

INTX DAY 2

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Tuesday — May 17, 2016

What the Industry Reads First

Volume 27 / No. 094

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‘Assault’ Charges: NCTA’s Powell Questions FCC Actions

Considering how much time speakers at INTX’s opening session spent on *Donald Trump*, it was perhaps appropriate that NCTA pres/CEO *Michael Powell* gave a somewhat politically incorrect assessment of the FCC. “What has been so distressing is that much of this regulatory ordinance has been launched without provocation,” said Powell. “We increasingly are saddled with heavy rules without any compelling evidence of harm to consumers or competitors.” The litany of FCC actions—from the net neutrality order now under court challenge to recent set-top and privacy proposals—prompted Powell to decry a “relentless regulatory assault” that threatens to disadvantage cable vs competitors. However, Powell said, “if we are bold and nimble enough, we will not only survive, we will thrive.” That idea was on full display as **Comcast** chmn/CEO *Brian Roberts* gave attendees a preview of how its X1 platform will supercharge the Olympics this summer. “I’m optimistic, but change is upon us, and we can’t sit still,” he said, noting that HTML5 and other tech is fast decoupling the set-top from the TV experience. “This is the worst time to start regulating,” he said, echoing Powell. “It’s an exciting space, and there’s certainly not a lack of change happening, so why you would want to regulate befuddles me.” After the session, Roberts told reporters that cable copes with the FCC “issue by issue,” but “we feel competitive pressure every minute” that can seem lost on the FCC. “Do we need more regulation in this competitive, super technologically changing world that we’re living in?,” he asked. “Probably we disagree on that.” When one reporter asked Roberts if net neutrality is “no big deal,” Roberts quickly responded that “no, it’s not no big deal” and raised the specter of uncertainty around the net neutrality case hurting cable’s ability to invest in new tech because “uncertainty doesn’t equal investment.” He also addressed rising sports costs, arguing that while regional sports nets will continue to be a “solid” business, “there’s a lot of rethinking going on, and with that [set-top] data you can really tell how passionate each market is.” He noted that regional sports nets are still priced on a “one size fits all” model. “All of those questions are on the table,” he said. “I’m not sure there’s an easy answer.” That also goes for Virtual Reality, which could start to tax broadband networks as it rolls out and gains popularity. “I kind of hope so, because anything that requires more bandwidth gives us a reason to keep innovating and taking a leadership [role],” said Roberts. “Running out of ideas would be a bad thing, and I’ll put my bet down that that’s not going to happen.” As Roberts told the general opening session audience earlier that morning, “The world



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changes all the time... We've got to have the best product."

Wall St Analyzes the FCC: Is the FCC highly anti-cable? Yes, according to Wells Fargo Securities managing dir *Marci Ryvicker*. But she said they're not just anti-cable. "They're anti-broadcast, anti-telecom. They're just anti," she declared on INTX's financial analyst panel Mon. **Citi Research's Jason Bazinet** characterized the agency as "anti-business." He's seen a shift from when he first started covering cable stocks in the '90s. Back then, he said, the agencies were largely neutral. "I think we're living in a world now that is so hyper politicized that expert agencies are going to career far left or far right as the administration changes," Bazinet said. **Morgan Stanley's Ben Swinburne** said he would let people decide whether or not the agency is anti-cable but said it's clear that this FCC wants to bring more competition to the industry. Moderator/**Charter** CFO *Christopher Winfrey* asked if there was something cable could have done differently that wouldn't have invited such regulatory attention. "I don't think it's what you did. I think it's the fear of what you'd do as a monopoly," Ryvicker said. The ecosystem has thrived with new competitors, but the FCC wants to make that competition happen even faster without realizing there are investments that have to be made, she said. "To some extent, the success of the industry, particularly in broadband, can lead to some unwanted attention," Swinburne said, adding that the undercurrent of consumers complaining about cable doesn't help. Much of this is because of the can of worms opened when the FCC classified broadband as Title II, **MoffettNathanson** partner *Craig Moffett* said. "If you're going to move 1 piece of this incredible mosaic, you have a lot of other pieces" to move, such as broadband privacy, he said. As for some of the complaining about Google not facing the same scrutiny, the FCC has to regulate where it can—and it doesn't have authority there, Moffett said. "Life's not fair." The hour-long conversation also tackled skinny bundles, with the consensus being that more flexible packaging is inevitable. "I think we should give some credit to **[DISH CEO Charlie] Ergen** for pushing the puck down the ice," Swinburne said. "Sling was generally mocked when it was first suggested... What Sling started is not niche, at least not in my view."

AT&T Buys Quickplay Media: Accelerating its move into the video streaming space, **AT&T** announced its acquisition of video streaming firm **Quickplay Media**. Quickplay's platform currently supports the telco's U-verse TVE offering and will support the streaming offers including **DirectTV Now**, **DirectTV Mobile** and **DirectTV Preview** which will be launched later this year. The company plans to retain Quickplay's more than 350 employees and contractors. The deal is subject to regulatory review in the US and Canada. The companies expect to close the transaction in mid-2016. As part of the deal, AT&T plans for Quickplay to maintain its service and continue to support and expand its global customer base, grow its managed platform services and continue to enable other companies to deliver video across platforms.

Video to Go: When talking mobile video, it's silly to consider it as a trend. "It's not a trend, it's here," said **ESPN** digital



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product, design & audience dev svp *Ryan Spoon*. Drill down further and you do discover trends, however, depending on what day, time and segment of people you're catering to on mobile, he added. For **ESPN**, "it's all about context," and the content you're programming will depend on when and how you reach people—from long-form authenticated programming to content created specifically for **Snapchat**. "The same content in each environment has to look different," Spoon said. Execs stressed that it's a mistake to focus too much on targeting specific demos. Rather than thinking about a demo, "I'm looking at the data to see what works," Poole said. **Turner** business development, digital distribution & strategic partnerships svp *John Harran* agreed, saying that consumer engagement is achieved by "leveraging data to increase relevancy... No one's really cracked the code yet" though, he added. Regarding the mobile ad experience, **Verizon** digital media services pres *Bob Toohey* admitted that "today it's not great." The whole industry is working on the ad model for mobile, but frankly the economics of the business necessitates paying for rights to content in some fashion, whether ad-supported, authenticated or some other business model. "That's the art of all this," Harran said. Turner, for one, is working very hard to understand what the user requires. A recent example: the company has begun cutting the commercial ad load for some shows in half. Meanwhile, Verizon is experimenting with yet another business model for mobile: the FreeBee plan, which allows consumers avoid data caps. Toohey said it's in early days, but he's seen a rapid shift in business models in the past 6 months—much more so than he's witnessed in the past few years.

Carriage: **RIDE TV** inked a deal with **National Rural Telecom Cooperative** to make the net available to NRTC members' video subs starting June 1. RIDE TV debuted in the fall of 2014.

INTX Notebook: Global content distributor **Vubiquity** announced a new partnership with **Utomik** to provide worldwide distribution of the subscription gaming service. The partnership marks the company's first major entry into the PC gaming industry. Through the deal, Vubiquity affil partners can either bundle Utomik's monthly service with subscription broadband packages or offer the service separately, "a la carte." Vubiquity will lead marketing and sales efforts while Utomik will continue to operate its service directly to end-users through its standalone system. -- **RDK Management** offered an update regarding the global adoption of RDK software, a pre-integrated software bundle that provides a common framework for supporting CPE. Since last year's INTX, the number of companies licensing the RDK has increased by more than 50 new companies and now stands at more than 275. On the video front, more ops across North America and EU are developing and deploying products using an RDK-based software for set-tops, RDK-V (video), said RDK Management pres/gm *Steve Heeb*. **Comcast's** X1 set-tops are RDK-based and the company already has the RDK-B (broadband) software enabled in broadband gateways in subs' homes today. **Liberty Global** has deployed an RDK-V solution to support its Horizon services. RDK-V provides a common method to manage various video functions on set-top boxes such as tuning, IP video, 3rd party DRM, and media streaming. RDK-B provides common methods to manage complex broadband functions such as home-networking interfaces, including Wi-Fi and Multimedia over Coax Alliance (MoCA), wide area networking, local area networking, device management and diagnostics, smart home / IoT and multicast video.

The Download: "This may be sacrilegious to say at a conference like this, but I am doing less linear content on my

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digital platform,” *Kay Madati*, **BET Networks** evp and chief digital officer, said during an INTX session Mon. “We’ve been given permission by our audience to leverage our platforms differently.” Scripps updates its social platforms up to 20 times a day, said *Vikki Neil*, Scripps Networks Interactive svp/gm of online brands. A recent **HGTV** clip reached 40mln views in 7 days. The topic? How to store produce. Having engaging content on digital screens is only growing in importance. Scripps is getting up to 70% of its traffic via digital doors, Neil said. But execs cautioned against a digital one-size-fits-all. “The representation of BET on **Snapchat** is completely different from how we approach storytelling on Facebook,” said Madati. The challenge there, acknowledged all speakers, is the bottom line. How does the “digital forever” landscape work for an emerging brand? “We are thinking about building a community,” said *Jigar Mehta*, **Fusion’s** vp of digital operations. “Yes we have a television output, but we also have a strong social output and we are building a conversation with a community and being honest about where they are consuming our content.” So even though Facebook has not yet hit monetization nirvana, Mehta says his company is in for the haul. “We are going to go on the journey with Facebook. They’ve heard, they know about [monetization concerns], but we’re going to be there as they develop. Where the industry is in 5 to 10 years is a lot different from where it is today.” — *Cathy Applefeld Olson*

Cable Pioneers: The **Cable TV Pioneers** 50th Anniversary Dinner started with a march from Revolutionary re-enactors leading guests to dinner and ended with a brief speech from cable revolutionary *Brian Roberts*. Roberts said the industry’s work is very important and encouraged the crowd to “lead the world.” He was inducted into the Pioneers Sun night after celebrating his mother’s 95th birthday earlier in the day. “It’s bittersweet for me because Ralph is not here,” he said of his late father, one of the founders of **Comcast**. Roberts and 13 others were inducted into the Pioneers Sun, including **Time Warner** CEO *Jeff Bewkes*, who quipped that it was suggested he become a Pioneer while he’s still in the saddle. “They said you could be merged, you could be bought, you could be fired,” he said. Tech writer *Leslie Ellis* of **Ellis Edits** also joined the Pioneers, taking a moment from the podium to tell Roberts that throngs of teenagers were recently cheering for Comcast in St Louis at a FIRST Robotics competition. **Cisco’s** *Yvette Kanouff* made the crowd laugh with her stories about being a female pioneer in engineering—including a baby shower with 25 men, pizza and beer. **C-SPAN’s** *Peter Kiley* thanked cable operators for creating the network and giving him and others a career that they can feel proud of.

WICT Signature Lunch: Olympic correspondent and **NBC** tennis analyst *Mary Carillo* was the charismatic host for the **WICT** Signature Luncheon Mon, describing how *John McEnroe* when he joined **CBS** had initially complained that women and specifically Carillo shouldn’t be announcing men’s tennis. The lunch honored the 2015 PAR Best Companies for Women in Cable, who are leading the way in gender diversity. Cox was deemed the top operator for women, an honor it has held since the survey’s inception in 2003. “WICT fosters the best in people,” said **Cox** COO *Jill Campbell*. While she said there has been much improvement since she joined cable 35 years ago, she urged the industry to focus on the number of women leaving the workforce and the lack of females in operations roles. Discovery was the top programming company for women. “I think a lot of the success we’ve had in this industry is because of our diverse workforce,” said **Dis-**



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covery chief *David Zaslav*. **Comcast, Time Warner Cable, Bright House and Atlantic Broadband** ranked in the PAR's top 5 companies for women among operators. **Disney-ABC Television Group, NBCU, Turner and HSN** ranked among the top programming companies.

People: Discovery Comm upped *Robert Scanlon* to evp/gm of **Velocity** and automotive content. -- **Smithsonian Channel** tapped *Joanna Brahim* for the newly created role of vp, communications. She was most recently sr dir of publicity at **TLC**. -- **ESPN** promoted *Nate Ravitz* to vp of audience dev, a newly created role. He will continue to report to *Ryan Spoon*, svp of digital product mgmt. -- *Lynne Costantini* has left **The Blaze** and relaunched **Costantini Media Advisors**, a consultancy firm that will focus on providing media and entertainment companies with the tools and strategies needed to leverage and monetize video content across platforms in an ever changing media landscape. Before joining *Glenn Beck's* media company, Costantini worked on the distribution side of the business for **Scripps Nets Interactive** and **Time Warner Cable**.

Cablefax Daily Stockwatch

Company	05/16 Close	1-Day Ch	Company	05/16 Close	1-Day Ch
BROADCASTERS/DBS/MMDS					
DISH:	45.28	(0.58)	ARRIS GROUP:	22.36	0.06
ENTRAVISION:	7.15	0.01	AVID TECH:	5.89	0.16
GRAY TELEVISION:	11.21	0.10	BLNDER TONGUE:	0.41	(0.02)
MEDIA GENERAL:	17.41	0.29	CISCO:	26.97	0.44
NEXSTAR:	51.20	1.88	COMMSCOPE:	30.11	0.23
SINCLAIR:	30.69	0.25	CONCURRENT:	6.24	0.06
TEGNA:	22.60	(0.2)	CONVERGYS:	27.73	(0.12)
MSOS					
CABLE ONE:	486.83	(11.68)	CSG SYSTEMS:	42.32	0.61
CABLEVISION:	34.46	(0.14)	ECHOSTAR:	40.52	0.12
CHARTER:	203.60	(10.98)	GOOGLE:	716.49	5.66
COMCAST:	62.00	0.16	HARMONIC:	2.85	(0.09)
GCI:	16.94	(0.08)	INTEL:	30.39	0.48
LIBERTY BROADBAND:	57.76	(1.69)	INTERACTIVE CORP:	54.63	0.25
LIBERTY GLOBAL:	38.16	1.39	LEVEL 3:	52.41	0.64
SHAW COMM:	19.10	0.28	MICROSOFT:	51.83	0.75
SHENTEL:	29.69	0.10	NETFLIX:	89.12	1.24
TIME WARNER CABLE:	210.00	(5.51)	NIELSEN:	52.34	0.28
PROGRAMMING					
21ST CENTURY FOX:	28.93	(0.06)	SEACHANGE:	3.39	0.04
AMC NETWORKS:	65.40	(1.64)	SONY:	26.36	0.24
CBS:	53.65	0.15	SPRINT NEXTEL:	3.43	(0.01)
DISCOVERY:	27.53	(0.45)	SYNACOR:	3.27	0.07
DISNEY:	100.36	(0.16)	TIVO:	10.06	0.07
GRUPO TELEVISA:	26.67	0.34	UNIVERSAL ELEC:	63.58	1.19
HSN:	49.32	0.34	VONAGE:	4.13	0.22
LIONSGATE:	20.27	(0.05)	YAHOO:	37.48	1.00
MSG NETWORKS:	16.43	UNCH	TELCOS		
SCRIPPS INT:	64.26	(0.41)	AT&T:	39.28	0.13
STARZ:	26.57	0.05	CENTURYLINK:	27.82	(0.06)
TIME WARNER:	73.12	(0.11)	FRONTIER:	5.24	(0.02)
VIACOM:	42.45	(0.23)	TDS:	27.92	0.14
WWE:	17.91	(0.02)	VERIZON:	51.23	0.29
TECHNOLOGY					
ADVANTAGE:	1.75	UNCH	MARKET INDICES		
AMDOCS:	57.44	0.13	DOW:	17710.71	175.39
AMPHENOL:	55.64	0.56	NASDAQ:	4775.46	57.78
APPLE:	93.88	3.36	S&P 500:	2066.66	20.05

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- Public Affairs
- Reality
- Reality Competition/Game Show
- Regional Program
- Sci Fi
- Sports
- Talk Shows
- Other: enter your best in a genre (not mentioned above)

By Genre: Best Actor/Actress/Host In The Following Genres:

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- Drama
- Family Friendly
- Food
- Music
- News/Public Affairs
- Reality Competition/Game Show
- Regional Program
- Sports
- Talk Shows
- Other: enter your best in a genre (not mentioned above)

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CFX TECH by Joyce Wang

INTX Week Preview

It's been a year since cable show was rebranded as INTX as the industry focuses more on the digital media and entertainment economy. Execs shared their thoughts on this year's hot topics and the evolution of the show with us. "We're going to see an evolution of the hot topics last year: 4K, cloud services, nDVR (network DVR) and IoT," said *Duncan Potter*, svp of marketing at **Arris**. These highlight the need for technologies like DOCSIS 3.1, which will be a hot topic during the show, he said. In addition, "I expect a lot of attention on virtual reality, Wi-Fi everywhere and multichannel 4K. They all demonstrate the need for new network and bandwidth technologies to enable more immersive and powerful entertainment experiences," Potter said. Meanwhile, the show will look and feel much different this year than it has in the past few years. This year, "I believe there will be more action on the show floor, which will put content and entertainment front and center with interactive demos, games and entertainment," said Potter. He said that over the years the show has focused more on millennials as an end-user audience: "Millennials are an important and growing base of subscribers for MSOs and technology providers, so demonstrating how we bring value to millennials is key." **Arris** chmn/CEO *Bob Stanzione* will be inducted into the Cable Hall of Fame in INTX. **Cisco** will demonstrate the ability to provide greater than 1Gbps down and 700 Mbps upstream speeds at INTX. *Todd McCrum*, sr dir of strategy & product management, expects DOCSIS 3.1 to be a popular topic because of ongoing speed competition and consumer demand for faster data rates. Specific 3.1 issues that could come up include spectrum availability, co-existence of 3.0 and 3.1, vendor hardware and software readiness and scalability, he said. **CSG International's** product management vp *Chad Dunavant* said he likes the show's theme of disruption, particularly as INTX attendees discuss the future of video delivery and consumption. Combining this with new technologies like DOCSIS 3.1, "we are on the cusp of speeds that will

enable new interactive services that no other network, or industry is capable of supporting. Seeing how these new network technologies will support developments in virtual reality and connected devices are exciting and will drive this industry for years to come," he said. Looking at how the show has changed over the years, Dunavant said the show has shifted from one that was dominated by big programmer booths and content to "one that has infused a new focus on technologies that help operators and programmers better reach customers across platforms and devices ecosystems." **Casa Systems** CEO *Jerry Guo* expects conversations around distributing access to turn toward virtualization of access networks. "A lot of discussion about the possibilities once network functions are virtualized has been going on, because those possibilities are quite exciting. The debate becomes about when and how," he told us. On the content and content delivery front, "I think a theme we've seen before and will continue to hear is personalization and how big data and analytics can make the user experience more relevant and enjoyable," he said. Regarding how consumers watch, the key word will be "immersive," said Guo. WiFi tech firm **AirTies'** North America Business evp/gm *Oz Yildirim* tagged in-home broadband and WiFi as a hot topic, especially as broadband subs start to surpass video subs for many ops. "Notably, operators are focused on improving the consumer experience, exploring new financial opportunities, and designing next-gen video distribution platforms that can better serve both managed and unmanaged devices inside the house," he said. Regarding how the show has evolved, he said "today's INTX is every bit as much about broadband as it is video." AirTies will release and demo AirTies Remote View 1.0, a new in-home Wi-Fi performance monitoring system that provides insights into ways to improve quality of service within subscribers' homes.

Got tech news? Reach out to Cablefax Tech editor *Joyce Wang* at jwang@accessintel.com

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GUEST COLUMNIST

Finding Common Ground on Set-top Boxes

By Bill Lake

FCC Media Bureau Chief

There has been a lot of focus recently on how the Federal Communications Commission and the MVPD industry differ on key policy issues. But there are many things we agree on. In the set-top box proceeding, for example, the cable industry and I agree about several key points.

We agree that a subscriber should be able to access cable service without having to rent a set-top box from her cable operator. We agree that protecting against theft of service is essential, not just because the statute requires it, but also because it is the right thing to do. We agree that, if a consumer chooses to use a competitive navigation solution, she should be able to access all of the channels that she pays for—a competitive solution should not relegate any programming to the bottom of the heap simply because a programmer is unaffiliated with the competitive solution's developer. We agree that FCC action should not interfere with the existing business arrangements between MVPDs and content providers. And we agree that some MVPDs have been developing new technologies to meet consumers' needs, such as accessible programming guides, cloud-based DVR functionality and making their apps available on select third-party devices.

The video marketplace is in rapid transformation, offering consumers options they've never had before and requiring new thinking by the industry and regulators alike. We all agree that the current CableCARD regime is not sustainable as MVPDs upgrade their networks to IP. We also agree that government-mandated equipment or a technology standard that will quickly become outdated is

not the answer.

Where we haven't yet come together is what CableCARD's replacement should look like. I believe that consumers should have a wide range of options when choosing how to access their video content, just as they do when they sign up for phone service. Unfortunately, today consumers' choices are limited.



Bill Lake

I believe the goals of Section 629 of the Communications Act will be satisfied only when competitive device or app makers have access to the information they need to provide consumers a meaningful choice, rather than relying on MVPDs to dictate the terms of access.

Making this information available to competitive innovators does not mean that MVPDs must sacrifice the integrity or security of their programming. The set-top box proposal in no way diminishes the ability of MVPDs and programmers to protect their content from misuse.

It is our hope that Commission action promoting competition with and among unaffiliated developers will unleash the creativity and innovation that consumers deserve. I am not naive enough to believe that the Commission can adopt navigation device rules that all interested parties will consider perfect. I do believe that if we maintain an open dialogue and keep open minds, however, we can achieve an approach that respects the interests of the cable industry, the content creators, companies that wish to develop competitive methods to access multichannel video programming, and above all the consumers we all seek to serve.

Bill Lake is chief of the Media Bureau at the Federal Communications Commission. Before joining the Commission he was a partner in the law firm of Wilmer Cutler Pickering Hale and Dorr LLP, where he led the firm's communications and electronic commerce practice.

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GUEST COLUMNIST

How Turner is Inventing Tomorrow's Ad Experience Coming Together as an Industry to Improve TV

By Howard Shimmel

CTAM is pleased to have the opportunity in Cablefax Daily to highlight this critical work by Turner to advance the viewer experience through collaboration. We provide a forum that encourages debate and influences adoption of best practices to enhance every consumer touch point.

Consumers are judging us. Yes, they've always been judging us, but they used to be judging us mostly on our programs. Today they're judging us on our ease of access, our websites, on our TV Everywhere apps, on our multi-platform functionality, and on our ad model.

This is putting enormous pressure on programming companies to innovate, but it's also serving as a stimulus for improving how we connect with the people who love our shows. This is a good thing as long as we remain nimble and ready to innovate. But more than anything, it means we need to be open to changing a critical part of the TV experience that has remained basically unchanged for the last 50 years; the relationship between programs and ads. And it's not just Turner that needs to change. It's all programmers, all ad makers, and all pay-TV providers. Yes, even pay-TV providers have to reconsider the amount of time they devote to promotion and how local cable advertising impacts the viewer experience.

Earlier this year, TNT and TruTV made the decision to cut their ad loads by 50 percent for new originals, and program those shows with more content. We had, as Turner CEO Kevin Reilly put it, "overstuffed the bird." "Saturday Night Live," A&E, and Viacom have made similar announcements. These changes will improve television and allow linear TV to better compete with streaming platforms that don't serve ads at all. We're losing eyeballs to streaming services not just because they're creating good content, but because they're delivering a better experience.



Howard Shimmel

In order for a massive redesign of the programming-advertiser-viewer relationship to take hold, there needs to be a hub of leadership. That's why we created Turner Ad Lab. It is a consortium of leaders from across the creative, advertising, technology, academic, distribution, and research industries dedicated to the dual paths of developing short-term ad solutions to improve today's TV experience and long-term strategies for creating what the future's ad experience should be. It's focused on exploring better targeting techniques, more customization, less intrusiveness, and advertising as an enhancement to viewership. It's not only addressing ways to create better consumer experiences, but also on how to deliver better value to advertisers. Turner Ad Lab's findings will be made widely available in order that we can all work together to change TV.

We know these changes have to be more disruptive than gradual. If they're not, we'll continue to lose people from our ecosystems. To see how it can all work together, look at the Super Bowl. The Super Bowl is renowned not only for turning commercials into a main event, but also for creating moment-specific ad content. Turner Ad Lab will be asking how we can bring that level of creativity, targeting, technology, and content-first ad experiences to everyday programming.

We held our kick-off meeting on April 28. The meeting was a great success; there was agreement that major, not incremental, change is needed and that technology advancements will be great enablers.

Whatever the solutions, we know we can't do it alone. For the long-term health of linear TV, we need to work together to bring better content to our viewers and enhanced creative opportunities to our ad partners. We have the technology, we have the data, and in Turner Ad Lab, we now have the leadership. All we need now is an industry wide commitment to creating better TV experiences.

Howard Shimmel, chief research officer, Turner, oversees research initiatives spanning the company's multi-screen entertainment, corporate analysis, and insight-led research efforts.

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