

CableFAX Daily™

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What the Industry Reads First

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Feeding the Pipeline: CEOs at NAMIC See Diversity Progress, More to Do

As NAMIC kicked off in NYC Tues, perhaps **Time Warner Cable** pres/CEO *Glenn Britt* said it best when he told attendees that the most diverse talent pipeline for C-suite positions should come from within. "The day you need to recruit outside the company is actually a really bad day," he said. "The pipeline inside the company is really critical." He said outsiders often don't work out and that he prefers internal candidates whose judgment skills he has come to know well. "Ultimately, the senior jobs aren't about whether you're a good accountant or whatever," he said. "It's about judgment." **Cox** pres *Pat Esser*—whose diversity policies at Cox were lauded by other panelists—said developing that pipeline has measurably boosted Cox's business. "We have metrics," he said. "We measure it. And it's making a difference in Cox's bottom line today." Meanwhile, **Comcast** evp *David Cohen* said work remains but added that the industry should be proud of its achievements. "I think we're way above the average," he said. "I don't think any of us should short change the incredible work we do as companies and the work we do as an industry." *Hernan Lopez*, pres/CEO of **Fox International Channels**, pointed out that he sees much more progress on diversity with American companies than with foreign firms he has encountered. And **Scripps Networks International** pres/CEO *Ken Lowe* noted that it's a long process to cultivate more minority representation at the highest levels. "We all wish it was faster," he said. "We all wish we could push that button." Britt noted more women are taking senior roles but acknowledged that "we're perhaps [more] behind in various ethnicities than we are with gender." And so the progress continues. Slowly. -- Meanwhile, the CEOs also discussed changing consumer tastes, especially when it comes to multiplatform. Esser recounted a recent dinner in Silicon Valley in which a device-maker rep told him cable "would never catch up" to Internet-enabled consoles. Esser said he got "fired up" over the exchange and returned to the office determined to "improve the cadence and the cycle times of this industry." Said Cohen. "We've all become technology companies. I think for once we are leading technological innovation in this industry in response to consumer demand." Noting Scripps' launch of magazines, online products and even a branded furniture line, Lowe said "we're trying to touch consumers wherever they expect our brands to be."

Advertising: The **National Advertising Div** is recommending **Verizon** modify some of its ads that convey what it

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calls the “falsely disparaging, unsupported message” that Internet service provided by cable companies is significantly slower than FiOS’ service. But Verizon’s claim that it’s “America’s fastest, most consistent and most reliable Internet” service is OK, according to NAD, the investigative arm of the ad industry’s self-regulatory system. NAD, which is administered by the **Council of Better Business Bureaus**, said the superiority claims are supported by an FCC report on broadband performance that indicated FiOS provided the greatest percentage of sustained download speeds during peak periods. That same report showed cable was very much in the mix, leading some categories, hence the call for dropping the “slow cable” language. NAD examined the claims following a challenge by **Comcast**.

Deals: Pac-12 Nets has added carriage with **Horizon Cable**, AK’s **KPU Commvision**, **Hawaiian Telcom**, **Suddenlink**’s Houston system and **Cable America**’s Springfield, MO, system. Pac-12 now has more than 40 affils on board.

WICT C-Suite: Top female brass at the **WICT** Leadership Conference shared the core principles they’ve used to solidify their own leadership. **Irene Esteves**, evp, CFO **Time Warner Cable**, said right after diversity comes listening. “Having that diversity around you is only powerful when you can get people talking and listening,” she said. Additionally, it is important to own up to failure. “Everybody fails, it’s learning from it that’s important.” **HSN** CEO **Mindy Grossman** said having passion—and being transparent about it—is imperative because it “makes people focus on communicating” and “helps create an engaged culture.” She shared an interesting anecdote about her early days at HSN, when she entered the scene as the 8th CEO in 10 years. Inspired by former NYC Mayor **Rudy Giuliani**’s anti-graffiti crusade, she bought every employee a Herman Miller office chair, hoping to send the message the company would be different under her leadership—and to start, it would invest in its employees. “We may not be able to do this all at once,” she recalled telling them, “but boy we’re going to change the chairs.” The event became a catalyst for a more successful corporate culture at the company. **TV One** pres/CEO **Wonya Lucas** explained that since her father was the former gm for the **Atlanta Braves**, the concept of working as a team was always ingrained in her family. And the fact that the Braves were terrible back then taught her to forever “lead with enthusiasm.” Her mother, a “no nonsense person,” also was a great influence. The maxim Lucas learned from her and follows to this day: “If liking it is important to you, you better learn to like it.” **Suddenlink** evp, CFO **Mary Meduski** shared that “self determination and personal excellence” are key principles of leadership. “It starts with the personal, and that requires being all in,” she said. She also recommended being true to yourself and knowing what it is you’re passionate about, because “if you don’t love it you’re not going to be exceptional at it.” She added that you must have the courage to act on it and lastly, “if it goes wrong, make sure you blame yourself first.” **D’Arcy Rudnay**, svp & chief communications officer at **Comcast**, suggested that a good leader has respect for his or her people and team, the courage to communicate something very difficult, the ability to disagree and the courage to speak up. “We have the power to influence and make decisions,” she said. “If you have gained the respect from your peers and your leaders... you have to own that power in the right way—and then use it for good.”

Social Diversity: Leveraging social media is key when marketing TV content to multicultural audiences, said panelists at **NAMIC** in NYC on Tues. Many minorities, especially African-Americans and Latinos, use more social media than other ethnic groups because they access the Internet through mobile devices, according to **Matthew Barnhill**, evp, corporate market research, **BET Networks**. They share opinions and experiences about

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**PLUS: KEYNOTE BY RENOWNED
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 DEAN KAMEN**



**Keynote Speaker
 Dean Kamen**



Mike LaJoie
 Time Warner Cable Inc.

Kamen will be joined by Time Warner Cable's Mike LaJoie and will engage in a conversation-style discussion on entrepreneurship and innovation; helping the next-generation cable workforce to prepare for 21st-century jobs and next-generation energy sources and thinking for modern broadband networks.

OPENING GENERAL SESSION - WED., OCT. 17

WOMEN IN TECHNOLOGY PANEL



Nomi M. Bergman
 Bright House Networks



Leslie Ellis
 Multichannel News



Charlotte Field
 Comcast Cable Communications



Carol Hevey
 Time Warner Cable Inc.



Yvette Kanouff
 Cablevision Systems Corp

**MID-SIZE INSIGHTS: CHALLENGES AND SOLUTIONS
 FACED BY TIER 2 AND 3 CABLE OPERATORS—A CTO PANEL**



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 Wright Solutions



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a company or a product through social networks, online forums and Websites, he said. Social media lays the foundation for **Mamás Latinas**, an online community connecting moms, according to evp/co-founder *Lucia Ballas-Traynor*, who has taken executive positions at **MTV**, **Univision** and **Galavision**. The ability to deliver relevant, targeted content through social media is critical, she said, with the main driver and differentiator that “we are powered by community.” As programmers monetize content through subscriptions and ads, providing robust, high quality content is a top priority, said *Alvin Bowles*, pre/CEO, **Grab Media**. For Korean music TV channel **Mnet**, “we have to be able to provide as much content as possible and engage audience in every level,” said *Ted Kim*, acting pres/CEO. The net is rolling out its new “content everywhere” initiative that will bring Asian pop culture-inspired programming to the U.S. in the form of video, digital, experiential and social media. He said a key force for the change in content consumption is young Asian Americans, who are fast-growing and early-adopters of new technologies. The net has redefined its overall vision as it taps into this demo, he said. Content marketing includes 2 pieces at **WNBA**—team marketing and player marketing, said pres *Laurel Richie*. “We have found many people follow individual players not teams,” she said. As a result, WNBA is engaging its players in multiple social media platforms, she said.

Mad Transformation: When **AMC**'s breakaway hit “Mad Men” debuted 5 years ago, some doubted whether it would be successful. That’s why sometimes “we ask for advice but go with the gut,” said **AMC** pres/gm *Charlie Collier* at **WICT** in NYC on Tues. “It’s far easier to take a ‘no’ than taking an educated risk,” Collier said, citing his favorite quote in the motion picture industry: “Nobody knows anything.” The message is execs can’t fear the unknown because “fear can kill your project,” he said. Transformation at **BET Networks** means turning to original programming, according to CEO *Debra Lee*, and continuing to evolve. The net launched its new brand campaign in July to provide a variety of content categories that “deliver ratings and drive revenues,” Lee said. In addition, she noted that as the net continues to create original scripted content, it has increased its unscripted programming. Transformation in children’s TV business means the ability to listen to the audience and to study generational changes, said **Nick** pres *Cyma Zarghami*. The net seeks to create and deliver content across platforms, “including the ones that haven’t been invented yet,” she said.

Election Musings: No fireworks but a few sparks at the election-focused panel at **NAMIC** in NYC Tues. **TV One** commentator *Roland Martin* is betting that GOP nominee *Mitt Romney* won’t garner many votes from African-Americans in Nov. And he argued that not much of the GOP’s outreach to minority communities targets African-Americans. *Ana Navarro*, Republican contributor with **CNN**, however, argued that Romney’s campaign did reach out to minorities and women and noted that the GOP convention wasn’t short of Latino stars like *Marco Rubio*.

In the Courts: Broadcasters better double check that their network non-duplication notices have been filed. A federal judge rejected **Nexstar**’s challenge to **Time Warner Cable**’s importation of its signals earlier this year to subs in **Hearst** markets during a blackout (*Cfax*, 7/18).

More Powell Wisdom: Just a quick shout out (again) to the ever-engaging **NCTA** pres/CEO *Michael Powell*, who one day after wowing **WICT** added more to the public discourse with his appearance at **NAMIC**’s breakfast Tues morning honoring **CableFAX**’s Most Influential Minorities. In a wide-ranging discussion, Powell said mentoring remains one of the most powerful tools for advancement among minority execs looking to rise through the ranks. He recounted his own experiences clerking for Judge *Harry Edwards* in the US Appeals Court in DC, early in his legal adventure, noting that weeks went by without any feedback on his work before a secretary finally told him that Edwards was testing his limits because he believed in him. “The best mentor sometimes makes your life miserable,” said Powell. “Your mentor needs to be able to shake you.” When the conversation turned to the anniversary of 9/11, Powell gave a stirring description of his experiences during Sept 11, ’01, when he was **FCC** chmn and sent all 2K **FCC** employees home despite having no **OMB** authorization. “I said, ‘you can fire me later,’” he recalled. They didn’t.

Ratings: “Long Island Medium” (2.5 HH rating for combined premieres) and the series premiere of “Breaking Amish” (2.3HH rating) delivered **TLC**’s best Sun night in prime in 8 years. -- **Golf Channel**’s BMW Championship playoff coverage was up 154% over the same coverage last year (0.7/676K). Round one on Golf (1.0/979K) was the highest-rated and most-watched round 1 of the tourney as a PGA Tour Playoff event since ’07. -- **Hallmark** original flick “Puppy Love” scored a 1.7 HH rating Sat, the net’s highest-rated original premiere of ’12 to-date. -- **Sportsman Channel**’s “Pig Man: The Series” garnered the net the #1 ranking in men 18-49 among mid-sized nets (under 79mln HHs) during 10-10:30pm on Aug 26, according to live+7 data. It notched a 0.5 rating for the demo in that half hour.

Programming: **HBO** and **ESPN** announced a multi-year, multi-tiered boxing programming and marketing agreement that includes coordinated support for major PPV boxing events, including sharing programming content,

BUSINESS & FINANCE

cross-promotion elements, highlight packages and additional assets to be featured across multiple ESPN and HBO platforms. -- Following a jury decision that *Drew Peterson* is guilty of murdering his third wife, **Lifetime** will re-air original movie "Drew Peterson: Untouchable" on Sun at 7pm. -- **NFL Net's** expanded 13-game lineup kicks off Thu with the Chicago Bears at Green Bay. -- **Cartoon** greenlit 2 animated series conceived as part of its shorts development initiative. Slated to premiere next year are "Steven Universe," a coming of age story from the youngest member of a team of magical Guardians of the Universe, and "Uncle Grandpa," following the adventures of everyone in the world's magical uncle and grandpa.

People: Discovery Channel named **TLC's Lara Richardson** as svp, marketing, creative. So far, it seems a good choice. The promo she created for the 25th anniv of "Shark Week" has garnered more than 500K views on **YouTube**. -- New to **FCC** commish *Jessica Rosenworcel's* staff is *Alexander Hoehn-Saric*, who serves as policy dir with primary responsibility for media and tech issues. -- Former **Meridian Advisory Group** partner *Andrew Ip* joined **Cablevision** as vp, wireless tech and ops, where he'll lead the continued development of CVC's wireless tech, including its WiFi network.

CableFAX Daily Stockwatch

Company	09/11 Close	1-Day Ch	Company	09/11 Close	1-Day Ch
BROADCASTERS/DBS/MMDS					
DIRECTV:	52.84	(0.58)	CONCURRENT:	4.41	0.01
DISH:	32.56	0.30	CONVERGYS:	16.03	0.05
DISNEY:	51.56	0.04	CSG SYSTEMS:	21.73	0.25
GE:	21.59	0.11	ECHOSTAR:	29.82	0.24
NEWS CORP:	24.60	0.25	GOOGLE:	692.19	(8.58)
MSOS					
CABLEVISION:	15.77	0.02	HARMONIC:	4.75	0.08
CHARTER:	78.90	1.10	INTEL:	23.34	0.08
COMCAST:	34.27	0.10	JDSU:	12.66	0.37
COMCAST SPCL:	33.51	0.11	LEVEL 3:	22.46	(0.02)
GCI:	9.35	0.03	MICROSOFT:	30.79	0.07
LIBERTY GLOBAL:	56.87	(0.24)	RENTRAK:	17.41	0.01
LIBERTY INT:	18.75	(0.14)	SEACHANGE:	7.87	(0.08)
SHAW COMM:	20.83	0.12	SONY:	11.93	0.18
TIME WARNER CABLE:	91.35	0.01	SPRINT NEXTEL:	5.00	(0.15)
VIRGIN MEDIA:	29.44	0.07	TIVO:	9.70	0.14
WASH POST:	349.61	(0.58)	UNIVERSAL ELEC:	16.12	0.60
PROGRAMMING					
AMC NETWORKS:	41.52	0.67	VONAGE:	2.34	0.02
CBS:	36.84	(0.06)	YAHOO:	15.16	0.05
CROWN:	1.70	0.02	TELCOS		
DISCOVERY:	56.02	(0.21)	AT&T:	37.62	0.20
GRUPO TELEVISA:	23.49	0.20	VERIZON:	44.24	0.18
HSN:	46.74	(0.02)	MARKET INDICES		
INTERACTIVE CORP:	52.18	0.82	DOW:	13323.36	69.07
LIONSGATE:	15.49	(0.15)	NASDAQ:	3104.53	0.51
LODGENET:	0.41	0.04	S&P 500:	1433.56	4.48
NEW FRONTIER:	1.44	(0.09)	TECHNOLOGY		
OUTDOOR:	7.00	(0.05)	ADVANTAGE:	2.15	(0.05)
SCRIPPS INT:	61.38	1.37	ALCATEL LUCENT:	1.16	(0.01)
TIME WARNER:	43.04	(0.03)	AMDOCS:	33.11	0.28
VALUEVISION:	1.89	(0.03)	AMPHENOL:	61.42	(0.11)
VIACOM:	52.45	1.00	AOL:	33.09	0.36
WWE:	8.63	(0.04)	APPLE:	660.59	(2.15)
MARKET INDICES					
			ARRIS GROUP:	13.86	0.06
			AVID TECH:	9.60	0.23
			BLNDER TONGUE:	1.10	0.01
			BROADCOM:	35.59	0.01
			CISCO:	19.04	(0.11)
			CLEARWIRE:	1.64	(0.05)

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EYE ON ADVERTISING

Impossible TV's Marketing Mission

When is a movie trailer more than a movie trailer? When the promo is infused with elements from a cable network, morphs into a unique short-form spot touting both film and network, and airs on the network at the opportune time for both partners. Sound impossible? Not to Denver-based **Impossible TV**, which recently wove together "Ice Age" and **Discovery Channel** characters in a special-effects-laden promo for **20th Century Fox's** "Ice Age: Continental Drift." Impossible's client roster also includes **A&E**, **DISH**, **Scripps**, **Sundance** and **Animal Planet**, the latter for which it's now at work on a Toyota integration wrapped into one of the network's signature series. Impossible TV president/founder Joel Pilger makes the case to Cathy Applefeld Olson.



Who approached Impossible TV about the new "Ice Age" campaign? Twentieth Century Fox or Discovery?

JP: With Discovery, most often the genesis of the project is that their ad sales team has an existing relationship with all major studios and before a new film debuts the studio might say, "We'd love to do an integrated campaign." The call we received was from the producer at Discovery tasked with thinking of an innovative way to integrate those two brands. They need a lot of fresh ideas that are not only going to sell through on Discovery but sell through for the client.

Do most networks have internal resources that help with the production of the promos or do they tend to outsource the entire project to Impossible TV?

JP: Most of the networks—and Discovery is a good example—have an incredible arsenal of production capabilities but for whatever reason they find there are certain kinds of projects they are not well-suited to solve internally. So they've structured their business model so they can afford the luxury of working with outside companies such as our-

selves. A lot of the internal departments at the networks are tasked with day-in and day-out promo work—so they are creating such an enormous volume, they just don't have the bandwidth to solve some of these complex problems.

Is your business cyclical?

JP: We do see some cycles. Typically summer is a little more tepid and the fourth quarter—when the Upfronts start happening and companies are looking to use up their annual budgets—is the busiest time for us... Promos can be driven by a show and when it is airing, or by the release of a new film, product or brand. And, often there's a happy marriage that kills two birds.

What are the networks looking to Impossible TV to help them achieve?

JP: The No. 1 thing is they want to get noticed, and they want their clients' brand to get noticed. That might be ratings, it might be buzz, it might be social media engagement. They are also looking to bring two brands together in a way that excites and energizes two audiences. If you're an "Ice Age" fan, you're going to watch this promo and get excited about Discovery. Conversely if you're a Discovery fan, you're now getting exposed to "Ice Age." After that, it's trustworthiness. Are we meeting deadline and hitting budget? All these things are easy to take for granted. There's an illusion when you see a nice campaign that people have lots of time and money to create it. But that's usually not the case anymore. We work within really difficult parameters.

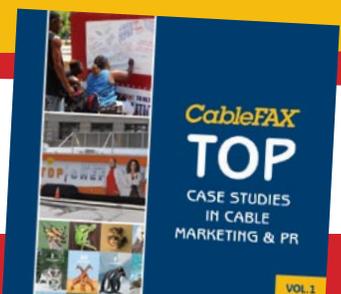
Cable networks comprise the majority of your client roster. What is it about cable that works so well?

JP: Cable serves niche audiences better than anybody else. So there's almost always going to be a natural fit for the brands out there. They are casting a more narrow net. If you were trying to do a project like this on a broadcast network with a much broader audience, it becomes more difficult to speak in a meaningful way to everyone and engage with them.

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