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The Digital Media Value Chain: A Path to Content Monetization

A Frost & Sullivan White Paper

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EXECUTIVE SUMMARY: UNDERSTANDING THE DIGITAL MEDIA VALUE CHAIN

We are entering into a golden age of content and media. Today, media companies are investing huge sums of money in non-traditional media delivery options, start-ups are innovating and redefining how the content industry works, and consumers are demanding and expecting access to virtually any content on any device at any time. This includes media and entertainment content, but also corporate, social, marketing and personal media. The tectonic shifts happening in the media and content world are going to irreversibly reshape how companies and consumers create, display, view and consume content.

Innovation within the content space has been largely driven by and accomplished through the continued digitization of content, including traditional media and business media—corporate and internal communications, marketing and sales collateral, HR, accounting, document and productivity solutions—across verticals, regions, divisions, and throughout the supplier and customer value chain. At the same time, media companies are realizing that by digitizing and managing their assets, they can gain greater control, allow for simpler creation and collaboration, enable diverse distribution through multiple media gateways, and can positively impact monetization efforts.

This ever-increasing creation, conversion, and retention of digital content has created entirely new industries, business dynamics, competitive paradigms, and demands on technology. Data from Worldmapper.org, Computeruser.com and Internetworldstats.com show that in 1990, a mere 0.25 percent of the world's population was a cell phone subscriber, and a paltry 0.05 percent of the population used the Internet. In 2010, these numbers have jumped to 4 billion people—or a whopping 67 percent of the world's population—subscribing to mobile services and close to 2 billion or 26.6 percent of the world's population using the Internet. This seismic shift over the past two decades has been driven by an explosion in digital content fueled by high bandwidth penetration, changing the consumer and enterprise landscape forever.

As a result, burgeoning digital media and content libraries have strained the resources of traditional storage, retrieval, and management systems; a diversity of content-capable devices has created new challenges for companies to enable multi-screen viewing; and the intensity of ever-present competition between media companies has driven them to create compelling interactive media platforms, alternative advertising and monetization schemes, and engaging user experiences designed to fit the demands of an ever-more voracious yet selective consumer market.

Most media companies today have come to realize that to gain the best advantage of their digital media assets and meet the needs of their customers, they must deploy scalable, integrated and synergistic content, business, and customer experience management technologies. The value proposition of deploying these solutions and their related ROI has been proven repeatedly within the digital media industry, as enterprise spend and deployment around these content management systems has more than quadrupled in the past five years; as needs escalate and technologies advance, media companies must invest in these solutions to remain agile, competitive, and viable.

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This paper focuses on these three key aspects of the digital media value chain, spanning the content lifecycle from creation and acquisition, through management and repurposing, to delivery, distribution, and monetization. When combined, these technologies have enabled ever-greater creativity and content diversification, saved incalculable resources and costs, and established sustained connections with consumers at multiple touch points. This paper discusses three critical business functions and the technologies that enable them:

- **Digital Content Management:** The workflow and associated business function of managing digital content and includes the ability to ingest, index, search, convert, transform and deliver media assets for consumption across different platforms
- **Digital Media Business Management:** The technology enabled business function of rights and resource management, customer relationship management, content monetization across media channels and business intelligence
- **Digital Content Experiences:** The technology enabled business function of attracting, engaging and retaining various audience groups across multiple devices through differentiated content experiences

This paper further discusses the challenges faced by media companies in implementing the above business functions, the benefits of individual enabling technologies and, more importantly, the strategic advantage that an integrated technology platform enables. Particularly as an integrated suite of solutions, the technologies that enable these business functions help media companies overcome the many challenges associated with the brave new world of shared media assets, cloud-based and remotely accessed content, and the emerging reality of multi-screen, multi-device media homes. Cloud-based content systems represent significant opportunity for many media companies as they can allow for low cost alternatives to installed systems, can ensure uniform global management and access to content, and can simplify disbursed governance and monetization efforts. Multi-screen, multimedia approaches can allow for increased creativity, innovation, and methods for reaching customers, building brands, and diversifying monetization prospects.

There are many options for media companies to best manage their assets, enable streamlined and consistent distribution, and use available tools to optimize customer relationships and monetization. Several business case studies are presented below to help illustrate best practices in managing these demands.

DIGITAL CONTENT MANAGEMENT

Digital Content Management (DCM) is defined as a combination of software solutions that enable the ingestion, indexing, archival, search, retrieval, annotation, repurposing, collaboration, display and transport of digital media assets in a seamless, collaborative, and secure environment that is easily incorporated with third party systems within the content workflow, spanning the asset lifecycle from creation through delivery.

Digital content management systems empower media and entertainment companies to succeed in their digital media inititatives. Particularly for commercially produced rich media content, a digital content management system can organize, categorize, save, store, retrieve,

and enable distribution to multiple platforms and multiple screens. And, depending on the needs of the organization, content can be stored locally, remotely, or in the cloud. Storage, archive, and expiration policy options abound as access, usage, and retention policies can be set at a granular, single user level, and workflow tools can track, process, and auto-deadline activities. Further, integrated business intelligence and analytics tools can measure content performance, track user activity, and help ensure optimized consumer experiences. The management of rich media assets, their consistent meta-tagging, automated versioning, and reusability can make the difference between successful content management and distribution efforts and significant cost and resource redundancies.

Collaboration tools within DCM solutions can further enable creative teams to share concepts, ideas, assets, and resources throughout the organization, indifferent to divisional or geographic distance. In virtually all industries, this improved ability to collaborate across formerly separated silos, assets, and competencies has created new operational efficiencies and opportunities. Today, through the use of workflow and collaboration tools, the best and most inspired minds within a company can maximize their combined knowledge and talent, focusing on singular concepts, campaigns, and media, pushing out refined, consistent messaging and programming. When these knowledge workers are further enabled to access company assets and contribute ideas, designs, and insight from virtually any device, anywhere and at any time, the resulting increase in productivity highlights the value of integrating a remotely accessible and cloud-based DCM system. DCM solutions in their variable forms have accordingly become essential for core business practices in the media and entertainment industry and can define the competitive positioning of a company in today's ultra-dynamic media world.

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As seen in the chart below, DCM solutions have arguably become one of the most critical pieces within a content workflow. Even as stand-alone systems, DCM solutions can quickly prove their value and reduce operational costs. For example, a case analyzed by Frost & Sullivan focused on a broadcast affiliate where the implementation of a DCM solution resulted in close to a 5:1 reduction in time spent on management of media assets. What took an employee 20 hours a week was reduced to 4.3 hours per week after deployment of the solution.

Because DCM knowledge workers and creatives were enabled to create intelligent queries that ran across the organization's entire digital asset repository, time spent shuttling through video content was all but eliminated. Previously, these assets may have resided in physical archives, different file systems, in different locations, and with different metadata models applied to each. With a properly implemented system with one repository and a consistent metadata schema, for just one of the regional broadcast affiliates the result was a total cost of $1,509,300 per annum and an annual cost savings of $5,510,700. This represents a saving of 78.5 percent on the cost of man-hours and does not account for the increased productivity through the time-savings. Particularly as companies continue to add more digital content, diversify media offerings, and expand operations, consolidated and centralized content management systems can save more than just money and headaches.

	Before DCM	After DCM	Savings
Number of employees in direct contact with brand related media assets	45	45	—
Average time an employee spends managing media assets	20 hrs per week	4.3 hrs per week	15.7 hrs per week
Average cost of employee	$150 per week	$150 per week	—
Total annual cost for this company in man-hours spent managing media assets	**$7,020,000**	**$1,509,300**	**$5,510,700**

Such a strong value proposition, when coupled with a cloud-based strategy, creates an even more compelling paradigm for traditionally cost-conscious companies. The ability to provide an essential technology enabled business function like DCM through the cloud further accelerates cycle-time and the return on investment in many use-cases, further augmenting the company's flexibility. Customers need no longer go through the integration pains or deployment delays that are often associated with on-premise solutions; cloud deployments empower customers to reap the benefits of DCM in a matter of weeks instead of months. The scalability of these solutions also allows benefits to be reaped not only in the SMB space but across organizations of all sizes – and across vertical markets. Cost-conscious business line managers can now tap operating expenditures to subscribe to cloud-based DCM solutions on a monthly basis instead of fighting for CAPEX budgets and dealing with the sticker shock of deploying a DCM platform on-premise.

The added benefit of not burdening already thinly stretched IT is the silver lining. Many cloud-based DCM customers also value the level of vendor accountability that comes with cloud-based Service Level Agreements (SLAs) versus software product license agreements. SLAs not only provide the customer services inherent with a software product license, but also provide a level of security and guaranteed up-time and back-up, often better than could be achieved through on-premise deployments.

As a case study on how effective a DCM system can be, in 2000, MTV Networks, one of the world's leading creators of entertainment content, created ALIAS (Archive Library Information Access System), an enterprise asset management system used by MTV Networks personnel to search and request assets from the company's videotape archives. MTV Networks sought to enhance ALIAS to support DVDs, digital files, still photography, and video. MTVN worked with Microsoft and Microsoft partner Vertigo Software to redesign ALIAS utilizing the extensive Rich Internet Application (RIA) capabilities of Silverlight, powered by the .NET Framework. The ALIAS database is also based on Microsoft SQL Server. The redesigned system delivers vast improvements in performance – providing an enhanced user experience and significantly streamlining the workflow for ALIAS users.

"*Our Silverlight solution will free librarians up from the time-intensive manual processes of pulling and circulating assets, and will enable them to do other value-added tasks, such as building the collection, cataloging content, enhancing metadata, and other curation tasks. We will be able to spend less time and resources on the physical operational aspects and spend more time on improving the company's archive—which will benefit all of the MTV Networks' brands*."

— **Ron Meglio**, vice president, MTV Networks Library & Media Services

Whereas DCM lays a strong foundation for effective management of digital assets, managing content does not necessarily equate to business success. Regardless of how creative a company's talent is or how great is the content they create – it is all a waste if available resources are not properly managed and the content delivered to consumers through managed distribution channels which allow for effective monetization. To best optimize content and to deploy it to greatest effect, companies must integrate the application of that content through digital media business management tools and customer experience management strategies, further explored in the following sections.

MEDIA BUSINESS MANAGEMENT

Although many of today's leading media companies have implemented some level of content management system, there are other parts of the equation that also need inclusion and integration to best gain competitive advantage. The previous section discussed managing assets at an asset level – an important structural need – yet content management systems in themselves do not enable the commercial aspects of a media business, specifically the monetization of content. This requires business management tools designed to maximize asset value and usage, that can be used to plan and deploy resources, grant access and rights, manage contracts and facilitate transactions while also delivering the content customers demand – how they want it, where they want it.

As complimentary solutions, customer relationship management (CRM), enterprise resource planning (ERP), business intelligence (BI), and tied-in billing systems and service

delivery platforms can manage the time and contract-sensitive fulfillment and transactional relationships with suppliers and buyers. As part of a media business management suite, these solutions can span organizations and functional areas, facilitate interactions with customers and merchants, and organize assets and resources for effective allocation, distribution and monetization. Each of these business process activities have associated costs, however, and when not properly integrated, time and resource expenses can add up prohibitively. The key for media companies is to deploy synchronized solutions that create a singular platform for managing and controlling asset processes and relationships.

In the last ten years, there has been a revolution in how consumers interact with media companies. Those companies that are best plugged in to the latest consumer trends have opened new channels of communications, enabling consumers to react to company brands and programming through splash pages on social media sites, integrating comments and discussion areas on their Web sites, capturing user generated content (UGC) on their own and other content sites, and opening up the more traditional feedback channels. Alternatively, companies that use many of these same channels to reach out to existing and new consumers, gauge perceptions, demand, and usage trends, and develop new programming to address those needs have made a positive impact with the public, company stakeholders, and their bottom lines. These multiple channels have created a critical mass of content and business processes that must also be integrated into media company assets.

CRM solutions can enable companies to capture, organize, and interpret diverse customer data, integrate and leverage third party supplier and buyer relationships, and incorporate the interactions, transactions and internal processes that define a company's relationship management effectiveness. Categorization of customer feedback, interpreting commentary and user data, and using that collective information to make strategic decisions can empower both the consumer and the company. Modern consumers can react to content like they never have been able to before, instantly, directly, and creatively through comments, discussions, social networks, and UGC. Through CRM tools, companies can in turn, gather this data, integrate it into their internal supply chain, combine it with acquired supplier and buyer insight, feed it into their knowledge base, and through the use of internal process and business intelligence tools, analyze it, apply it toward adaptive programming, and competently target individual consumer segments. The more refined the knowledge and management of consumers is, the better media companies can build and adapt revenue models around them.

"Real revenue advantage can be gained by those companies that deploy DCM, CRM, ERP and BI tools in a seamless and fully integrated platform toward maximizing content efficiency; understanding their buyers, suppliers, and customers; and delivering the best content experiences to them."

ERP tools, on the other hand, can enable companies to better manage the business side of content; managing licenses, copyrights, transactions, and allocating resources. Media release scheduling, platform management, contracts and revenue allocation can all be managed through ERP solutions; integrated workflow tools can streamline internal processes and deploy assets, enabling simpler cross-media delivery and allowing for critical performance analysis and reporting. Deployed across companies, ERP systems can help ensure succinct messaging and consistent content delivery, optimize ad sales and placement, and through its transactional management tools, maximize supplier and buyer relationships.

Both CRM and ERP tools provide business managers with invaluable data about activity around and how to best manage the use of their content, yet without contextual integration with a DCM, the true value of each program can be lost. The cascading reliance of each of the three solutions upon the other creates mutual dependency that can generate content management supremacy and monetization opportunities otherwise out of reach within the marketplace.

Media companies in particular have been vexed by how to best monetize their content as new delivery and consumer consumption patterns have emerged. These include various revenue models based on subscriptions, pay per view, and/or advertising, with each needing adaptation to rapidly evolving consumer behavior patterns. At the same time, audiences have been shown to be extremely fickle, moving rapidly from one screen to another, one device to another, and surfing through multiple forms of content, often simultaneously. In response, media companies have been compelled to try to reach consumers across multiple devices, screens, and platforms, while at the same time maximizing their content monetization potential. As content gets repurposed for reuse across multiple platforms, each new variant will generate demand on content repositories, further requiring sophisticated DCM and business process management solutions to effectively monetize across channels.

Today, diverse advertising models – with specific strategies for individual content platforms – that can be deployed on multiple screens and devices have proven the most successful for generating content revenues. In fact, the majority of content revenues are generated from in-site and in-program advertising today, and CRM, ERP and BI systems have been key to both understanding consumers and integrating the best and most effective advertising for those consumers, effectively reaching them where they live, generating higher quality hits, reactions, and conversions.

Trends are indicating that media companies must deliver content to multiple screens to maximize advertising revenues, including Web sites and on-demand video alternatives. As online videos are entirely on-demand and user activity can be tracked and reported, online video advertising can be more directly targeted than other platforms and is increasingly becoming a high value monetization option. Yet today, eMarketer reports that for every $1 spent on Internet video, $65 is spent on TV advertising, despite trends that indicate that increasingly more consumers are viewing content on Internet connected devices and Web pages. Still, keeping in mind that the vast majority of online content is short-form, ad spend for online videos today averages above $0.17 per hour of content compared to just $0.13 per hour of TV content. eMarketer also reports that "premium online pre-roll" average costs per impression (CPMs) are higher than typical broadcast TV commercials, at $35 versus $10. This represents the reality of how consumers commonly view online videos, often choosing to view the first part of a clip, and perhaps not following through to the end.

Although currently a mixed bag, advertising and revenue trends indicate a growth of diverse platforms through which media companies can both deliver content and adequately monetize it. Companies that explore multiple options in how to meet their consumer and advertiser needs, integrating multi-screen as well as multiple delivery options, including

remote access and cloud-based portability, are most likely to capture customers and build loyalty with both constituencies. Real revenue advantage can be gained by those companies that deploy DCM, CRM, ERP and BI tools in a seamless and fully integrated platform toward maximizing content efficiency, understanding their buyers, suppliers, and customers, and delivering the best content experiences to them.

A&N Media which encompasses some of the United Kingdom's best known brands in the media and entertainment industry is the parent of Daily Mail & General Trust (DMGT),national and regional UK newspaper business including Northcliffe Media. A&N Media needed a customer relationship management system to help them evolve from a more traditional print business model towards digital media supporting its advertisement sales processes, drive direct marketing campaigns, and provide better service to clients.

A&N Media deployed Microsoft Dynamics CRM software, with a related suite of Microsoft messaging, desktop, and data management products. A&N Media estimates that it has already resulted in more than £500,000 in advertisement bookings in just 10 months by its regional media business Northcliffe Media. The CRM project is on course for payback within 12 months. Sales agents spend more time in customer-facing work and less time on administration.

"With a user-friendly CRM tool, our advertisement sales agents get a more comprehensive view of their clients, and get better support throughout the sales cycle."

— **David Henderson**, Chief Information Officer, A&N Media

"The management of the content experience spans all three screens— televisions, PCs, and other video-capable, multi-function devices— and often requires discrete design, delivery, and advertising models."

As the previous two sections discuss, the value proposition of DCM and media business management solutions is demonstrable and proven, particularly when deployed as a single integrated platform. The final element to maximizing media asset value and monetization potential—built upon the foundation of DCM and media business management—is deploying those assets into meaningful and positive consumer experiences.

DIGITAL CONTENT EXPERIENCES

Essentially all media companies will concede that unless they provide the high quality content and compelling consumer experiences their users demand, the value of content can be lost. Paradoxically, the definition of that quality consumer experience remains very fluid, often forcing companies to be overtly reactive, agile, and sometimes, daring. Although content management and media business management systems can provide the tools for companies to create, manage, and deploy content, it is customer experiences that attract consumers, build loyalty, and spread the word about the quality of a site, the viewing experience, and the content itself.

The management of the content experience spans all three screens – televisions, PCs, and other video-capable, multi-function devices – and often requires discrete design, delivery, and advertising models. Consumers are eager to take their content with them, to access content anywhere and on any device, and to own their experience. Alternatively, consumer device manufacturers, content delivery networks (including cable, IPTV, satellite, and ISPs), and content creators, rights owners, and media companies are enthusiastic to meet these consumer needs at multiple touch points. Content experience tools – working in tandem with a well integrated DCM and media business management platform - can make it happen.

The way consumers access, view, and enjoy content has changed irreversibly in the last few years. The future of television promises increasing on-demand content, increasing interactivity, and ironically, increased viewership. Contrary to public perception, media companies are not in fact losing viewers as content has migrated to multiple alternative form-factors and delivery devices. The large media companies have largely successfully moved selective content to online platforms, to on-demand options, to alternative sourcing and revenue generating opportunities. Consumers have responded to the media opportunities positively, often opting for on-demand instead of "appointment" television, choosing from a selection of providers, and often using multiple sources and devices simultaneously. The same freedoms that offer consumers more flexibility are also allowing television and media companies adaptive programming, specialty content creation, and a freeing up from constrictive schedules and broadcast limitations. Through the use of the new tools, platforms, and form-factors now available to them, they can ultimately be more creative, more daring, and more flexible.

A key channel for this new content paradigm and for reaching new and disparate customers is the Internet. As increasingly more computers, multi-function devices, televisions, set-top boxes, game consoles and Blu-ray disc players are designed to include Internet connectivity, consumers have more connectivity and content options. Several content and consumer electronics vendors have embraced cloud-based content management, which can allow consumers remote access to their content from any Internet-accessible device from virtually any location, while also limiting unauthorized access and distribution.

Online video, in particular, is a rapidly growing content delivery platform that presents both challenges and opportunities for media and entertainment companies. It allows consumers to access content from virtually anywhere on the planet at any time and from any number of content providers, and enables media companies (and their advertisers) reach into formerly distant and dissimilar markets.

In August 2010, ComScore reported that 178 million users, representing nearly 85 percent of the total U.S. Internet market, viewed an average of 283 minutes of video online in July 2010. Keeping in mind that the average video length is less than five minutes, the average user viewed a lot of individual videos. And in all that viewing, 3.9 billion online video ads were displayed, accounting for nearly 10 percent of all videos viewed. Further, online video advertising revenues are expected to grow by more than 80 percent between 2010 and 2015, to more than $5 billion annually. Media companies that wish to maximize the value of

their content must consider online video – and online video advertising – as a viable commercial channel.

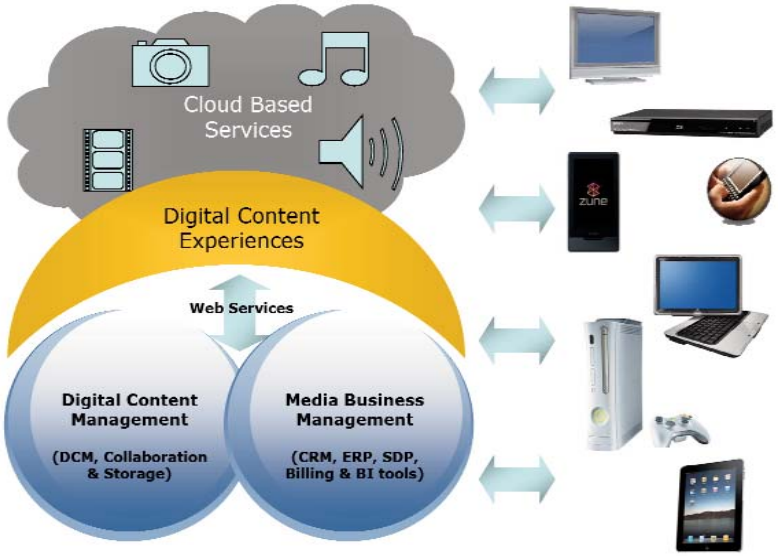
Mobile, wireless and multi-function devices, including the iPad and other tablet PCs, have recently opened up new channels for content and video delivery as well. Yet, although content and video on mobile phones has significant promise, many media companies are hesitant to dive into the space until form-factor and delivery standards are formalized. Even so, media and entertainment companies should realize the potential of the mobile and device marketplace and adapt their content strategies to include them.

Content and the associated business processes should be optimized for each platform on which consumers experience it. This may mean reformatting or compressing content to fit the various screens and devices, designing discrete pages and presentation schemes for each form-factor, or creating unique content for different viewing scenarios. This creates a need for managing various content types and numerous other versions for each content type within the DCM platform. Further, having effective integration with media business management tools, as described in the previous section, would empower media companies to provide on-demand relevant content to consumers anytime, anywhere and on any device. To maximize exposure, advertising buy-ins, and revenues, content analytics tools can be deployed to measure activity, define metrics, decipher larger viewer trends, and bench mark performance. In turn, these can be used to devise new media strategies, improve messaging and performance while bringing content closer and provide portability to the end user through cloud access environments, and create transformative relationships with consumers.

Media companies need to devise new business models to work across the wide realm of possibilities when it comes to consumer devices, demands, and consumption trends. As consumers increase demand and media companies further personalize their entertainment experiences, trends logically point toward locally stored content and program packaging specified for individual users. Cloud-based content management and delivery services can manage this transition and ensure the viability of a media company's content strategies.

The media economy and connected community have become ubiquitous in many people's lives, with content quality defining the success or failure of many media campaigns. Today's media company must deal with a wide range of new challenges and opportunities to remain successful and profitable; optimized content experiences and analytical measurement of their performance can validate a company's multi-screen approach, distribution and revenue model. That said, the diversity of options for content owners and consumers alike may remain complex, but both parties are emerging winners and likely will remain winners through the long term.

"Media companies need to devise new business models to work across the wide realm of possibilities when it comes to consumer devices, demands, and consumption trends."



When the 2010 Olympic Winter Games came to Vancouver BC, CTV relished the opportunity to transform the presentation of the Games to the home-team crowd. Canada's largest broadcaster knew that every second of the Olympic Games was meaningful and wanted to provide viewers with continuous, online coverage of every event. In the U.S., NBC Universal, which delivered the telecast and online broadcast of the 2008 Summer Olympics in Beijing, was setting its online delivery sights higher than ever before. The 2010 Winter Olympics offered a golden opportunity to improve the online experience in several areas, including capitalizing on prebuilt technology to support a more refined approach to delivering ads and streamlining the delivery of highlights from the events. Even Norway wasn't missing a trick: with 82 percent of Norwegian households enjoying broadband Internet connectivity and increasing numbers of those households turning to the Internet for content delivery, the Norwegian Broadcasting Corporation was intent on delivering the highest-quality, online viewing experience possible.

All three broadcasters turned to Microsoft and its media and entertainment partners. All three relied on Microsoft Silverlight 3 and Internet Information Services (IIS) Smooth Streaming, a feature of IIS Media Services, to deliver high definition content—live and on demand—over the web. Microsoft gold certified partner, Deltatre, helped all three broadcasters develop their web sites and even provided an ad-insertion tool that ad operators at NBC could use to choose a preconfigured ad pod and select a precise timeline marker for delivery. This enabled NBC to place ad markers very precisely in the live and on-demand stream and to change the ads presented at almost any time based on fulfillment and consumption data.

"One of our goals when we cover the Olympics is to help our partners deliver their message through advertising.... Being able to use Microsoft technology to deliver advertising efficiently has been incredibly valuable to us."

— **Perkins Miller,** Senior Vice President of Digital Media, NBC Sports

THE BOTTOM LINE

To compete in today's dynamic digital media driven world, media and entertainment companies must embrace both the enabling technologies that will allow them to compete and succeed, and the emerging consumer consumption models. How the technology enabled business functions discussed in this paper are put to use may well define the difference for a media company being an "also ran" or being at the forefront of the industry, with a clear ability to manage its assets, allocate its resources, understand its consumers, and reach them where they live within the dynamic media environment. These are all important for market growth, sustained and efficient operations, and increased consumption, advertising, and revenues.

Digital content management, media business management, and content experience management business functions enabled through technology form the foundation for accomplishing more with existing and increasing resource and delivery options. Upon this foundation, companies can build engaging customer experiences, well integrated and efficient business and content processes sitting on top of a context aware media repository – creating an integrated workflow optimized to empower media companies to exploit emerging delivery platforms for increased monetization. When tied-in and integrated, the power of the total solution can define the ability of a media and entertainment company to progress to the next frontier of content and media leadership.

The synergistic effect of combining these three solution areas is being proven successful across the media and entertainment industry. Today, it is all the more important for media companies to increase agility, grow positive impressions and reputations, and capture more consumer and advertising revenues. Gaining advantage through the implementation of technologies and being open to diverse media platforms may well define the structure of the media landscape through the foreseeable future.

The specific tools discussed in this paper, demonstrated through business cases and examples, have proven their value within the media and entertainment industry as well as across other verticals. Vendors like Microsoft are leading the charge to define the digital media landscape as this dynamic market matures. Microsoft Sharepoint 2010 is a market leading collaboration, organization, and content sharing solution; Silverlight is rapidly becoming a leading streaming video platform; the CRM, ERP, and business intelligence platforms Microsoft and its partners deploy can provide the foundation for media companies to accomplish great things with their existing and new assets. Combined, it is a very potent combination of solutions critical for the success of any media company.

As the digital media revolution continues to evolve, future trends indicate an increasing reliance on alternative media platforms, sources, and delivery methods. Content sharing, rights management, and accessibility rules focused on the combined needs of content owners looking to monetize and control the distribution of their content and consumers who seek additional portability, flexibility and diverse access options may drive further innovation in unpredictable ways. The concept of cloud-based digital repositories, in which media files are stored and through which consumers can access the content they own from

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any place and any device around the world has gained some traction in just the past year. Market pressures and consumer demand will drive media companies to optimize content efficiency and increase broad consumption through the deployment of content clouds, further demonstrating the utility within and the validity of cloud-based content management structures. As content creators continue to amass large content libraries – and address consumer demand for easy and instant access – cloud-based solutions offer efficiencies, control, ease of use and cost controls beyond the capabilities of installed, localized or limited access content management systems.

Frost & Sullivan views the media and entertainment market as dynamic, diverse, and full of potential. As discussed herein, context aware processes and process aware media management can help build rich consumer experiences, maximize revenues, and allow media companies to reach diverse and disbursed consumers where they now live and will live in the new media world.

"...context-aware processes and process-aware media management can help build rich consumer experiences, maximize revenues, and allow media companies to reach diverse and disbursed consumers..."

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