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## Thematic TV, Key Economics & Prospects to 2016

### Part 1: Strategic issues and prospects

#### *A new growth cycle for thematic TV broadcasters*

#### *The structural growth of thematic TV audience*

##### *Audience measurement as strategic issue for the thematic TV landscape*

- ❖ A requirement to assess TV programming consumption and viewing habits
- ❖ Audience of thematic TV still to be efficiently measured in all markets
- ❖ New distribution networks raising new audience measurement issues

##### *Overall TV viewing time is largely stable*

- ❖ Viewing time stable in advanced TV markets with still a growth potential in developing countries
- ❖ Overall TV viewing time now under pressure due to other digital entertainment networks and services
- ❖ Thematic TV gaining market shares more than enlarging overall TV consumption

##### *Audience of thematic TV channels continuously increases in most markets*

- ❖ A global increase in audience shares against historical TV channels over the last ten years
- ❖ Digital TV penetration and diversity in the TV offering as primary market drivers
- ❖ Leading markets such as the US and the UK already present thematic audiences higher than 30%
- ❖ In markets with historical broadcasters of limited quality, thematic TV penetration can rapidly increase and stands higher than 20%
- ❖ Most TV markets currently present thematic audience rates of 10% to 20%

##### *Breakdown of audience between the different channel themes remains largely stable*

- ❖ Audiences are spread between thematic TV channels
- ❖ Premium and exclusive content drives the thematic audience
- ❖ Audience is lower but loyalty potentially higher for niche or ethnic channels

##### *Large impact on both advertising revenues and subscription fees*

- ❖ Audience is a central negotiation factor for subscription fees
- ❖ The increase in audience shares is a potential driver for advertising revenues

##### *Growth in digital pay-TV subscriptions as primary driver for thematic TV audience in coming years*

- ❖ A slow growth in audience among pay-TV subscribers
- ❖ Thematic TV audience shares driven by pay-TV penetration

##### *Forecasts of thematic TV audience to 2016*

- ❖ Forecast methodology
- ❖ Over 10% increase in audience for a majority of markets in the next ten years
- ❖ Strong growth expected in Western Europe and leading Asian TV markets
- ❖ Audience of thematic TV will be higher than 33% in 20 of the 30 markets surveyed by 2016
- ❖ Five markets with more than 50% audience for thematic TV including the US and the UK by 2016

#### **Main tables & full-page graphs**

- ❖ Television consumption increases slowly in mature markets
- ❖ The decrease of ABC, NBC, CBS and Fox TV networks' audience shares in the US (1995-2005)
- ❖ Breakdown of thematic TV audience by topic (UK, France & Australia)
- ❖ Segmentation of the Video Market by type of content
- ❖ The increase in pay-TV viewing share in European countries
- ❖ Pay-TV share of viewing time vs. Pay-TV penetration
- ❖ Pay-TV share of viewing time vs. Digital pay-TV penetration
- ❖ Forecasts of thematic TV audience by country to 2016:

##### **Europe & Africa**

Bulgaria, France, Germany, Greece, Hungary, Italy, Poland, Portugal, Romania, Russia, Scandinavia - Denmark, Norway, Sweden & Finland - Spain, Turkey, UK & Ireland

##### **Americas**

Argentina, Brazil, Canada, Mexico, US

##### **Asia & Pacific**

Australia, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, Philippines, Taiwan, Thailand

## ***Growth in revenues & profits despite middle term challenges***

***An estimate of \$56.8 billion in revenues for thematic TV in 2006***

- ❖ A double digit growth in revenues in the last five years
- ❖ A growth structurally lower than growth in digital TV subscriptions due to pressure on subscription fees
- ❖ Six US conglomerates gather 57% of global thematic TV revenues
- ❖ Growth also largely benefits to national and regional thematic TV leaders

***An improvement in profit margins despite large disparities between thematic broadcasters***

- ❖ International leaders benefit from economies of scale and post comfortable margins
- ❖ A global recovery in the last three years following strong pressure in 2001-2002
- ❖ Margins remain low for national channels in market without a critical size

***Threats on future thematic TV revenues...***

- ❖ Pay-TV platforms will continue to tightly control their programming costs
- ❖ Competitive entertainment and communication services may reduce TV usage
- ❖ A-la-carte channels offering may impact revenues of thematic broadcasters
- ❖ New services such as VOD or PVR may impact advertising revenues
- ❖ Thematic content may be made available by new online operators such as Google and Yahoo without the support of thematic channels
- ❖ Piracy remains an overall threat for subscriptions, audience and content production

***...will be overcome by positive market drivers***

- ❖ Digital TV subscriptions will remain the primary growth driver
- ❖ A critical size in multi-channel penetration may result in a virtuous cycle of growth for thematic channels
- ❖ A multiplication of digital platforms in emerging countries is opening new geographical markets to thematic TV channels
- ❖ The emergence of IPTV networks will offer new outlets for thematic channels
- ❖ Mobile TV will represent a new growth driver
- ❖ High definition may generate additional revenues in the medium term
- ❖ Increasing diversification of services, with a focus on online service, will provide additional relays of growth

***A thematic TV market of more than \$120 billion by 2016***

- ❖ Forecast methodology
- ❖ A CAGR of 8% over the next ten years
- ❖ Growth in subscriptions will be partially offset by lower revenues per subscriber
- ❖ Mobile TV will likely represent a limited share of the overall thematic TV revenues

## ***Brand strategy in the heart of successful thematic business models***

***Brand recognition as key asset of thematic channels in the digital TV business***

- ❖ International leaders rely upon various strategies to support brand awareness
- ❖ A few global brands lead the rating race in most segments of thematic TV...
- ❖ ... successful brand strategies can, however, also be conducted by small broadcasters

***Four key levers to develop brand awareness***

- ❖ Creating and entertaining a community
- ❖ Developing recurrent high-profile and targeted events, from the MTV Awards to Fashion parties
- ❖ Signing distribution partnerships
- ❖ Taking early positions on emerging services and networks

***A strong brand facilitates the creation of distribution agreements***

- ❖ Audiences often welcome internationally well known brands
- ❖ Better distribution agreements in terms of fees may be negotiated with local pay-TV platforms
- ❖ Unknown local broadcasters often have to deal with higher launch costs
- ❖ Brand recognition is also key to attract advertising dollars

## ***Continuous growth in the number of thematic channels & brands***

### ***Thematic TV channels segmentation***

- ❖ A proposed breakdown of TV-channel categories
- ❖ Six families of thematic channels detailed in the survey
- ❖ Thematic TV channels represent more than 60% of the pay TV offers in most markets

### ***Global trends in the number of thematic channels***

- ❖ A very dynamic market, with a 14% CAGR in thematic TV offering for the 2000-2006 period
- ❖ Regional specificities in thematic TV offerings
- ❖ Most represented themes are movies, documentaries and sports

### ***Global trends for the number of thematic brands***

- ❖ From up-brands to brands and channels, diversification and internationalization drive the market
- ❖ Up-brands grew at a 10% CAGR from 2000 to 2006, with an increasing number of localized TV channels
- ❖ Breakdown by region
- ❖ Breakdown by theme
- ❖ Nine up-brands out of the top ten are US-based

### ***Forecasts of the number of TV brands and channels***

- ❖ Close to 1,900 thematic up-brands expected in 2016
- ❖ Over 10,000 thematic channels by 2016
- ❖ Progressive consolidation will result in a higher number of channels per brand
- ❖ Emerging regions will see the largest growth in brands & channels
- ❖ All themes will see a significant increase in channels & brands

### **Main tables & full-page graphs**

- ❖ Thematic TV revenues of world leading channels editors (2000-2006E)
- ❖ Growth in thematic TV revenues worldwide (2000-2006E)
- ❖ Growth and Forecasts of revenues for thematic TV worldwide (2000-2006 & forecasts to 2016)
- ❖ Thematic TV revenues vs. CAGR for a sample of leading thematic broadcasters (2006 vs. CAGR 2000-2006)
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- ❖ Forecasts of thematic TV channels by theme (satellite TV platforms only, 2000-2016)
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- ❖ Forecasts of thematic TV channels per up-brand by theme (2000-2016)

## **Part 2: Distribution networks & breakthrough services**

### ***The transformation of the television value chain***

***Content producers***

***TV Channels***

***Pay-TV distributors***

### ***Thematic TV packaging: strategies of digital TV platforms***

***Digital TV platforms tiering strategies are structuring the market***

- ❖ Offerings currently range from dozens to hundreds of thematic channels
- ❖ A strong correlation between the number of channels offered and subscriptions
- ❖ The total number of channels is conditioned by the addressable market

***Defining the right number of channels per theme is a continuous adjustment process for platforms***

- ❖ A benchmark of the 60 digital TV platforms' thematic offering
- ❖ Different strategies in channel's offering observed for each theme

*TV channels backed by pay-TV platforms usually keep strong positions in their domestic markets*

- ❖ Proprietary channels were primarily launched by pay-TV platforms in the early days of digital TV
- ❖ Channels controlled by platforms tend to focus on premium content such as movies, sports and news
- ❖ On-demand and pay-per-view services represent high costs but increasing revenues for platforms

### ***Historical distribution networks continue to strongly support growth***

*Satellite TV is still the leading delivery platform for digital TV*

- ❖ Several dozens of satellite TV platforms worldwide
- ❖ A fast growing subscriber base of over 75 million subscribers
- ❖ Satellite as primary network for the introduction of digital TV in emerging countries

*Digital TV over cable strongly progressing as part of the multi-play strategy of operators*

- ❖ More than 40 million subscribers to digital cable worldwide
- ❖ In advanced TV markets, leading cable operators have begun to invest into ambitious digital services
- ❖ Consolidation is taking place in a number of markets to face the competition of telecom operators
- ❖ Cable nevertheless continues to be mostly analog in emerging countries

### ***Delivering content on new distribution platforms***

*IPTV becoming a mass market*

- ❖ Definition for "IPTV"
- ❖ IPTV emerges while broadband penetration reaches a critical size
- ❖ IPTV take-off in several European and Asian domestic markets
- ❖ Despite several challenges, IPTV appears to represent large growth opportunities for thematic channels

*The dawn of mobility for thematic TV channels*

- ❖ Early mobile video streaming services have met a limited success so far
- ❖ Several standards are being tested for mobile TV broadcasting
- ❖ S-DMB services already available in Asia
- ❖ DVB-H currently tested and commercially launched in Europe
- ❖ In the US, mobile broadcasts have been tested and may follow streaming services
- ❖ A new TV viewing experience that will likely require tailored content
- ❖ Ambitious forecasts have still to translate in effective subscriptions
- ❖ The value chain & business model of mobile TV for thematic channels must still be thinly defined

*Digital Terrestrial Television: a limited market*

- ❖ Digital transition of terrestrial hertzian TV networks has already begun
- ❖ Enhanced compression will allow the broadcast of a few dozens TV channels over the countries' territory

### ***More than TV: From historical to emerging breakthrough services format***

*Personal video recorders' (PVR) development is mainly done independently from TV channels*

- ❖ PVRs offer new functionalities to view, record and store video content
- ❖ Towards a Digital Entertainment Home Platform
- ❖ Network PVRs also tested by cable and IPTV providers
- ❖ As TV-show downloads and ad-skipping PVRs pull viewers away from live advertising, the TV networks try to find new ways to re-integrate advertisements

*Interactive TV has only experienced a limited development*

- ❖ Due to limited business prospects, few new interactive services are being introduced
- ❖ Sky Digital in the UK offers the largest range of services with steadily growing revenues
- ❖ Betting services are the most profitable applications
- ❖ Games' channels have proved to be successful and tend to multiply
- ❖ Other topics, like news, weather and teleshopping are being developed by specific actors
- ❖ SMS services are the main complementary revenue generator for most TV channels

*Pay-per-view services continue to increase steadily, in spite of apparent market potential limits*

- ❖ The concept of PPV is quite recent, except in the US market, where PPV offerings have been available for more than 10 years,
- ❖ Satellite TV platforms are keeping a grip on the market
- ❖ Few independent players
- ❖ Pay-per-view offers are usually focused on sporting events, recent movies, concerts and adult programming
- ❖ PPV services are subscription drivers, but not financially self-supported
- ❖ The future of PPV services

*The dawn of Video-on-Demand*

- ❖ VOD allows viewers to watch their favorite program on their own schedule
- ❖ Video-on-demand services have mushroomed since 2005, with new players entering the market
- ❖ Strategy for thematic TV channels depends on controlled TV rights
- ❖ Few financial returns on experience, and no leading business model yet
- ❖ VOD is unlikely to significantly reduce the number of people viewing live or real-time TV in the short term
- ❖ Free online streaming of programs' highlights or news on the TV channels' websites are already driving additional advertising revenues
- ❖ Key drivers for broadband video consumption and future prospects for VOD services

*The market of thematic TV has already begun to adapt to high definition*

- ❖ HDTV has begun to spread worldwide
- ❖ First TV channels to migrate to HD focus on premium content such as movies, sports and documentaries
- ❖ Channels directly owned by TV platforms and US leading brands will drive the market in the short term
- ❖ Niche channels, with more limited investment capability, are likely to retain a more cautious approach
- ❖ Premium fees: the scarcity of HD channels may allow to negotiate significant fees per subscriber
- ❖ Market drivers for HDTV future growth

## **Main tables & full-page graphs**

- ❖ Subscribers vs. Thematic TV channels offered for pay-TV platforms (2006)
- ❖ Subscribers vs. Thematic TV channels offered, focus on pay-TV platforms with fewer than 2 million subscribers (2006)
- ❖ Dynamics of creation of thematic channels by pay-TV platform:
  - General entertainment
  - Movies & series
  - Sports
  - Documentaries & Lifestyle
  - News & Business
  - Music
  - Children & Teens
  - Others
- ❖ Sample of mobile TV trial results
- ❖ The rollout of DVR offerings amongst pay-TV platforms worldwide (2000-2006)
- ❖ Pay-per-view channels offered by satellite pay-TV platforms (1995-2006)
- ❖ Breakdown of interactive TV services by theme on digital pay-TV platforms (2006)
- ❖ Consumption of on demand content on Comcast (2004-2005)
- ❖ HDTV TV offering has diversified since 2000
- ❖ Top 15 editors providing HDTV channels in 2006
- ❖ The thematic TV leaders strategy in complementary services (2006)

## Part 3: Profiles for leading themes

### *Movies & Series channels*

#### *A fast development of movies & series channels*

- ❖ Movies & series TV channels represent 24% of the thematic TV channels offering
- ❖ Digitization has allowed a 13% CAGR in the TV channels offering between 2000 and 2006
- ❖ A growth accelerated by the development of multiplexes for movies channels
- ❖ A market split in three main categories of players
- ❖ Different market dynamics between the markets, with a strong positioning of local channels
- ❖ US contents remains dominant in the grids of most local and international movies & series channels

#### *Premium revenues and costs characterize the movies & series channels business models*

- ❖ Production costs for movies & series have ramped up in recent years, putting pressure on the business models of dedicated thematic channels
- ❖ Carriage fees are usually the main source of revenue for movies & series' channels' multiplexes

#### *New technologies and services challenge historical business models*

- ❖ Theater admissions account for less than 50% of the total revenue generated through the release of movies over various windows
- ❖ Consumption on demand as a strategic issue for both content producers and historical distributors
- ❖ The shrinking release window: new challenge in the movie industry
- ❖ High definition as a way to maintain and increase value of movies & series channels
- ❖ Limited involvement in emerging mobile video services so far

### *Documentaries & Lifestyle channels*

#### *Strong developments in documentary and lifestyle thematic channels*

- ❖ Documentaries & Lifestyle TV channels represent 20% of the thematic TV offering
- ❖ Strong performance in cinemas, backed by increasing costs to produce high quality documentaries
- ❖ A market with a 13% CAGR in the TV channels offering between 2000 and 2006
- ❖ A large number of players and newcomers in various sub-segments, with the domination of Discovery Networks
- ❖ The global multiplication of documentary & lifestyle channels

#### *Focus on documentary channels*

- ❖ A strong increase in the number of channels for a market dominated by two world leaders
- ❖ Discovery and National Geographic as strong world leaders
- ❖ National documentary channels have developed in most markets and can represent strong competitors
- ❖ Educational, Travel, Art & Culture channels: a place for documentary channels targeting market niches
- ❖ State of play and changes in the business model of documentary channels
- ❖ New growth opportunities for documentary channels

#### *Lifestyle channels*

- ❖ An increasing number of channels with large development potential
- ❖ Diversified offerings address an increasing number of topics
- ❖ Focus on Scripps Network, one of the leaders in lifestyle programming field
- ❖ Large internationalization and fast development of diversification revenues as winning business model
- ❖ Shopping channels: another profitable niche

### *Sports channels*

#### *Strong and dynamic market for sports TV channels*

- ❖ Sports TV channels represent 16% of the thematic TV channels offering
- ❖ A dynamic market with a 16% CAGR in the TV channels offering between 2000 and 2006
- ❖ A large number of players in the sports TV channels market

#### *A strong appeal for viewers*

- ❖ Sports content drives audiences...
- ❖ ...advertising revenues...
- ❖ ... and subscriptions to pay-TV platforms

### ***Securing TV rights: A key strategic issue***

- ❖ The explosion in the cost of sports broadcasting rights
- ❖ Strong competition between terrestrial broadcasters and digital TV providers
- ❖ Towards new regulations for sports broadcasting rights
- ❖ New sports “TV” rights for new digital TV distribution platforms
- ❖ Mobile TV and Internet: Promising markets for sports video content

### ***The segmentation of sports TV channels***

- ❖ Sports TV channels are mostly launched by right holders
- ❖ Sports channels dedicated to a specific league or team
- ❖ Niche channels: some sports channels target smaller audiences with more affordable sports content

### ***A market structure largely conditioned by the strategic aspect and cost of TV rights***

- ❖ National sports TV channels are primarily launched by pay-TV platforms
- ❖ “Independent” general sports channels: seeking affordable sports content addressing targeted communities
- ❖ Sports channels dedicated to a specific league or team

### ***Sports TV channels business model***

- ❖ Premium pricing models to face high programming and technical costs
- ❖ High advertising and merchandising revenues
- ❖ Geographic expansion & regional specificities

### ***Three leaders represent roughly 30% of the sports TV channels offering***

- ❖ ESPN, Fox Sports and EuroSport lead the market and have created strong brand names

### ***A multi-service approach to maximize revenues and amortize the cost of rights***

- ❖ Sports pay-per-view channels
- ❖ Betting and scoring represent the two main revenue drivers of interactive services
- ❖ Sports Websites: live video content and interactivity can drive audience and revenues

### ***Drivers for future growth: from large broadcasts in high definition to mobility***

- ❖ Sports TV channels content on mobile phones holds a promising future
- ❖ Sport content is well fit for High Definition Television
- ❖ Technical challenges for new delivery platforms

## ***News & Business channels***

### ***News channels: a controversial but essential component for pay-TV basic package***

- ❖ News TV channels represent 12% of the thematic TV channels offering
- ❖ 24-hour per day news services represent a must-have for pay-TV providers
- ❖ News items represent highly sensitive content
- ❖ An audience focused on higher demographics
- ❖ Historical general interest channel continue to represent a strong competition to news channels for news delivery

### ***A continuously enlarging offer of news & business channels***

- ❖ A dynamic growth over the last ten years, with a 10% CAGR in the TV channels offering between 2000 and 2006
- ❖ A relative slowdown in the introduction of news channels notably due to barriers to entry
- ❖ A few brands dominate the international market of 24/7 news channels on the offer side
- ❖ Regional brands currently emerging with progressive geographic expansion

### ***Strategy of historical international leaders***

- ❖ CNN, a pioneer in broadcasting 24/7 news TV channel
- ❖ BBC World: the UK public broadcaster as leading international news public service

### ***An established or emerging presence of strong regional leaders***

- ❖ Fox News has taken a leading position in the US market in just a few years
- ❖ Al Jazeera : the international reference Arabic news channel
- ❖ EuroNews has entered into a strong growth strategy
- ❖ Case study: the future French international news channel

### *Demand for local news pushes for localization of international channels and the creation of national ones*

- ❖ International brands tend to create regional versions to improve audience and brand recognition
- ❖ The Middle East as a catalyst for news channel creation in recent years
- ❖ Despite the presence of global and regional leaders, national tailored channels also prove successful

### *Business models impacted by the public-private competition*

- ❖ A very high cost of content due to the need to maintain competitive information networks
- ❖ Public funding or media conglomerate's backing support non-profitable networks
- ❖ Leading channels generate good financial results

### *Diversification: online and mobile services as key growth drivers*

- ❖ Having an Internet strategy appears as a requirement for news channels
- ❖ News channels well tailored for mobile services
- ❖ Although the shift to HD raises significant issues, it will be required in advanced TV markets in the next few years

## ***Children & Teens channels***

### *The market global trends*

- ❖ Children TV channels represent 9% of the thematic TV channels offering
- ❖ A market with a 13% CAGR in the TV channels offering between 2000 and 2006
- ❖ A market designed to gather the widest audience among kids, teens...and parents!
- ❖ Kids programs represent subscription drivers for pay-TV platforms
- ❖ A content requiring high investments but ensuring good profitability
- ❖ Low production costs drive major studios to outsource their "homemade" contents
- ❖ Focus on the Asian market dynamism

### *Towards stronger regulation on kids' targeted programming*

- ❖ Increasing concern in the US of media regulators about TV influence on kid's daily behavior
- ❖ Consequently, broadcasters have been driven to take into account health issues on their schedule

### *Children channels diversify to serve a market with high audience rate*

- ❖ A growing market...
- ❖ ...highly competitive and segmented...
- ❖ Preschool programming proliferates among existing and emerging nets
- ❖ Children TV channels are working on diversifying their programming offer

### *The market is highly dominated by Nickelodeon, Disney and Cartoon Network*

- ❖ Three firms benefit from a strong and unchallenged leadership
- ❖ The international strategy of market leader has rapidly integrated the need to introduce local content
- ❖ Leading kids channels benefit from unchallenged libraries and in house production capabilities
- ❖ Focus on Jetix Europe
- ❖ However, national channels emerge with highly tailored programs

### *A strong business model for children channels*

- ❖ A good average profitability compared to other types of thematic content
- ❖ Associated features and markets as significant components of the business mix
- ❖ New outlets: opportunity or threat for children TVs?

## ***Music & Show Biz channels***

### *Music TV channels market trends*

- ❖ Music TV channels represent 9% of the thematic TV channels offering
- ❖ A very dynamic market, with a 16% CAGR in the TV channels offering between 2000 and 2006
- ❖ MTV Networks is by far the most distributed music TV brand

### *Music channels market's shape has experienced various mutations since MTV was launched in 1985*

- ❖ An increasing segmentation of channels by music type to follow consumer behavior
- ❖ Segmentation by ethnic groups increasingly combines with the segmentation by genre
- ❖ A diversification strategy overall led by leading music TV companies

### **Music channels business model**

- ❖ Programming costs, which used to be low, have experienced a steady growth ultimately
- ❖ A large mix of subscription fees and advertising in global revenues

### **Viacom remains the leader in a competitive landscape**

- ❖ Music channels' market is highly dominated by Viacom worldwide
- ❖ Financial analysis
- ❖ Music channel segment is becoming more and more competitive

### **Associated features and markets**

- ❖ Music digital sales appear as about to become a growth vehicle in the industry
- ❖ Online & mobile services as strategic relays of growth for music TV broadcasters: focus on Viacom's digital strategy
- ❖ On-demand services include both live and recorded music content
- ❖ High definition still at its very beginning for music TV channels

## **Full-page graphs provided for each type of thematic channels**

- ❖ Dynamics of creation of thematic channels by pay-TV platforms
- ❖ Growth in the number of movies & series channels broadcast by satellite TV platforms (2000-2006, breakdown by region)
- ❖ Growth in the number of movies & series TV brands by region (2000-2006)
- ❖ Forecasts of the thematic TV offering & segmentation strategy (up-brands, brands & channels, 2000-2016)
- ❖ Diversification profile by sub-topic & sample of channels by category
- ❖ Primary business model
- ❖ Breakdown of the offering by region & market share of leading brands

## **Case studies of thematic channels**

- ❖ Performance of the Moviola short films channel
- ❖ Performance of the MoviePix channel in Canada
- ❖ Performance of the MovieMax channel in Canada
- ❖ Performance of the Movie Central channel in Canada
- ❖ Performance of the Hallmark channel (US)
- ❖ Performance of the Hallmark channel (International)
- ❖ Performance of the Starz Entertainment Group
- ❖ The music industry at a glance
- ❖ MTV networks subscribers growth worldwide
- ❖ MTV networks localization process
- ❖ Jetix Europe revenue & EBITDA margins, breakdown by business line
- ❖ Jetix Europe revenue by country
- ❖ Jetix Europe subscription growth & ARPU by country
- ❖ Disney's cable networks revenues & operating income
- ❖ Discovery communications revenues & profits
- ❖ Discovery communications breakdown of revenues (US vs. international networks)
- ❖ EW Scripps revenue growth
- ❖ EW Scripps development strategy, thematic TV vs. other business lines
- ❖ EW Scripps TV channels revenue growth, breakdown by channel
- ❖ Commercial & financial performance of Home & Garden television
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- ❖ Performance of the Canadian Documentary channel
- ❖ Performance of the Do-it-yourself and Fine Living channels
- ❖ Breakdown by language of news TV channels offered
- ❖ Euronews performance and development strategy
- ❖ CNN development model
- ❖ Growth in Al Jazeera distribution worldwide
- ❖ The increase in sports TV rights – the case of the Olympics
- ❖ Eurosport revenues & operating margin
- ❖ Eurosport main channel subscribers & audience
- ❖ Performance of ESPN & development strategy