broad-based strategic planning related to Mediacom’s

residential video, high-speed Internet and phone services. With a unique job description that fuses finance and customer service into one matrix, Dandnaik is the kind of executive whose basic analytical skills bring immense power to all aspects of his job.” Clearly a guy on the vanguard.



Jeffery Hirsch **EVP and CMO,** **Residential Services** **Time Warner Cable**

Shortly after the departure of longtime cable exec Sam Howe as Time Warner Cable’s CMO in 2011, the MSO tapped Jeffrey Hirsch—to fill those rather large shoes. And it’s perhaps fitting that the guy who had just overseen the launch of the MSO’s popular (and somewhat controversial) iPad app would step into the top marketing position, considering the rapid change assaulting the industry at every turn. “In all of Jeff’s roles, he has proven himself to be a transformational leader,” says Time Warner Cable pres/CEO Glenn Britt. “Rarely do we find a top-notch marketer who is as grounded and gifted on the operational side, and I’m pleased to say that we have that in Jeff.” Time Warner Cable continues to blaze forward with new residential products, including not only authenticated content, mobile apps and beyond, but also new steps into the home security and automation markets. To beat the competition, it will need a forward-thinking marketer on the vanguard. “Jeff has amassed a wealth of leadership experience that few can claim at the relatively young age of 40,” notes Britt. “His tenure at Time Warner Cable has been distinguished by his ability to optimize operational efficiencies and, at the same time, conceive and execute innovative marketing strategy.”

SPECIAL VANGUARD AWARD

Brian Lamb and C-SPAN

C-SPAN®
Created by Cable.

In case you haven’t heard, Brian Lamb doesn’t live to get awards. In fact, we often get the sense that he’d rather not get any accolades—even though his vision and fortitude led to one of the most beloved and respected “gifts” the cable industry has ever given to the American public: C-SPAN. And so it’s fitting that Lamb shares this special Vanguard Award with the network he created. “He’s an extraordinary guy,” says Bright House Networks CEO Steve Miron. “He’s got an extraordinary memory and interest in people.” From the beginning, Lamb and his many co-conspirators believed that a commercial-free (and opinion-free) look at the legislative and governmental process could not only educate the public—but make for some good TV. He was right. Whether watching floor speeches, ingesting panel discussions or simply learning about historical literature, political junkies found a home in C-SPAN. And Lamb—typical of his restraint and complete lack of ego—never tried to be the center of attention. “A good leader leaves people behind to carry on the mission,” says Miron, noting the legacy that co-CEOs Rob Kennedy and Susan Swain ably inherited when Lamb stepped down as CEO in March. In many ways, Lamb’s quest to fade into the background never really worked. People recognize him everywhere he goes to this day. But it’s a big man who can live with such humility despite birthing such an iconic network. So we salute Brian Lamb. Whether he likes it or not.

NOT TO MISS!



Hihowahya...

Ah, it's wicked hawd to get baud here in the Hub. So don't be a chowdahead about it, and just get ready for a frickin' good time. Stahten to get it? And so light dawns ova Mahble head! Just don't call it Beantown, or else you're gahbidge! These panels and functions ah killa, with plenny a chahm! Translation: Enjoy Boston while at the Cable Show, and here are some our picks for things to do.



Sunday, May 20

Yes, you just got in. Yes, you're tired. But if you're in Boston on Sun, here are some things that will re-energize you for the week:

2pm - 6:30pm - Sportsman Channel's Hunt.Fish.Feed.

Location: Pine Street Inn

Sportsman's annual tour to help feed the homeless isn't just a great cause (volunteers will serve more than 400 meals), but it's also a fun time with friends and colleagues. Separate sign-up is required. Email Melinda Schwartz at mschwartz@ncta.com if you want to help (and you know you do).

5:30pm - 10pm

Cable TV Pioneers Banquet

Location: Boston Harbor Hotel

What a great chance to catch up with friends and honor the folks who built this industry. For tickets, contact Lisza Gulyas at 303-527-2929 or lisza@vuconcepts.com. Black tie recommended (Dress for success, people).

6:00pm - 8:00pm

The Cable Show Media Welcome Reception

Location: Fenway Park

OK. It's invitation only and generally devolves into an alcohol-soaked precursor to an evening of debauchery as PR people take reporters out on the town. We'd settle for nothing less. The only question this year: Will they let reporters on the field. Let's hope not. (Thanks to sponsor Discovery Comm's Destination America).

Monday, May 21

7:30am - 9am

CableFAX CableFAX's Digital Breakfast

Location: Seaport Hotel (adjacent to the convention center)

Rise and shine! Start your day right with CableFAX's Digital Breakfast (don't worry, the food is analog) where we'll honor our Best of the Web winners and honorable mentions, as well as this year's Digital Hot List and 15-to-Watch. The event features a special onstage Q&A with Turner's Jeremy Legg and Comcast's Matt Strauss, whose companies are being honored with our TV Everywhere Leadership Award. Seriously. If you miss this breakfast, your entire Cable Show experience may be ruined. We're just saying... Contact Saun Sayamongkhun at saun@accessintel.com. More info at www.cablefax.com.

Awards Breakfast • May 21, 2012 • Seaport Hotel • Boston, MA

The TV Everywhere Leadership Awards

CableFAX is proud to honor Comcast and Turner Broadcasting System, winners of our 2012 TV Everywhere Leadership Awards. Joining us for a special Q&A at the event will be Comcast's Matt Strauss and Turner's Jeremy Legg.



Also Saluting the Digital Hotlist
and 15-to-Watch

Register: www.cablefax.com/cfp/events/bow2012
Questions: Saun at saun@accessintel.com, 301.354.1694

Sponsored by:



10am – 11:15am**Opening General Session****Location: Grand Ballroom**

Nope. You can't miss this one. Turner chmn/CEO Phil Kent and Comcast Cable pres/CEO Neil Smit will warm up the crowd before MA Gov Deval Patrick and NCTA pres/CEO Michael Powell take the stage, followed by a panel on the media revolution starring AOL's Tim Armstrong, Time Warner Cable's Glenn Britt and Discovery Comm's David Zaslav (with CNN's Erin Burnett moderating). Suit up, and get ready for some introspection.

11:45am - 1:45pm

Women in Cable & Telecommunications



Iris Bohnet

WICT Signature Luncheon**Location: Westin Waterfront**

Always an excellent event that attracts cable's top executives, the program this year is as impressive as always, with acceptors of the PAR Accolade awards including NBCU's Bridget Baker, Turner's Phil Kent, Scripps' John Lansing, Time Warner Cable's Glenn Britt and Cox Comm's Pat Esser, among others. Harvard's Iris Bohnet, Ph.D, director of the Women and Public Policy Program, will keynote. Talk about a networking opportunity. More info at www.wict.org.

2pm – 3pm**Street Smarts: Investment Analysts on the State of the Media... and the Markets****Location: Room 151AB East**

We make a habit of never missing a panel that includes Sanford Bernstein's Craig Moffett or Well Fargo's Marci Ryvicker. You shouldn't either. If you want some insight about how Wall Street views the cable business (and who doesn't?), you may want to check this one out. Come early. They'll hit everything from big topics like the macro-economy to emerging businesses like home automation and security.

2pm – 3pm**Planet Video: New Directions in Television Content and Delivery****Location: Room 156AB East**

How often to get to hear from a top cable ad sales guy (Turner's Coleman Breland), a media guru (Conde Nast Entertainment Group's Sahar Elhabashi, formerly of Discovery Networks Intl), a Silicon Valley dealmaker (Google's Irv Kalick) and a digital cable ninja (Discovery Comm's JB Perrette)—all in one place. Never? Then this is one panel not to miss as the luminaries listed above discuss content's chaotic evolution.

5pm – 7pm**RBC Capital Markets Reception****Location: Ritz-Carlton Boston**

This invitation-only event puts you in close proximity to dealmakers and the people who help them deal. Never a bad combination—especially when you're gathering at one of the most luxurious hotels in Boston.

5pm – 7:30pm**Outdoor Channel NCTA Cocktail Event****Location: Legal Sea Foods at Liberty Wharf**

Actor Joe Montagne will schmooze with guests at this invite-only event as Outdoor promotes its "Gun Stories" series.

5:30pm - 9:30pm**THE CABLECENTER The 2012 Cable Hall of Fame Celebration****Location: Boston Marriott Copley Place**

You absolutely, positively must attend this celebration of cable's past and future as the Cable Center honors both the industry's history and legacy

with an eye toward the incredible decades still to come. This year's class: Carlsen Resources Inc's Ann Rallis Carlsen; InterMedia Partners' Leo Hindery; Radio and TV Legend Larry King; BET Networks' Debra L. Lee; Lenfest Group's H.F. "Gerry" Lenfest; and Rogers Comm's Phil Lind. For registration options and sponsorship info, contact Jaime Reitz at 303.871.7473 or at jreitz@cablecenter.org. Do you really want to be the only one not there? No. No you don't. **[See our Special Section on the 2012 Cable Hall of Fame on page 4].**

6:30pm**Weather Channel's "Wine & Weather" Dinner****Location: Menton**

To celebrate its 30-year anniversary, Weather's planning a pleasant invite-only dinner at the Waterfront's swanky Menton restaurant. We're guessing it's inside. Wouldn't want to tempt bad weather.

Tues, May 22**9:30am-10:55am****General Session****Location: Grand Ballroom**

Frankly, we just love the phrase "Digital Disruption" (thanks Barbara York or someone on your staff). This panel should be quite, uh... disruptive as media business gurus debate the ongoing effect of digital distribution on the daily lives of everyone's customers. It should be especially interesting to watch actor/director Ed Burns bring an artistic perspective as VEVO's Ria Caraeff, Verizon Wireless' Dan Mead and Comcast's Neil Smit bring it on the business side (Of course, Burns is also a businessman/entrepreneur so who knows how this will go). Then it's a one-on-one with NCTA chief Michael Powell and FCC chmn Julius Genachowski. Considering Powell use to do Genachowski's job (and doesn't really seem to miss it), this should be an interesting dance worthy of your astute attendance. That will segue into a political panel in which CNN's John King, MSNBC's Chris Matthews and Univision's Maria Elena Salinas will discuss the upcoming presidential election. C-SPAN's Steve Scully will try to maintain order as the moderator. We're banking on Matthews to say something outrageous, but it really depends on his mood.

11am – noon**Getting Physical: Marketing Beyond the Electronic Screen****Location: Room 151AB East**

We've all been to about 4,288 panels that sing the praises of marketing across multiple screens. But what about "physical" marketing beyond those digital devices—retail, magazines, event marketing, fashion tie-ins, etc? Such venues may not involve software, blinking lights or sexy social media widgets, but they can reach your customers. We suggest you make a bee-line for this session, with Fox Networks' Jamia Bigalow, Food Net's Sergei Kuharsky, Discovery Comm's Victoria Lowell, AMC Nets' Linda Schupack and USA's Alexandra Shapiro as your guides.

12:15pm - 1:45pm**CTAM CTAM Lunch with Comcast's Neil Smit****Location: Room 205C West**

CTAM hooked a big fish this year, as Harvard Business School prof Bharat Anand will interview Comcast Cable pres/CEO Neil Smit about Comcast's recent moves to bolster customer service, introduce new technologies and facilitate new product rollouts. It should be a unique opportunity to explore how Smit approaches setting strategy for the nation's largest MSO. For more info: <http://www.ctam.com/html/hbsprogram/luncheon.html>.

12:30pm – 1:45pm



NCTA Public Policy Lunch
Location: Room 210 West

This invite-only affair is for the wonkiest of wonks, but it's an annual tradition that often unveils Washington's evil plans for the cable industry. Not really. But it's still an interesting policy discussion. Speakers this year include the FTC's Julie Brill and Maureen Ohlhausen, FCC comr Robert McDowell, Commerce Dept deputy CTO Tom Power and the NTIA's Larry Strickling.

2pm – 3pm

Day-to-Day:**Priorities and Processes for Modern Cable Management****Location: Room 156AB East**

This one really caught our eye. Who doesn't want to get operational tips from the likes of Charter's Steven Apodaca, Cox Comm's Jill Campbell, Comcast Cable's Kevin Casey, Time Warner Cable's Bill Goetz and Sudenlink's Tom McMillin? Exactly. Don't miss this one.

2pm – 3pm

Submit Your Application:**Business Strategies for a New Era of Cable Interactivity****Location: Room 153BC East**

Apps, widgets and screens.. oh my! Another stellar lineup, including Fox Networks' Mike Biard, Hearst TV's Roger Keating, Disney/ESPN's David Preschlack and Comcast's Matthew Strauss. Come for the insight. Come for the case studies. Come for the "lean-in" experience.

3:30pm – 4:30pm

Video that Goes 'Click':**TV Everywhere and the Connected Viewer****Location: Room 156AB East**

You know... we're kind of thinking this TV Everywhere thing could be important. Uh, yeah. And speaking of important, check out this lineup: NBCU's Matt Bond, Fox Networks' Mike Hopkins, HBO's Eric Kessler and Cox Comm's Bob Wilson. 'Nuff said. This one's a winner.

7pm – 9pm

CIO.IT 2012 Reception**Location: Alibi at Boston's Liberty Hotel**

This hotel was once the Charles Street Jail, but at NCTA it belongs to Your Company's Computer Guy (and Gals). Move! The CIO.IT track has been a wonderful innovation at the Cable Show, and this invite-only get-together never disappoints.

9:30pm

NBCUniversal Party**Location: Gypsy Bar**

Probably the hottest ticket at this year's Cable Show, this invite-only bash will feature appearances by everyone from the Real Housewives of New Jersey to Bruce and Kris Jenner to CNBC's Darren Rovell to MSNBC's Chris Matthews to Sam Huntington and Willie Garson from SyFy's "Being Human" and USA's "White Collar," respectively. If you're lucky enough to get on the list, you need to pick up your tickets at the NBCU exhibit booth ahead of time (Well played, NBCU... well played).

Wed, May 23

7:30am – 9am

Communications Technology's 2012**Cable Show Tech Breakfast****Location: Room205A**

CableFAX sister pub CT puts on this annual celebration of all things tech, and this year we're tackling the question of how to cope with all those peripheral devices. What management and diagnostic tools and best practices are being used today to help ensure the connected home stays connected? Are you ready to geek out? Can you handle it?! Yes? Then join us as panelists Neil Dholakia, CTO, Motive Customer Experience Solutions, Alcatel-Lucent; and Brian Henrichs, Chief Business Development Officer, Actiontec, give you the low-down. To secure your seat contact Saun Sayamongkhun at: saun@accessintel.com or visit or visit <http://www.cable360.net/ct/techbreakfast2012>

7:30am - 9am

NAMIC Annual Awards Breakfast**Location: Westin Waterfront**

If technology isn't for you, why not buy a ticket for NAMIC's excellent awards breakfast, which knocks it out of the park every year with a program that expertly mixes awards acceptances with strong and useful content. You'll walk away from this breakfast informed, inspired and energized. Special guests include Univision's Tonia O'Connor and the NCTA's Michael Powell. Separate ticket purchase required.

9:30am – 10:55am

General Session**Location: Grand Ballroom**

Conan! Yes, you will be there. Hungover or not, this one's not to be missed. In fact, it has something for everybody. There's the prospect of watching CNN's Piers Morgan try to interview Conan O'Brien while the TBS host mercilessly messes with the British icon (We're just guessing). And there's the incredible sports panel bringing together Fox Sports' David Hill, Turner's David Levy, ESPN's John Skipper and the NBA's David Stern (think rising sports costs will come up?). And finally, there's the broad business discussion with Time Warner Inc's Jeffrey Bewkes, News Corp's Chase Carey, Cox Comm's Pat Esser and Netflix's Ted Sarandos. Yeah, you'll be there.



11am – noon

It's Nice to Share:**Television, Social Media and Second-Screen App****Location: Room 153BC East**

You may not know some of the companies on this panel, but you should. If you care about trends in social TV, come hear reps from SocialGuide, GetGlue, GoMiso and SocialSamba as they fill you in on the latest tricks. Moderator Susie Fogelson of Food Net/Cooking Channel will no doubt keep it lively.

1pm - 3pm

**NCTA Vanguard Awards Lunch & Ceremony****Location: Boston Convention & Exhibition Center**

Yes, we know the airport might be calling you at this point, but it's always worth sticking around for this worthy event that truly celebrates some of the best execs in cable. This year, even reluctant hero Brian Lamb couldn't escape recognition. Read more about the Vanguard honorees on page 13 of this issue. Tickets are available at www.ncta.com.



STYLE MEETS SUBSTANCE

THE STYLE

The WICT Signature Luncheon is the premier industry event where distinguished leaders come together to recognize the year's inspiring achievements in support of women in the cable industry.

Join WICT as we shine a light on those companies demonstrating best practices in gender diversity and inclusion by honoring the 2011 PAR Best Companies for Women in Cable.

Join some of the industry's top executives scheduled to accept awards.

THE SUBSTANCE

- ★ Overview of the industry's 2011 PAR best practices highlighted with key strategies
- ★ Executive Summary on the current PAR landscape given industry and economic realities
- ★ Focus on successful case studies and top trends of the industry's best PAR companies
- ★ Demonstrations of organizational value and measurable return from PAR policies

THE MEETING

May 21, 2012

11:45 am–1:45 pm
Westin Boston Waterfront Hotel
Boston, MA



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