



## A 12-word template for the future of television

*Well, actually 11 words and one number, with some additional commentary*

### Own the guide

*In a fragmented, on-demand world, the 'process of discovery' will become increasingly important. Program guides will be the 'table of contents' for the viewing experience, but they will have to become 'value-added search' – more intuitive and more informative.*

### Build the store

*The current debate about 'a la carte' channel-buying will give way to an environment in which the buying of programs gradually eclipses bundles and many channels. Video providers will have to create a virtual 'store' that will entice and empower video consumers, who will be accessing programs on multiple devices, through multiple delivery systems, and from multiple suppliers (including advertisers).*

### Target the ads

*Television should be planning for a future in which the selling of advertising gets de-linked from channels or programs and re-linked to consumers. The success of those linkages will help define a fault line between just more inventory and messages that communicate effectively.*

### Find revenue '4'

*Around the world, the three main sources of revenue for television are one or more of: government, advertising, or subscriptions. In the short term, channels, and in the longer term, programs, will have to pick which combination of those sources they will depend on, while seeking the potential for a fourth revenue stream (which may well vary from channel to channel and/or program to program).*

While there will continue to be a focus on the acquisition of premium content, the four strategies noted above will help shape the broader evolution of the industry. Depending on where they are in the television value chain, industry participants will have varying degrees of influence over implementation, but these strategies should be part of the context for their future planning.