HD Local Channel Project

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SELP – 695 Integrative Project
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Presentation Overview

- Background
- Strategic Plan
- Marketing Plan
- Facility and Equipment Implementation Plan
- Conclusions
DIRECTV Background

- In 1994 DIRECTV launched its Direct-to-Home (DTH) television service with one satellite as part of Hughes Aircraft Company.
- In 1996 DIRECTV activates its 2 millionth customer and is ranked 7th in pay-television providers.
- In 1998 DIRECTV activates its 4 millionth customer and broadcasts the first coast-to-coast HD television demonstration.
DIREC TV Background (Con't)

- In 2000 DIRECTV activates its 9 millionth customer, started launching Standard Definition (SD) local channel markets and introduced a TiVO (DVR) set top box.

- In 2002 DIRECTV activates its 11 millionth customer, receives the JD Power and associates number one ranking and the FCC blocks the proposed merger between Hughes and Echostar.

- In 2005 "The DIRECTV Group" activates its 15 millionth customer, is 34% owned by Fox Entertainment Group and trades under ticker symbol DTV on the New York Stock Exchange.
Strategic Plan

- Mission Statement
- Vision Statement
- Identify Problem
- Objectives (SMART)
- Approach
Strategic Plan – Mission & Vision Statement

Mission Statement – Who are we?
- To transform the media landscape through a compelling and diverse combination of content, technology and service. Making DIRECTV the clear choice among consumers

Vision – Where will DIRECTV be in five years?
- By the year 2010 DIRECTV will be the market leader with its High Definition local channel programming offer
Strategic Plan - Problem and Hypothesis

Problem
- The DIRECTV's Group (DTV) position as one of the leaders in the pay-television market is being threatened by the competition's bundled service offers to customers, which DTV cannot match.

Hypothesis
- Instead of matching the competition's bundled service offers, if DTV focuses on launching 100 High Definition (HD) local channel markets, its market share will increase to 30% within the next three years - by the end of 2008
  - DIRECTV's current market share is 18%
  - 30% increase = 23%
  - 50% increase = 27%
Mission
- "To transform the media landscape through a compelling and diverse combination of content, technology and service-making DIRECTV the clear television choice among consumers"

Vision
- By the year 2010 The DIRECTV Group will be the market leader with its High Definition programming offer

Identify Problem
- The DIRECTV Group may not be as profitable by performing market research

Set Goals
- Hypothesis - Deliberating more than 100 High Definition Local Channel TV markets will increase our market share by 30% in the next three (3) years

Competitive Edge
- Interview
- Use Market Survey
- Industry Data Market Need
- SWOT Analysis
- Competitive Analysis

Customer Survey
- Questions based on customer needs
- Are they ready to invest in an HD subscription
- Target consumers currently using cable service

Competitive SW Analysis
- What are the strengths & weaknesses of our competition
- Industry Research Analysis
- Customer Focus
- Service offerings

SWOT Analysis
- What are DIRECTV's strengths, weaknesses, opportunities and threats (see attached)

Marketing Plan

Accept/Reject HYPOThESIS

Accept

Facility & Equipment Plan (High Definition Local Channels)

Define Requirements
- Land Preparation
- Facility Construction
- Site (Build) readiness
- Network Architecture

Estimate Costs
- Capital and Operating Expenses
- Cost Benefit analysis

Implementation Plan
- Tasks vs. Time

Final Report
- Final Presentation
- Final Report

SELP Tools
- SWOT Analysis
- Consumer Market Survey (Cable Customers)
- Statistical Analysis
- Competition Strengths/Weaknesses
- Gantt Chart
- Team Building
- Cost Benefit Analysis
- Break-even Analysis

John Stuart
9/27/2010
Marketing Plan

- SWOT Analysis
- Competition Analysis
- Customer Survey
- Competitive Edge
Strategic Plan – DIRECTV SWOT

**Strengths**
- Robust market position
- Strong customer service

**Weaknesses**
- Lost 2 years with company sale
- High dependence on the US market
- Declining margins

**Opportunities**
- Growth HDTV markets
- Initiatives in sports offerings
- Exclusive programming

**Threats**
- Intense competition
- Regulations
- Program Costs
# Marketing Plan – Competition Analysis

## Market Analysis (2005)

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Position</th>
<th>SUBS (in millions)</th>
<th>Market Share</th>
<th>SAC</th>
<th>ARPU</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTV</td>
<td>2</td>
<td>15.0</td>
<td>18%</td>
<td>$ 646.00</td>
<td>$ 75.53</td>
</tr>
<tr>
<td>Echostar</td>
<td>3</td>
<td>11.7</td>
<td>14%</td>
<td>$ 667.00</td>
<td>$ 58.46</td>
</tr>
<tr>
<td>*Comcast</td>
<td>1</td>
<td>21.4</td>
<td>26%</td>
<td></td>
<td>$ 82.67</td>
</tr>
<tr>
<td>*Time Warner</td>
<td>4</td>
<td>11.0</td>
<td>13%</td>
<td></td>
<td>$ 84.10</td>
</tr>
<tr>
<td>COX Communications</td>
<td>5</td>
<td>6.3</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charter Communications</td>
<td>6</td>
<td>6.0</td>
<td>7%</td>
<td></td>
<td>$ 73.94</td>
</tr>
<tr>
<td>*Adelphia</td>
<td>7</td>
<td>5.0</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cablevision</td>
<td>8</td>
<td>3.0</td>
<td>4%</td>
<td></td>
<td>$ 95.22</td>
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<tr>
<td>MediaCom</td>
<td>9</td>
<td>1.4</td>
<td>2%</td>
<td></td>
<td>$ 63.60</td>
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<tr>
<td>Insight</td>
<td>10</td>
<td>1.3</td>
<td>2%</td>
<td></td>
<td>$ 73.64</td>
</tr>
</tbody>
</table>

**Total Subscriber Base (millions) = 82.1**

**Total US TVHH (millions) = 110.0**

| Avg. ARPU | $ 75.90 |
| Avg SAC | $ 656.50 |
## Marketing Plan – Competitive Analysis

### EchoStar SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong market position</td>
<td></td>
</tr>
<tr>
<td>• Significant customer satisfaction levels</td>
<td></td>
</tr>
<tr>
<td>• Growing demand for the next generation of content delivery platforms</td>
<td></td>
</tr>
<tr>
<td>• Expanding offerings</td>
<td></td>
</tr>
<tr>
<td>• New regulation</td>
<td></td>
</tr>
<tr>
<td>• Lack of Geographic Diversification</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Technology advancement</td>
<td></td>
</tr>
<tr>
<td>• Legal issues</td>
<td></td>
</tr>
</tbody>
</table>
Marketing Plan – Customer Survey

• 100 People were asked 10 questions each

• This is what we found from the survey data collected
  • 75% are willing to pay more than $50 per month for their television services (2005 $$)
  • 60% say that their local news/sports are very important
  • 71% either own or plan to own (within the next 3 months) an HDTV
Marketing Plan – Competitive Edge

- Based on the market analysis DIRECTV is clearly in a position to become the pay-television market leader
  - Strengths – market position and strong customer service
  - Opportunities – HDTV market growth, sports offerings and exclusive programming
  - Market position – 15.1 million (18.4% market share)
  - Strong ARPU ($75.53) and low SAC ($646)
  - Advanced technology and satellite capacity to support growth
Marketing Plan – Payback Analysis

Assumptions –
- This analysis will be based on actual data from 2001 to 2004 as part of this model. I wanted to be conservative in the analysis so I did not take into account expected market growth
- Average ARPU annual increase - $3.70
- Average annual subscriber growth – 856,500

Conclusion of analysis
- Based on the analysis we will be able to payback the project costs within the third year
## Marketing Plan – Payback Analysis

### Capital Cost Breakdown

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Purchase</td>
<td>15,000,000</td>
<td>5,000,000</td>
<td>-</td>
<td>-</td>
<td>20,000,000</td>
</tr>
<tr>
<td>Facility Construction</td>
<td>5,000,000</td>
<td>40,000,000</td>
<td>5,000,000</td>
<td>-</td>
<td>50,000,000</td>
</tr>
<tr>
<td>Broadcast Site Integration</td>
<td>-</td>
<td>51,800,000</td>
<td>75,000,000</td>
<td>28,200,000</td>
<td>155,000,000</td>
</tr>
<tr>
<td>Local Collection Facilities</td>
<td>-</td>
<td>31,800,000</td>
<td>31,600,000</td>
<td>31,600,000</td>
<td>95,000,000</td>
</tr>
<tr>
<td>Backhaul Network</td>
<td>-</td>
<td>12,500,000</td>
<td>12,500,000</td>
<td>-</td>
<td>25,000,000</td>
</tr>
<tr>
<td>ODC (labor/travel)</td>
<td>-</td>
<td>7,000,000</td>
<td>7,000,000</td>
<td>1,000,000</td>
<td>15,000,000</td>
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<tr>
<td>Management Reserve</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Capital Cost</strong></td>
<td>20,000,000</td>
<td>148,100,000</td>
<td>131,100,000</td>
<td>60,800,000</td>
<td>360,000,000</td>
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</tbody>
</table>

### ARPU (Average Revenue per User)

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>$75.53</td>
<td>$79.23</td>
<td>$82.93</td>
<td>$86.63</td>
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### DTV Subscribers

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15,000,000</td>
<td>15,856,500</td>
<td>16,713,000</td>
<td>17,569,500</td>
<td>65,148,000</td>
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### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Total</th>
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<tbody>
<tr>
<td>$1,132,950,000</td>
<td>$1,256,310,495</td>
<td>$1,386,009,090</td>
<td>$1,522,045,785</td>
<td></td>
<td>$5,217,315,325</td>
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### S's Growth in Revenue

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<tr>
<td>$0</td>
<td>$123,360,495</td>
<td>$129,698,595</td>
<td>$136,036,695</td>
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</table>

### Capital (Cum Costs)

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000</td>
<td>$168,100</td>
<td>$299,200</td>
<td>$360,000</td>
<td></td>
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</tbody>
</table>

### Revenue (Cum Growth)

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$123,360</td>
<td>$253,059</td>
<td>$389,096</td>
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</tbody>
</table>
Marking Plan – Payback Analysis

High Definition Infrastructure Build-out Estimate

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital (Cum Costs)</td>
<td>$20,000</td>
<td>$168,100</td>
<td>$299,200</td>
<td>$360,000</td>
</tr>
<tr>
<td>Revenue (Cum Growth)</td>
<td>$0</td>
<td>$123,360</td>
<td>$253,059</td>
<td>$389,096</td>
</tr>
</tbody>
</table>
Accept/Reject Hypothesis

- If DIRECTV focuses on launching 100 High Definition local markets, its market share will increase from 18% to 30% within the next three years
  - DTV's Strengths
    - Market Position
    - Customer Service
    - Technical Capabilities
  - Payback Analysis - the analysis shows that DTV will be able to recover the costs of this project within three years

- Based on the analysis – The Project is a GO!
Facility & Equipment Implementation Plan

- Define Requirements
- Estimate Costs
- Implementation Plan
Implementation Plan – Define Requirements

- The system shall coexist with the existing legacy infrastructure
- It shall be possible to broadcast the new transport streams using legacy RF uplink, downlink and satellite assets
- The Integrated Receiver Decoder (IRD) shall be able to receive the new transport as well as the legacy transport
- The system shall leverage the existing broadcast infrastructure where feasible
- The system shall include test equipment to validate the new transport
Implementation Plan – Requirements Verification Plan

- **Unit/Laboratory Tests**
  - In a controlled laboratory environment perform detailed unit/subsystem functionally, performance and interface testing
  - Generate the following documents – Unit Test Procedures, Subsystem Test Procedures, System Test Procurers, Test Problem Reports and Training Materials

- **Installation Test**
  - Post site integration – conduct continuity/signal flow on all cables and go/no-go on all hardware units (smoke test). Perform regression testing on selected systems comparing to laboratory results
  - Generate the following documents – System Test Procedures (red-lined for regression testing) and Test Problem Reports
Implementation Plan – Requirements
Verification Plan

α Alpha Test
- Initial system level test – where possible drive all interfaces with “live” signals
- Generate the following documents – Standard Operational Procedures (SOPs) and Test Problem Reports

β Beta and Operational Test
- Exercise the system under “real-world” conditions using “friendly” customers
- Conducted by Operational personnel supported by engineering
- Generate the following documentation – Readiness Evaluation Scripts and Test Problem Reports
Implementation Plan – Requirements Verification Plan

Post “Start of Service” Support

- Operations takes on full responsibility for the system upon “start-of-service.”
- Engineering provides support to resolve problems/issues as well as correcting any technical problems remaining on the Test Problem Report
Implementation Plan - Simple Block Diagram

Broadcast

Traffic & Scheduling System

Program Guide

Broadcast Control System (BCS)

SCALABLE HD BASEBAND

Uplink Signal Processing System (USPS)

Remote Control

Receive

Advanced IRD

FTTH Frequency Translator Module

Audio / Video Output Processor

Decompressor

Verifier

Remote Control

Automatic Test Environment

Data Stream Content Provider

Data File Content Provider

STMS

Traffic Provider via TMS

DIRECTV.COM

PROGRAM GUIDE GENERATOR

PROGRAM GUIDE LIBRARY

AUTOMATION

SECONDARY DATA DELIVERY SUB-SYSTEM (SDDS)

CONDITIONAL ACCESS

DATA BROADCAST MULTIFLEXER

SERVICES MANAGEMENT AND AUTHENTICATION (SMA) SYSTEM

DATA FILE CONTENT PROVIDER
Implementation Plan – Project Trades

- Capacity
  - Satellite
    - Ku/Ka - Frequency Band
    - Spot Beam Technology
  - Compression Efficiency
    - MPEG 2 vs. MPEG 4
    - DVB vs. DSS Transport
  - Backhaul Fiber Network
    - Legacy ATM Network
    - New IP Network

- Vendor/Supplier Selection
  - Single source supplier
  - "best of Breed"
Implementation Plan – Risk Management

Project Communication Plan
- Meetings – will be structured with agendas, start/stop on time and publish meeting notes
- Monthly project meetings – to review schedule, cost progress and risks
- Architectural/Design Reviews – concept review, architectural review, PDR/CDR and system readiness
- On-Line Documentation Storage – all documentation will be stored in a centralized location

Interface Control Working Groups
- Interface team consists of Engineering, Operations and Vendors
Implementation Plan – Ethical Issues

- **Vendor/Supplier Relationships**
  - While we have to make sure the relationship between the Vendor/Supplier is ethical we also have to ensure the Vendor/Supplier can provide the product that meets our requirements, in the quantity and schedule required all at fair market value.

- **Patent Infringement**
  - Working with our patent attorneys and our suppliers to be clear on the ownership of intellectual property.

- **Follow the Company Code of Ethics**
  - Conduct all dealings with honesty and fairness, exercise good judgment and high ethical standards.
  - Safeguard of Company Proprietary information.
  - Avoid even the appearance of misconduct or impropriety.
### Implementation Plan – Team Building

**HD Local-into-Local with A3 Technology Project**  
**Roles and Responsibilities**

<table>
<thead>
<tr>
<th>Broadcast Systems</th>
<th>A3</th>
<th>RF SYSTEMS</th>
<th>SPACE SEGMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>- LCF</td>
<td>- USPS</td>
<td>- Uplink RF</td>
<td></td>
</tr>
<tr>
<td>- Broadcast Center Facilities</td>
<td>- APG</td>
<td>- Downlink RF</td>
<td></td>
</tr>
<tr>
<td>- Signal Processing (SAPS)</td>
<td>- CA</td>
<td>- Diversity Control</td>
<td></td>
</tr>
<tr>
<td>- Backhaul Network</td>
<td>- Traffic/DTSS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Integration Lead</td>
<td>- SDDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- BOC Monitoring</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Systems**
- End-to-End Systems Level Testing
- Transition
- Interface Control Documentation (ICD's) (All)
- Master Schedule (Broadcast Systems)
- On-Air Readiness (Broadcast Systems)
- Error Detection (All subsystems)
- Monitoring & Control (Broadcast Systems)
- Error Monitoring (Broadcast Systems)
- Integration Lead (Broadcast Systems)
- Integration Documentation (Broadcast Systems)

**Out Door Unit**
- Frequency Translation Module
- Integrated Receiver Decoder

**SPACE SEGMENT**
- Spaceway 1 & 2
- D10/D11
- DIRECTV 8

**RF SYSTEMS**
- Uplink RF
- Downlink RF
- Diversity Control

**A3**
- USPS
- APG
- CA
- Traffic/DTSS
- SDDS

**Broadcast Systems**
- LCF
- Broadcast Center Facilities
- Signal Processing (SAPS)
- Backhaul Network
- Integration Lead
- BOC Monitoring
Implementation Plan – Team Building

HD Broadcast Systems Project Team

HD Locals
Program Manager

Project Buyer
Business Mgr.

Project Scheduler
Backhaul Engineering
Broadcast Center Project Manager
Construction Project Manager
HD LCF Project Manager
Monitoring & Control Project Manager
Legal
Operations Team CRBC/LABC

Bandwidth Acquisition (3)
Network Engineers (5)
Engineer 1
Engineer 2
Project Coordinator 1
Project Coordinator 2

CFO Mgr. B. Luth
Lead Engineer
Staff Engineers (4)
Field Teams (FOP) 3

Lead Engineer
Attorney
Paralegal

Business Manager (Cto MRC space/ power)
<table>
<thead>
<tr>
<th>Description</th>
<th>2005 ($k)</th>
<th>2006 ($k)</th>
<th>2007 ($k)</th>
<th>2008 ($k)</th>
<th>Totals ($k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Land Purchase</td>
<td>$15,000.00</td>
<td>$5,000.00</td>
<td></td>
<td></td>
<td>$20,000.00</td>
</tr>
<tr>
<td>2. Facility Construction</td>
<td>$5,000.00</td>
<td>$40,000.00</td>
<td>$5,000.00</td>
<td></td>
<td>$50,000.00</td>
</tr>
<tr>
<td>3. Broadcast Site Integration</td>
<td>$51,800.00</td>
<td>$75,000.00</td>
<td>$28,200.00</td>
<td></td>
<td>$155,000.00</td>
</tr>
<tr>
<td>4. Local Collection Facilities</td>
<td>$31,800.00</td>
<td>$31,600.00</td>
<td>$31,600.00</td>
<td></td>
<td>$95,000.00</td>
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<tr>
<td>5. Backhaul Network</td>
<td>$12,500.00</td>
<td>$12,500.00</td>
<td></td>
<td></td>
<td>$25,000.00</td>
</tr>
<tr>
<td>6. ODC (labor/travel)</td>
<td>$7,000.00</td>
<td>$7,000.00</td>
<td>$1,000.00</td>
<td></td>
<td>$15,000.00</td>
</tr>
<tr>
<td>7. Management Reserve (5%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Totals by Year</td>
<td>$20,000.00</td>
<td>$148,100.00</td>
<td>$131,100.00</td>
<td>$60,800.00</td>
<td></td>
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<tr>
<td>Total Budget (less mgt reserve)</td>
<td>$360,000.00</td>
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<td></td>
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# Implementation Plan – Implementation Plan

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<tr>
<th>Task</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 System Definition &amp; Capital Approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Land Purchase</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Facility Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEUF</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NWUF</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>SWUF</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4 System Requirements</td>
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</tr>
<tr>
<td>5 Systems Pilot Lab</td>
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<td></td>
</tr>
<tr>
<td>6 Local Collection Facility Design &amp; Build</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33 markets in 2006</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>33 markets in 2007</td>
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<tr>
<td>34 markets in 2008</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>7 IP Network Design &amp; Build</td>
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<tr>
<td>8 Broadcast Center Design &amp; Integration</td>
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<tr>
<td>LABC</td>
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<td>CRBC</td>
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<td>9 Systems Test &amp; Commissioning</td>
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<tr>
<td>10 Ready for Air</td>
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</tbody>
</table>
Conclusions

Did we prove hypothesis correct?

- While we did not gain 30% subscriber growth; we consider this project a success
  - Subscriber growth 20%
  - Exceeded market growth to 120 HD markets
  - Churn was reduced in HD markets
  - We continue to grow subscribers while the competition does not
Conclusions

What were the "Wins"

- Building a strong project team
- Development of project communications plan
- Developing a system end-to-end Pilot Testing Lab with the ability to prove the technology
- Streamline the Local Collection Facility (LCF) build process to gain schedule and cost efficiency
### Conclusions – Where are we today

#### Market Analysis (2010)

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Position</th>
<th>SUBS (in millions)</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTV</td>
<td>2</td>
<td>19.0</td>
<td>20%</td>
</tr>
<tr>
<td>EchoStar</td>
<td>3</td>
<td>14.3</td>
<td>15%</td>
</tr>
<tr>
<td>Comcast</td>
<td>1</td>
<td>23.2</td>
<td>24%</td>
</tr>
<tr>
<td>Time Warner</td>
<td>4</td>
<td>12.7</td>
<td>13%</td>
</tr>
<tr>
<td>Cox Communications</td>
<td>5</td>
<td>5.0</td>
<td>5%</td>
</tr>
<tr>
<td>Charter Communications</td>
<td>6</td>
<td>4.7</td>
<td>5%</td>
</tr>
<tr>
<td>Verizon Communications</td>
<td>7</td>
<td>3.2</td>
<td>3%</td>
</tr>
<tr>
<td>Cablevision</td>
<td>8</td>
<td>3.1</td>
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<tr>
<td>AT&amp;T</td>
<td>9</td>
<td>2.5</td>
<td>3%</td>
</tr>
<tr>
<td>Bright House Networks</td>
<td>10</td>
<td>2.2</td>
<td>2%</td>
</tr>
<tr>
<td>Others (13 companies)</td>
<td></td>
<td>6.0</td>
<td>6%</td>
</tr>
</tbody>
</table>

Total Subscriber Base (millions) = 95.9

Total US TVHH (millions) = 110.0