Course Description

Technology has always provided the engine for change and growth in the media industry. The printing press, motion pictures, satellite distribution, the internet, mobility – each new wave of innovation has created a transformation across all sub-sectors, from the music industry to print to videogames to TV and film.

As the penetration of each technology increases, the impact is felt across the value chain, from content creation, to distribution to consumption. Change is manifest both on the consumer side and corporate enterprise; from programming to delivery and business model.

And as much as technology can provide the enablers to greater consumption of media – increasing reach, engagement and monetization opportunities – it also creates friction between the old and the new, between the incumbents and the start ups, and between the cultures of companies and executives from the worlds of media, technology and communications.

Social networking, online video, mobility, digital advertising, interactive TV various all create tremendous opportunities for marketers, but they also require significant changes to the existing approaches to reaching consumers as well as changes to the underlying business models. The major challenge for all firms as they confront massive disruptions to “business as usual” is to craft new strategies for marketing and distributing content across all digital platform (either as a replacement or complement to traditional approaches).

Driven by the trifecta of the internet (including increased accessibility, bandwidth, lowering consumer pricing), proliferation of devices (including consumer electronics and computing; at home/office and on the go) and the creators/distributors of content and services, the colliding worlds of media and technology are evolving at an ever faster speed and in an ever more confusing landscape. Innovation and disruption go hand in hand.
This course will look to provide a framework for understanding the various technologies impacting the media in the marketplace today – using subjects both ripped from the headlines and grounded in near-term history – as well as provide a structure for assessing the opportunities and challenges of innovations in the 3-5 year time horizon. It is designed to help students become effective marketers in the 21st century.

Topics covered will include the digital home, web 2.0, social media, online video, digital advertising, video-on-demand, mobile applications, gaming, sports technologies, interactive TV and emerging, next-generation technologies.

Lecture materials and class discussions will attempt to delineate the true impact of technology on the media industry – separating the PR-driven hype or ‘vapor’ of start ups, digital initiatives and product launches, versus the technologies and trends which will create a real impact on the way content is created and an audience consume the media of the future.

Questions asked include: what are the major technologies today and on the horizon? Who are the major players? What is the impact to the value chain and business economics? What are the challenges and opportunities? How do these technologies change the way media companies market, distribute and monetize its content? What does the industry look like in 5, 10, 20 years?

Course style will be PowerPoint-guided lecture, with guest speakers.

The class outline is illustrative and flexible, in order to reflect contemporary issues (new headlines, product releases, deals) that may be relevant to class discussion.

**Grading**

- **Class participation – 40%**
  - Students are expected to come to class prepared and ready to participate actively in the class discussion (commentary, questions), including reading of materials or voting in polls, where appropriate; full attendance is expected and all students should discuss exceptions with the professor in advance of any class

- **Paper – 25%**
  - Students will individually prepare a paper (approx. 2 sides in MS Word or 1000 +/- words) which describes a hypothesis on how technology will impact the media industry (select a sub-sector, e.g. print, TV, videogames) in the next 5-10 year timeframe, which technologies and players will have the greatest impact and why, as well as a proposal for how a company in the chosen sub-sector could best strategically and tactically position itself for success

  - Papers will be due by the end of the fourth class (i.e. eight sessions in)

- **Group Project – 35%**
  - Group projects will look at creating campaign strategies for marketing and distributing content across all digital platform (either as a replacement or complement to traditional approaches)
• Suggested approaches include social networks, online video, mobility, digital advertising, interactive TV and new media stunts

• Groups can choose from a variety of suggested TV and film products, including premium vs. reality programming, or blockbuster vs. niche theatricals

• Presentations should include a mix of strategic and tactical recommendations, as well as creating prototypes/proof of concepts for tactics (e.g. creative works, blog creation, video sampling, merchandizing, community networks)

OVERVIEW CLASS DESCRIPTION

1. Introduction
2. Digital Lifestyle
3. Web 2.0
4. Social Media
5. Online Video / Case Study
6. Next Generation Video
7. Gaming and Sports
8. Speaker TBD
9. Mobile
10. Speaker TBD
11. Coming Soon
12. Wrap Up

Session 1a:

1a. Introduction

• Personal introduction
• High-level overview of course and class structure
• Summary of key issues in the M&E sector, including
  • Leisure time - where spending time
  • Sector revenues and CAGR; sub-sector analysis
  • What’s driving growth - key trends and technologies
  • Overview of disruption in the value chain, from content creation, distribution, consumption
  • Generational shifts (predict 18 years from now)
  • Hype cycle - sorting reality from PR
• Discussion: what do you think will be major technology drivers in next 5 years?

1b. Digital Lifestyle

• Describe the digital home ecosystem, how the different device function, inter-relate, talk to each other, including
  • Consumer electronics (TV, audio, DVRs, Apple TV, Google TV etc)
  • Computers (PC, Macs, netbooks etc)
  • Mobile devices (tablets, cell phones, eReaders, PMPs etc)
  • Gaming (e.g. Xbox, PS3, Wii)
• Networking (e.g. broadband cable, Wifi, cell networks, Bluetooth)
• Other (e.g. health monitoring, home security)
• Discuss – how to enable, protect, monetize ‘liquid media’; including formats, compression, DRM, authentication, transaction engines, CDNs, media servers, cloud computing
• What are the challenges to seamless ecosystem, talk about coalitions and partnerships and standards bodies
• What will the digital future look like – in home, on the road, in the office

2a. Web 2.0

• Define what Web 2.0 mean, including:
• Social media (see next session)
• Network effect, cloud
• Crowd-sourcing, Wikipedia, blogs, etc
• Open source vs. proprietary
• Portal vs. super-syndication
• Search, data, meta-data – what’s next (‘instant’, video, images, real-time)
• Digital advertising - targeting, analytics, ROI
• ECDN, DRM
• Is Web 2.0 real and what does the next phase mean (e.g. Web 3.0)?

2b. Social Media

• Discussion of definition
• Brief history (e.g. from Geocities and Friendster to today’s services)
• Key trends
• Major players and technologies
• MySpace
• Facebook
• Twitter
• Other majors, e.g. Google, Microsoft, Yahoo, LinkedIn
• Other niches, e.g. Yammer, Ning
• Enablers, e.g. CrowdFactory, eModeration
• How mainstream media is adapting? Print, TV, news
• Examples Obama, Iran, fundraising
• Blogs, RSS, Digg, Twitter, crowdsourcing, eZines, eNewsletters
• Is social media here to stay and if so, how will it evolve?

3a. Online Video

• From broadcast to cable to satellite to IPTV to online to beyond
• ‘Traditional’ innovations, differentiators and disruptors (multiplex, compression, HD, VOD, DVRs)
• Online video
• YouTube first mover
• UGC vs Premium (pyramid of content)
• UGC online video - Justin TV, lifecasting, Lonely Girl
• Hulu, Fancast and others
• Electronic Sell Through (iTunes, Amazon, Zune)
• Is ‘online video’ still relevant as a standalone category vs. part of a video ecosystem?

3b. Next Generation Video

• Discuss IPTV – including AT&T, Verizon
• BluRay online, bundling, X-Box
• New comers like Google TV, Apple TV, Vudu, Roku, Sling, P2P technology
• International examples, e.g. Sky, SVOD, Canal+
• TV Everywhere, paying for content, bundles
• Differences between studio and TV network responses
• Interactive TV is coming – key players, technologies, features
• Where is it all headed and who will win?

4a. Gaming

• Sector overview, trends, players, revenues, growth
• Major players/segment, including:
  • Consoles - PS3 / X Box360 / Wii / EA / 4th generation
  • Casual gaming and social gaming (Zynga)
• Virtual worlds - Club Penguin, WoW, Second Life
• Mobile gaming
• Convergence of devices, content and distribution
• Sports - how traditional and new media brands are harnessing technological innovation:
  • MLB – gold plated case study, Gameday
  • Nascar, telematics, virtualization
• Ultimate Fighting Championships
• Showtime IPTV applications
• Using EA Sports (Playbook) on ESPN - convergence
• Nike + Apple
• Who are the leaders, winners, losers?

4b. SPEAKER

• Speaker (TBC)

5a. Mobile

• Sector overview, revenues (voice vs. data; services vs. content)
• Three screens and convergence
• Key trends - device, content, network (4G, WIFI), consumer readiness
• Key players (network operators, service providers, handset manufacturers, content/app creators) and ecosystem differentiators, including:
  • iPhone
  • Blackberry
  • Android
• Browser vs. application approach
• Walled garden vs. open internet approach
• Tablets
• Where is it headed and who are the winners?

5b. SPEAKER

• Speaker (TBC)

6a. Coming Soon

• What’s coming over the horizon? Emerging technology road map, 1-5 years out, including:
• 3D movies and TV
• Interactive advertising
• Multi-touch displays (e.g. MSFT Surface, phone displays)
• Social TV
• Personal viewing devices
• Touchless power charging
• Broadband over powerlines
• Metro wifi
• Next gen games
• Remote controls
• Holographics
• Augmented / virtual reality
• Key areas of interest and where investment money is flowing
• What’s real, what’s vapor? What will be the tipping point? Who will leaders?
• Group presentations (10 mins each)

6b. Wrap Up

• Look back and summary of course
• Overarching themes, plus:
• R&D - invention vs. innovation; product development; risk, willingness to fail, process, incubation (see disruptive by design Wired conference thingy), Schumpeter creative destruction, disrupt vs. be disrupted
• What is a digital strategy? How to work with multi-departmental/functional teams to execute on innovation
• Generational shifts and predictions – what media will look like in 5, 10, 20 years
• Group presentation (10 mins each)
• Wrap