



Worldwide Digital Media Project Management Content Distribution
Experience Content Strategy Joint Ventures Satellite/DTH
IPTV Cable Channels Download-to-Own Portable Media Internet
Broadcast Networks Mobile Channel Line-ups Retransmission
Business Planning Video on Demand Content Acquisition Major Studios

Overview

Accord Media Group LLC (AMG) is the premier provider of content strategy and management services involving all aspects of digital entertainment. AMG has been engaged for a wide variety of services including:

- ❖ Developing content strategy
- ❖ Negotiating content deals for distribution platforms and content owners
- ❖ Analyzing and creating business plans
- ❖ Creating and executing strategic plans for new products and services

AMG works with a broad range of clients including:

- ❖ Cable, Satellite and Telco Platforms
- ❖ Broadband / ISPs
- ❖ Mobile / Portable Devices / PCs
- ❖ Content owners
- ❖ Venture Capital / Private Equity / Investment Banks

AMG Advantage

- ❖ **Over 50 years of combined media and entertainment experience**
- ❖ **Over 30 years of combined experience with transactional and on-demand video services**
- ❖ **Extensive experience on BOTH sides of the negotiating table**

Our clients are worldwide and range from large companies such as Sprint Communications (US) and Cable & Wireless (UK) to smaller companies such as Hancock Telecom (US), Valley Telecom Group (US) and Monaco Telecom. If your company is involved in creating or selling digital entertainment, AMG has the experience to get the job done quickly and in a cost effective manner.

AMG's professional work includes extensive experience in strategy, corporate development, licensing, acquisitions, program operations, joint ventures and marketing for major entertainment companies, such as HBO, MGM, NBC Universal, Paramount Pictures and Sony Pictures as well as platform companies, such as UPC, Nethold (now Canal+ and Sklytalia) and Continental Cablevision (now Comcast). AMG's depth and breadth of content experience is unmatched in the industry.

AMG's long-standing relationships with major media companies and platforms around the world allow us to help clients with both their domestic and international content requirements. With our six decades of combined experience, AMG can shorten your learning curve and accelerate your time to market. You can then capture revenues faster and satisfy your customers' growing expectations and demands for today's entertainment experience – anytime, anywhere and any device.

Finally, AMG has a comprehensive understanding of the strategic and operational impacts launching video services has on an organization - in terms of not only real cost - but also, its impact on a company's brand image. Our methodology is very collaborative and team-oriented. We work closely with you to identify deliverable goals and then create and execute a plan to achieve those goals.



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Services

Summary

- ❖ **Strategic Assessment & Content Strategy**
- ❖ **Product Development**
- ❖ **Content Acquisition & Licensing**
- ❖ **Content Distribution**
- ❖ **Investment, Joint Venture & Partnership Advisory Services**
- ❖ **Content Management**
- ❖ **Marketing – Content & Video**
- ❖ **Training – Acquisition & Management**
- ❖ **Special Projects**

Strategic Assessment & Content Strategy

AMG conducts strategic assessments based on your customer and corporate strategy that best incorporates the addition of digital entertainment services (audio and video) to your existing management and operations structure. If you are expanding your entertainment service, AMG will also analyze your current content licenses and distribution infrastructure to best incorporate the addition or expansion of digital entertainment services. Building on the *Strategic Assessment*, AMG will develop a *Content Strategy* identifying the specific types of content services to be included in your entertainment service offering and that fit within your business plan.

In addition to the overall strategy, AMG can provide a *Content Roadmap* over a specified time horizon that also estimates the cost of your content and an *Implementation Plan* that factors external issues and possible obstacles as you execute your planned digital entertainment products and services.

Product Development

AMG will analyze your market(s) and current service offerings and then assist you in developing the total mix of content to be offered on your platform. AMG has experience in developing:

- ❖ Channel line-ups for multi-channel video offerings involving 200+ linear channels
- ❖ Transactional on-demand services involving rental (VOD) and download-to-own (digital sell-thru) for multiple platforms
- ❖ Subscription on-demand (SVOD) services involving a wide variety of genre-based programs
- ❖ Interactive services including IPGs, games and music
- ❖ Local service tactics



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Services (continued)

Content Acquisition & Licensing Services

AMG Principals have extensive experience in licensing a wide variety of rights from major media companies. Moreover, this experience had been in the capacity of a seller (licensor) and buyer (licensee.) In other words, we have experience on both sides of the negotiating table and have in-depth knowledge of the entertainment companies, their licensing executives, technical review process and expectations. With our knowledge and contacts, we can jump-start the acquisition process involving a wide range of content and rights.

Types of Content

- ❖ Hollywood Feature Films
- ❖ Sports (Leagues, Extreme, etc.)
- ❖ Cable/Satellite Networks
- ❖ Broadcasters
- ❖ Independent Feature Films
- ❖ Network TV Series (all genres)
- ❖ Other Television (including children's, documentaries, self-help, etc.)

Types of Rights

- ❖ **Video on Demand (VOD)** – transactional service rights akin to rental rights where a viewer has access to a piece of content for specific time period
- ❖ **Subscription Video on Demand (SVOD)** – a subscription-based services where a viewer has unlimited access to a specific number of programs each month for a monthly fee.
- ❖ **Channel Affiliate/Carriage Deals** – license agreements with cable/satellite channels (TNT, HBO, Discovery, MTV, ESPN, Disney, Nickelodeon, etc).
- ❖ **Retransmission Consent Agreements** – for cable, telco and satellite operators to carry signals of a local broadcaster in the United States, the FCC requires either an agreement with the local broadcaster or a broadcaster's election of "must-carry."
- ❖ **Download rights** – the right to offer content in a format that is downloaded to a device for playback
- ❖ **Streaming rights** – the right to offer content that is decoded by a device for playback, but is not stored on such device.
- ❖ **Download-to-Own (aka Digital Sell-thru)** – the right sell and allow consumers to purchase and have unlimited access to a piece of content in a digital format (not physical media) with associated DRM.
- ❖ **Portability** – the right permitting a piece of content to be moved or stored among multiple devices.
- ❖ **Multiple Platforms** – rights required to deliver the content via two or more platforms, such as cable, satellite, IPTV, internet, mobile, Wi-Fi, etc.



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Services (continued)

Content Distribution Services

AMG Principals have extensive licensing experience across a wide variety of platforms and aggregators. Depending on the type and quality of content, AMG can develop a licensing strategy and help you license your content to channels, platforms and other aggregators around the world. Our licensing experience includes both traditional media (free television, basic cable, pay television) and emerging media (on-demand, mobile, internet, etc.).

AMG can also provide advisory services to your existing sales force ranging from current negotiations to providing a strategic overview or framework involving emerging platforms and rights so that your organization will be current with respect to the most recent terminology and rights definitions.

Investment & Joint Venture (Partnerships) Advisory Services

AMG can assist venture capital firms, private equity firms and media companies in their evaluation of potential investments in start-ups, existing companies or potential acquisitions. The Principals of AMG have experience in evaluating new business plans, negotiating joint ventures with major media companies and valuation of acquisition targets including other media companies or film libraries.

Our “hands on” operations and negotiating experience combined with our extensive media/entertainment contact base provides us with a unique skill set to evaluate content-related issues involving companies involved directly (or allied) with the distribution of content. In other words, we can assist you in identifying and confirming both the strengths and areas of potential concern regarding your investment opportunity.

Content Management

AMG can evaluate your digital rights management systems and develop policies and procedures relating to the management and handling of physical materials and electronic copies. This involves ordering, internal handling, encoding, storage, security and destruction/deletion of physical and electronic materials. AMG will design processes for creating and managing related meta-data associated with each piece of content and develop procedures involving the administration of contracts and license terms including license periods, payments and external reporting.



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Marketing – Content and Video Service

AMG can help you create “launch” and “on-going” marketing strategies, including related promotional tactics for new entertainment services such as launch events, cross-channel promotions and local sponsorship/advertising opportunities, train marketing and “on-air” promotion personnel and facilitate communications between in-house marketing personnel and content suppliers.

Training – Acquisition and Management

Assist in the hiring and training of personnel involved in the ongoing acquisition, creation and management of content services ranging from scheduling to strategic product development.

Special Projects

AMG is also capable of assisting with a wide variety of other projects ranging from regulatory advisory/strategy projects to co-productions. Please contact us with respect to your specific needs or requirements to determine if AMG can be of assistance.

Principals

Mark W. Cutten

A digital media expert with the foresight to anticipate the global growth of digitally transmitted content, Mark W. Cutten has specialized in corporate strategy for new media - recently focusing on Broadband media with clients Fastweb (Italy) and France Telecom (France). His strategic foresight has allowed him to be an integral part of many “firsts” in the media industry:

- ❖ Launch of *Orange* (formerly known as *MaLigne TV*) across France Telecom’s ADSL network
- ❖ Launch of first successful combination of VOD and multi-channels on FTTH in Europe with Fastweb with annual ARPU of € 800 per subscriber.
- ❖ Launch of first VOD and streaming video solution in the world to break \$100/stream barrier with the Pronto Group
- ❖ Launch of and executive producer of first nationally televised iTV programs in U.S. for Sony Pictures
- ❖ Launch of Europe’s most successful film, football and Formula 1 PPV involving Telepiu
- ❖ Launch of first digital satellite platforms in the world with Nethold
- ❖ Launch of first Pay-TV satellite platform in Japan, WOWOW/JSB and Board Director
- ❖ Launch of first national PPV network in U.S., Request TV (founding executive team)

Additionally, Mark held numerous management positions in operations, programming, production, marketing & sales and business development at such companies as HBO, Hughes Television Network, Inc., Television News, Inc., Sports Network, Inc. and NBC Nightly News.



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Principals (continued)

Suzanne Rainey

An innovative executive, Suzanne Rainey has over 20 years of experience working for television media companies including NBC, MGM, Universal and PolyGram. Suzanne worked with the first VOD trials and helped launch a new network, MGM Gold, in Brazil while she was MGM's Director of Worldwide Pay Television. Her extensive involvement in television distribution included managing the licensing and marketing for MGM's film and television programs worldwide where she introduced pioneering marketing and promotion campaigns for films such as *Goldeneye*, *The Birdcage* and *Get Shorty*. In 1998, she was appointed Vice President, Pay Television and Cable Television for PolyGram Television. In addition to overseeing all of PolyGram's PPV and VOD activities, Suzanne was responsible for sales from PolyGram's library to domestic cable networks. She also has in depth experience negotiating numerous affiliate carriage agreements involving the US cable networks.

Suzanne has consulted for a wide variety of companies on business plan, licensing and marketing projects including General Dynamics Interactive (GDI), a hotel VOD company acquired by KoolConnect, Best Buy, Reel.com, Replay Television and Solaris Entertainment. At GDI, Suzanne negotiated long-term output deals with all of the Major Studios and acquired other video content from a wide variety of suppliers.

Suzanne began her career at NBC. Over the course of 11 years, she rose through the ranks of finance and business affairs.