



International
Council

November 18, 19, 20, 2009
New York City

A REPORT ON THE INTERNATIONAL COUNCIL SUMMIT



The Search for Common Ground



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Left to Right: Jeff Latch; Andrew Lacy; Dick Parsons; Dr. Henry A. Kissinger and Lan Yang; Erin Burnett and Pat Mitchell; Christopher A. Vollmer and Jack H. Griffin; Anne M. Sweeney and Pat Mitchell; Prannoy Roy;

Alfonso de Angoitia and Javier Moreno; Russell Dubner, Peter Land, and Josh Karpf; Gordon Crawford, Andy Duncan, Philippe Dauman, and Ivan Seidenberg; Anne M. Sweeney, Avner Ronen, and Gustave M. Hauser; Serhat

Albayrak, Berat Albayrak, Suna Vidinli, Salih Memecan, and Tony Burman; Ken Lowe; Frank A. Bennack, Jr., Nuri Çolakoglu, and ThinkSocial Awards participants and winners

FOREWORD

This year, The Paley Center for Media proudly brought you to New York City for our premier annual event, the International Council summit. After exploring the media landscape from Berlin to Beijing to Bangalore at previous IC meetings, we were honored to host a record total of 160 of the most prominent industry leaders for the first time in our hometown.

Challenging times always serve as an important reminder of the transformative power of change. With that in mind, our conference looked at the big picture: *How to Thrive in the Global Media Economy*. Eighteen event sessions explored the media landscape around the world. Expert speakers and moderators tackled issues of programming, news, social media, sports, mobile



Frank A. Bennack, Jr.,
Pat Mitchell, and Mayor
Michael R. Bloomberg

media, investments, and advertising, seeking solutions to the challenges that our delegates face day to day.

IC 2009 NYC took great strides with a program of firsts, many of them in response to the extraordinary interest in our events.

- 160 delegates representing fifteen countries made for record attendance.
- CNBC anchored their signature program, *Squawk on the Street*, from the Paley Center—the first live broadcast ever from the IC.
- We streamed sessions live, directly to the Internet for the first time.
- The first ever ThinkSocial Awards were held, which recognized the best in social media and how it can be used to address global problems. We congratulate SocialVibe, March 18 Movement, and Kiva.org

for their awards.

• Our first *Hunt for the Next Big Thing* session took us into the digital future and provided a template for a new Paley Center initiative featuring digital startups.

In the pages that follow, you will find highlights of this thought-provoking three-day, on-going conversation, which kicked off with Katie Couric interviewing conveners Jeffrey L. Bewkes, the chairman and CEO of Time Warner, and Leslie Moonves, the president and CEO of the CBS Corporation. As the conference progressed, conveners Philippe Dauman, president and CEO of Viacom Inc.; Ivan Seidenberg, chairman and CEO of Verizon Communications; Anne Sweeney, cochairman of Disney Media Networks and president of Disney ABC Television Group; and Jeff Zucker, president and CEO of NBC Universal, lent their expertise. Tim Armstrong, chairman and CEO, AOL; Dr. Henry A. Kissinger; Dick Parsons, chairman, Citigroup Inc.; and Ted Turner, chairman of Turner Enterprises, Inc.; provided their much-anticipated perspectives. Government leaders such as Mayor Michael R. Bloomberg and FCC Chairman Julius Genachowski, weighed in as well. Their ideas and comments make for provocative reading and viewing. To view video of many of the sessions, visit the IC 2009 NYC Video Gallery on our Web site at <http://paleycenter.org/ic-2009-nyc-video-gallery/>.

We extend our thanks to our sponsors Gustave M. and Rita E. Hauser, Booz and Company, O'Melveny & Myers, PricewaterhouseCoopers, UBS, Edelman, the Nielsen Company, and Hearst Corporation, as well as all our conveners and delegates who made this a landmark event.

We look forward to seeing you again at the next IC NYC, in the fall of 2010.

Pat Mitchell
President & CEO
The Paley Center
for Media

Frank A. Bennack, Jr.
Chairman
The Paley Center
for Media

DEVELOPING A SIXTH SENSE ABOUT THE MEDIA: HOW INNOVATIVE THINKING DRIVES THE INDUSTRY

BY RJ SMITH

The communication world's most important CEOs and VIPs gathered last November for the fifteenth time since 1995 to exchange ideas and draw the industry that much closer together. Exploring the theme of "How to Thrive in the Global Economy," the Paley Center International Council allowed, encouraged, even demanded those in attendance to study where media has most recently been heading, and begin charting a new course.

The established industry players—iconic figures all—were there in abundance. Jeffrey Bewkes, Leslie Moonves, Ivan Seidenberg, David Stern, Anne Sweeney, Ted Turner, Jeff Zucker, and the chairman of the Federal Communications Commission, Julius Genachowski led an impressive list of international execs. They spoke, discussed, cajoled, needled, and bonded over issues in the midst of a media age in great transition, a period when business models that were once embraced are now embattled.

Among those not in attendance was Pranav Mistry, a young PhD candidate from the MIT Media Lab. While he made no appearance, his presence—and the brilliant new technology he created, called SixthSense—could be felt throughout the proceedings. His name came up repeatedly during panels, perhaps because he has invented something that is vastly innovative without boundaries, and perhaps also because he is among the young and thriving.

With Mistry's SixthSense technology, Internet information flows effortlessly into your daily life. Mistry can be seen on a set of incredible video clips that have been viewed hundreds of thousands of times on YouTube (pranavmistry.com/projects/sixthsense/). In all of them, Mistry cuts a unique figure. He has a camera slung around his neck, with an odd projector and a mirror dangling just below that. As he walks, it becomes clear that these devices are synched in communication with a cell phone he's also carrying.



Pranav Roy, Philip I. Kent, and Subhash Chandra

In one clip, Mistry picks up a book in a bookstore—its title, *As the Future Catches You*, is anything but ironic—and Amazon reviews are projected on a blank page. He looks at an airline boarding pass and "Delayed 20 Minutes" appears on its surface. He even draws a watch on his wrist with a finger and a virtual dial face with the correct time suddenly appears.

Mistry's work was discussed and debated in panel sessions and in the hallways at the IC. This presence is, frankly, a reminder of what the IC conference has long been all about. Yes, the communication world's most important CEOs and VIPs gathered to exchange ideas and draw the industry that much closer together. But Mistry and SixthSense served as a reminder that the waves of the future are invented anywhere, at any time. What the world demands, the International Council—and all the innovators it depends on—must supply.

The swift movement of time, in terms of technology, was very much present at this year's IC meeting, held for the first time ever in New York, with topics prodded and pondered through eighteen sessions over three days.

Mistry's name remained, for several, top of mind. When Ivan Seidenberg, chairman and CEO of Verizon, told the gathering about the coolest of the

SixthSense clips, he said he thought the clip was “funny.” Though his look said he didn’t think it was *that* funny—it said he was still processing all the implications of this “wearable gestural interface.”

Seidenberg brought up SixthSense to say that technology was making hash of all the industry’s little arguments about Hulu and the law, and about whether phone service was better in Europe. Hulu’s



challenges don’t amount to much in a crazy world where you can watch TV shows on the side of a building. Which is exactly what Seidenberg said SixthSense permitted one to do.

Make no mistake: once you can call up Internet content any time you want and view it wherever you want—Katie Couric on the side of Black

Rock anybody?—something essential has changed. Another scene in the SixthSense clip: Mistry holds up a newspaper, and film is projected onto a blank page. “Hot off the press,” you are a cliché whose days are numbered.

Did Somebody Say “Crisis?”

Everybody at the IC gathering had their game faces on at the various sessions. “Everything is back to the pre-recession ethos,” offered Scott Singer, managing director and head of media and entertainment at The

Bank Street Group. “It’s all good,” Jeff Bewkes said about recent Time Warner profits.

Yet it wasn’t all good news. Print journalism was the proverbial elephant in the room even the rugged electronic cowboys couldn’t ignore. Would newspapers survive? Bewkes was asked. “Some,” he answered, like a stoic Clint Eastwood on horseback.

On one panel, an irony was kicked around: Print media folks complain these days about giving it away for free on the Web. Meanwhile, the TV folks were all giving it away on the Web and complaining that

they needed to make more of it fast just to feed the beast.

Clearly, the TV industry had the better year; and appear poised to better weather this storm in the tens. But the operative, operating question—who will pay for Web content, and how?—is far from settled and up for fruitful debate. That is, in part, what an IC conference is good for.

Social Media: We Like This

On the panel that immediately followed the ThinkSocial Awards, Joe Marchese of SocialVibe, a social networking Web site which connects people with brands to earn charitable donations, talked about the fast-paced evolution of advertising. He spoke of how advertising changed once it moved from radio to the brand new technology of TV.

At first pitch men just read from scripts like they had been doing before, but soon they realized that with TV you could visualize your product, hold it up and show how it did what you said it would do. Then—and this was key—advertisers realized what an entertaining medium TV was, and it occurred to everybody that if commercials entertained the way the shows did, people would watch more of them in their living rooms.

All of which is to say that today, advertising is on the precipice of changing again as it integrates with the social media that all media are, even if they don’t acknowledge its various possibilities. If advertising starts acting more like social media, with ads giving viewers a chance to play with the message and comment on it, it could be a huge jump for advertisers, and a happy monetizing stream.

You can find a lesson here that speaks to the theme of “How to Thrive in the Global Media and Entertainment Economy.” The future of advertising? That’s somebody else’s dilemma. But the future of news media—could it be that new execs need to start reacting more to the increasing “socialness” of all the media, not just Facebook? (hint: YES)

You could catch a glimpse of an answer in something tossed off by *New York Times* columnist David Carr, at *The Future of News Worldwide* panel. Carr noted that he doesn’t even really read the news sequentially anymore. Like a lot of people, he relies on friends he trusts to tweet him with links to stories. Using a tightly controlled Twitter like an RSS feed is how he surfs the Web these days.

Carr pondered a time when “the news” won’t be



Mayor Michael R. Bloomberg, Gala Dinner at the Rose Center for Earth and Space, The American Museum of Natural History

this monolith assembled by editors, producers and reporters in a room somewhere and then handed down to the masses. He sees—or wonders if he’ll see—a time when “the news” is an application available on a handheld device. You’ll get stories and information suited to your stated needs and interests, culled from a globe’s worth of sources. Where once we had to search for news, the news is starting to find us.

The Kids Stay in the Picture

For a few days, the Paley Center was a summit of top brass and younger would-be moguls meeting just as the deal between Comcast and NBCU was close to done. Everybody sensed it coming, and there were plenty of questions about it in most every session.

It was a good story to gossip about, but nobody had much to say, at least on the record. Just a few years ago, this would have been titanic news, but the interesting thing here was that the gossip, too, has been downsized. The power of a network or cable company to command and control the flow of information has been Twittered away. As one panelist remarked, chances are good there’s never been such a major deal so thoroughly reported on before it happened. (What he didn’t say was that it was happening on the Internet most of all.) That’s not because it was such a Masters of Reality moment—the merger would have been bigger when the masters were bigger, just a few years back. The Internet buzz

on the Comcast deal foreshadows a larger handover of power; here was a new form flexing its muscle and taking some piñata whacks at the last generation.

For if the moguls have been the rock stars, a whole bunch of up-and-coming new media stars are about to elbow out the heavy metal gods. As Gizmodo’s Peter Rojas noted, handheld gadgets are the new rock stars. Which brings us back to Pranav Mistry and that SixthSense video. Right now, SixthSense is unwieldy, unready; maybe someday, however, it really will be possible for our phones to “see” what’s around us and give us real time Internet information about what our senses perceive. This is where all kinds of fun will begin.

At the IC conference, people were gossiping about the big boys, but the

more meaningful talk was, appropriately enough, about small screens. Do sports fans really want to watch soccer on a phone? Did you know ten million mobile phones are turned on every month in India? That about thirty percent of wireless profits come from data, a figure that’s going to double soon? Finally, what happens when all these devices start talking to each other?

What happens to your privacy when all that information on your SixthSense smart phone hits the Internet: what you were looking at, who you talked to, what book you read? Nick Brien, president and CEO, Mediabrands, answered this question at the *Monetizing the Mobile Landscape* panel: “Privacy is the biggest unexploded bomb underneath the Internet.” It’s not just an issue in the near future, not with Google logging all kinds of data on each and every user, not with all those neat things social media can do because it tracks its users so well. Not with a government that’s shown a capacity for requesting personal information from cellular providers.

The loss of privacy is growing as fast as the technology. A questioner at the *Monetizing* panel who sells game applications hit it out of the park: People under twenty don’t expect any [privacy] at all, he said. Here may be the biggest distinction between the new techs and the metal gods. Privacy: it will be a good topic for panels in the days ahead.

GALA DINNER AT THE ROSE CENTER FOR EARTH AND SPACE, THE AMERICAN MUSEUM OF NATURAL HISTORY

Left to Right:

Mayor Michael R. Bloomberg

Julie Chen and Leslie Moonves

Pat Mitchell, William C. Paley, Alison Paley, and Nancy Kissinger

Christopher H. Browne and Robert L. McCann

Rick Feldman, Andy Duncan, and Jeff Latch

Bobby Schwartz, Warren Christopher, and Joseph Calabrese

Gustave M. Hauser, Rita E. Hauser, Pat Mitchell, and Ivan Seidenberg

Yang Lan

Leslie Moonves, Ivan Seidenberg, and Mayor Michael R. Bloomberg

Mayor Michael R. Bloomberg, and Dr. Henry A. Kissinger

Neil deGrasse Tyson, Mitchell Cannold, Abbe Heller, and Scott P. Kurnit



CHAIRMAN'S DINNER AT HEARST TOWER

Left to Right:

Bernadette Peters

*Gordon Crawford,
Christy Carpenter,
and Philippe Dauman*

*Pat Mitchell, Frank
A. Bennack Jr., and
Cathie Black*

*George A. Cooke,
Hajime Hashimoto,
Kenshi Fukuhara,
Raita Nakashima,
and Max Robins*

*Gina Sanders, Steven
Newhouse, and
Yang Lan*



Left to Right:

*Fabrice Sergent and
Eija Ailasmaa*

*Kay Koplovitz and
Helmut Thoma*

*James L. Greenwald,
Marilee Green-
wald, William C.
Paley, and Edward F.
McLaughlin*

George Kliavkoff

*Catherine Geanuracos
and Joe Marchese*

*Blair Westlake and
Craig Hitchcock*

*Alison Paley and
William C. Paley*



LUNCHES AT '21' CLUB

Left to Right:

Julius Genachowski

Bonnie Hammer and
Kay Koplovitz

Yossi Vardi

Julius Genachowski
and Jonathan Miller

Frank A. Bennack, Jr.
and Gustave M.
Hauser



Left to Right:

Pat Mitchell and
Ted Turner

Frank A. Bennack, Jr.,
Gordon Crawford,
Pat Mitchell, and
Ted Turner

Jamie Daves

Elinor Tatum,
Loreen Arbus, and
Pat Mitchell



THE PANELS

THE SEARCH FOR COMMON GROUND: THE PRICE OF CONVERGENCE

CONVENER SESSION: A CONVERSATION WITH **JEFFREY L. BEWKES**, CHAIRMAN AND CEO, TIME WARNER INC.; AND **LESLIE MOONVES**, PRESIDENT AND CEO, CBS CORPORATION
 Moderator: *Katie Couric, Anchor and Managing Editor, CBS Evening News*

“How do you efficiently present content to viewers on devices they want to buy and then make a profit?” asks Moonves.

Early in this jaunty introductory panel, Leslie Moonves explained his vision of what’s truly important for the industry. Redirecting a phrase Don Hewitt, *60 Minutes* creator, made famous, Moonves said: “Tell me a story.” A great story transcends its time and eclipses issues of technology and business.

That said, Moonves and Jeffrey Bewkes showed themselves to be very concerned, all the same, very concerned about the delivery systems for that story: technology and business. How does one efficiently present content to viewers on devices they want to buy and then make a profit? “What keeps me awake at night is technology,” Moonves acknowledged.

Katie Couric raised the issue of paying for content—Barry Diller and Rupert Murdoch are declaring it the way to go, she noted, but is it possible the genie is already out of the bottle? Bewkes’s gut response was to mockingly suggest that content, along with food and shelter, should be free. “That is



Jeffrey L. Bewkes, Leslie Moonves, and Katie Couric

where the planet is going,” he offered with Swiftian assurance.

Moonves played the part of the straight man. “What my friend is trying to say,” he began, is that ‘free’ will continue to be a standard, and that advertising will continue to be the foundation of profit. If more people watch *NCIS* on the Web than on his network, Moonves said, he wouldn’t be able to afford to make *NCIS*. If you want your content some other way, you are going to have to pay for it, “or you won’t get it.”

Bewkes noted the conference was being held in a place that was once called The Museum of Television and Radio, a building that is a de facto tribute to the history of the network business. Twenty years ago, he noted, western broadcasting involved state-run TV and a handful of channels. But the onset of cable, he said, created tons of channels and cable shows with a strong brand identity. “There’s no genie out of the bottle that’s as powerful as that genie,” he declared.

A primary AOL goal is to be a bridge between the techies of Silicon Valley and the media community of New York.

When Moonves was asked what brand would he most like to acquire, Moonves said Hulu, the free Internet service that provides commercial-supported programming from ABC, NBC, Fox, and other studios—everybody, practically, but CBS. He said News Corporation’s then-COO Peter Chernin had approached CBS about becoming part of Hulu, but Moonves declined, fearing he’d lose control of content. “Content is the family jewels, (and) the idea of taking our content and putting it into another company, controlled by some of my biggest competitors, was hard to swallow.”

Moonves and Bewkes are looking for common ground and have worked together but if these factions don’t find common ground, the future will be rockier. That may be the best way to sum up the present chapter of the “How to Thrive in the Global Economy” story. And like any good story, as Hewitt no doubt would have avered, it brought in an element of suspense. As the saying goes, the future remains unwritten.

AOL: FLYING SOLO, AIMING HIGH A Q&A WITH AOL CHAIRMAN AND CEO TIM ARMSTRONG

If Bewkes, Moonves, and Couric offered a witty, extended shmoozefest, the Q&A session with AOL CEO Tim Armstrong strove to get right to the point. AOL had just formalized its break with Time

Warner and was cleared to trade shares again; a few days hence, it would announce layoffs. Armstrong welcomed the Paley Center’s Pat Mitchell to the recently announced AOL board of directors. Throughout, Armstrong was resolutely positive. He stated his belief that in the long run, the Internet would be the biggest beneficiary of the current economic crisis.

This, Armstrong felt, was particularly true for an AOL asset like Patch, the local news service he built and then sold to AOL. Patch is a Web site that provides local news to small towns and communities that the diminished newspaper industry is abandoning.

Armstrong said his goal is to turn AOL into a bridge between Silicon Valley and New York. He also described how AOL was talking with the likes of Warren Buffett and Martha Stewart to produce a series of Webisodes designed to attract young viewers. And he talked up the value of partnerships, and suggested that while AOL would be directly involved in fewer international markets next year, this was clearing the way for increased collaborations with foreign concerns. Perhaps, he suggested, big corporations could produce heat by having the courage to load several innovative irons into the fire.

“I like to think of the Internet as a row of houses where advertisers line up dump trucks full of cash and drive down the street trying to figure out which house they are going to unload their cash at,” said Armstrong. “They look for places that are scaled and safe. And I think our house needs some updating, some paint, and other things. We have a lot of work to do.”

TIMELINE

Looking Back on 15 Years of Looking Ahead

Unique moments in the history of International Council Meetings

Rome, Italy: September 17-19, 1995

A vital, welcome tradition begins

as The Museum of Television & Radio (former name of The Paley Center for Media) hosts its first International Council, an unprecedented gathering of the world’s media leaders. The Council—composed of chief executives

of top media and communications companies—begins tackling billboard global industry issues through a series of discussions with an eye toward the future. This premier gathering of the Council—which had been the brain-



child of MT&R Vice Chair **Gus Hauser** and President

Robert Batscha—is unique for two additional reasons.

First, it’s the only IC gathering not to be convened by a local media company. Instead, the Italian government itself generously does the honors, and meetings covering media and politics are held at the residences and offices

of **President Oscar Luigi Scalfaro**, and **President of the Senate Carlo Scognamiglio**. Second, former US Secretary of State—and MT&R Vice Chair—**Henry Kissinger** serves as moderator for all the discussions.

Talks focus on international relations, world trade, global economics, and new ideas. The list of participants includes Viacom’s **Frank Biondi, Jr.** and **Sumner Redstone**; **Alan Alda**; **Loreen Arbus**; **Ratikant Basu** of

India’s Doordarshan; and ENI’s **Enzo Viscusi**.

Berlin/Bonn, Germany: July 7-9, 1996

The IC follows up its successful first meeting by ambitiously stretching the discussions

over two cities through the course of three days. The focus of the meeting is geared toward the East: the emerging Eastern European nations and the former Soviet Union. There is arguably no better symbol of the

seismic changes in the world, and in media, than Berlin, which hosts sessions concerning this part of the world. Bonn IC discussions center on Germany and Western Europe. Highlights of the conference—gen-

THE PANELS

THE BIG QUESTION: HOW TO MAKE THE WEB PROFIT FROM CONTENT

“THE PROMISED LAND—REVENUE FROM BEYOND THE TV SET”

Panelists: Garth Ancier, President, BBC Worldwide America; Subhash Chandra, Chairman, Zee Entertainment; Andy Duncan, Chief Executive, Channel Four; Ben Silverman, Chairman and CEO, Electus; David Zaslav, President and CEO, Discovery Communications
Moderator: Pat Mitchell, President and CEO, The Paley Center for Media

A key step toward growth is knowing what viewers will pay for and what will continue to be advertiser supported.

By now, IC attendees were already seeing an operative question emerge in the discussions: The Web does an expert job of delivering content to consumers, but how well is it delivering profits for that material? This panel turned to the companies that have so far mastered the art of gaining revenue for content to see what truths can be picked up, and what can be learned from the casualties.

Discovery's David Zaslav illustrated one way to go, talking up American cable's dual revenue stream and what it has, and hasn't yet, done for his company. He's working with Oprah Winfrey on her Oprah Winfrey Network (OWN), and is retooling Discovery's international team. The company is moving ahead, he declared, yet if you asked most viewers what his company was all about, they would

probably be able to identify the Discovery brand, and maybe Animal Planet, but few would be able to name individual programs. According to Zaslav, Discovery is in the process of evolving from a notable platform company to a content company: another sign of the times.

But where American cable moguls may take dual-stream revenue for granted, others aren't quite there yet. Zee TV's Subhash Chandra noted that the cable landscape in India has exploded virtually overnight, with over 500 channels starting up in the last three years. It's a burgeoning scene, he said, noting that it costs about 200 rupees per month (approximately US \$4.25) to get cable in the house, with no fees paid for specific programming. The idea of being a subscriber to particular programming is still nonexistent in India, though Chandra suggested the ongoing push to simultaneously release Bollywood content to TV held long term promise.

What to give away, what to charge for: that was the central theme to this panel. Channel Four's (former chief executive) Andy Duncan noted his viewership had experienced growth in recent years, yet profits have not kept pace. His E4 pay channel, targeted at teens and young adults, is having a hard time competing with Internet sites youths can navigate for free, he said.

Zaslav stated Discovery's strategy to never release long-form programming to the Web, but instead to plant lots of short clips and hold contests that steer fans back to cable. *The Captain's Catch*, a popular Discovery show, has had some luck using a Facebook site to lure new viewers.

Meanwhile, network mogul-turned-Internet

platform CEO Ben Silverman revisited AOL boss Tim Armstrong's remark in the previous Q&A about the value of merging Silicon Valley smarts with New York buzz. There was one crucial locality left out of this equation, Silverman noted: Hollywood.

If the panel seemed a bit of an exercise in throwing business models against a wall, a point that stuck was the one about how it all starts with the right content. Great content brings dollars, Silverman posited, and pointed to past and present cable hits, singling out *The Shield*, which cost half what an episode of *Law & Order* does. Isn't a hit cable show a pretty good model for Internet entrepreneurs too? wondered Silverman.

SOLUTIONS IN AN ERA OF CHALLENGES AND EXCITEMENT

“THE FUTURE OF NEWS WORLDWIDE”

Panelists: Tony Burman, Managing Director, Al Jazeera English; Les Hinton, CEO, Dow Jones; Jon Klein, President, CNN/US; Christine Ockrent, Journalist and CEO, Audiovisuel Extérieur de la France; Prannoy Roy, President and Managing Director, New Delhi Television
Moderator: David Carr, Columnist, The New York Times

Some newsroom professionals see salvation in the iPad, Kindle, and all their competitors on the horizon.

Day two of the IC event promised to be challeng-

ing when, at the starting point for this strong-willed panel, moderator David Carr of *The New York Times* suggested bluntly that the news business might need to be less lucrative. The Canadian director of Al Jazeera English, Tony Burman, cited a recent poll indicating US media were in fact cutting back news budgets overall by \$1 billion. And he tossed in a statement of William Paley's to the effect that, "I make money on Jack Benny so I can fund the best news." Burman candidly explained that Al Jazeera, perhaps still looking for its own Jack Benny, makes money on its sports channel, and uses the profits to operate "more bureaus than anyone else in the world. We don't make money on that." The question of news budgets would then go hand in hand here with how best to fund them.

Two lingering notes were left by this part of the panel. Christine Ockrent, from Audiovisuel Extérieur de la France, claimed the future of the news business was no concern of hers because "people crave information, so we're in the best place to be." The issue was how one defines news, and Ockrent did it broadly: "Sports, sex, scandal, weather! That's what people are interested in; we keep that in mind."

CNN's Jon Klein denied his network was feeling the pinch. "We make lots of money on news," he said. "In a fragmented environment, big brands can thrive."

When Carr steered the panel toward newer news platforms, there was a distinct mix of uncertainty and excitement. Dow Jones's Les Hinton said the *Wall Street Journal* was expecting great things from e-book editions of its paper. He added that he was

TIMELINE



erously underwritten by RTL Television and its CEO

Herzog. Kissinger

Dr. Helmut Thoma—include meetings with **German Chancellor Helmut Kohl** and **President Roman Herzog. Kissinger**

again serves as chief moderator of the festivities. Participants include Verizon's **Ivan Seidenberg**; **Gustavo Cisneros**; Quadrangle Group's **Steve Rattner**; Abril Group's (Brazil) **Roberto Civita**; and **Prasar Bharati's**

(India) **KS Sarma**.

Madrid, Spain:

June 15-16, 1998 After a one-year hiatus, the IC holds its third meeting in Spain, this time graciously hosted by, among others, **José María Mas** of Antena 3 Television and

Spain's **King Juan Carlos**. Dinners are held at the famed national museums, the Arte Reina Sofia and Thyssen Bornemisza. With the IC continuing its work to advance the exchange of ideas among the world's leaders in

communications, the group zones in on the growth and future of Spanish-language programming worldwide. Participants include Grupo Clarin's (Argentina) **Ernestina Herrera de Noble**; Tribune's **John Madigan**; and Radio

Televisión España's (Spain) **Fernando López-Amor**.

Paris, France: October 10-12, 1999

The fourth IC meeting focuses on global communications issues as they affect programming, along

with what is now an all-too familiar topic: the digital revolution and the impact of technology on globalism and media businesses. (One panel discussion is titled, "The Digital Revolution: A New Model for Eco-

conomic Growth?") Hosted by Canal+, the meeting also features an address by **President Jacques Chirac**, and a work session at the Louvre. By now, the Council includes representatives from twenty-four countries.

Participants include Canal+'s **Pierre Lescure**; NBC's **Bob Wright**; French Minister of the Economy, Finance, and Budget **Dominique Strauss-Kahn**; Yahoo!'s **TK Koogler**; and Vivendi's **Jean-Marie Messier**.

London, England: October 15-17, 2000

It is fitting that at a Council meeting centering on the continuing evolution of technologies and their global impact on programming, advertising, and society, the

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heartened by the current reality—even with what is a pretty “primitive” device, as opposed to the “Jesus tablet” (in Carr’s words) everybody’s waiting for. But *WSJ* is encouraged by the public’s interest in e-book readers, period. “For all newspapers, that is going to be a very important source of revenue,” he said.

Meanwhile, in places like India, markets haven’t ripened yet and limits are all ahead. Prannoy Roy, head of NDTV, explained the remarkable fact that in his country, there are some 400 million mobile phones in service, and each month ten million more are added. The future of news in the developing world, he suggested, would involve the smaller phone screen in a way it hasn’t in the United States.

And as for the future of news in the US, one questioner wondered if more opinion would be woven into content. Look at Fox News, a speaker said, which earns more from news programming than any other cable channel—clearly that kind of editorializing is going to drive the competition. CNN’s Klein quickly responded, “but they did it with a very un-American product.” Soon, Al Jazeera’s Burman jumped into the fray, asking, “Why is the world’s greatest superpower so underserved by foreign news?” He called on Klein to use his foreign correspondents more on the domestic product.

The consensus among the panelists was that finding a formula for a financially viable Fourth Estate was top priority.

The developing world wants news and information on mobile devices.

NBCU: ON THE CUSP OF BIG CHANGE CONVENER SESSION: A CONVERSATION WITH JEFF ZUCKER, PRESIDENT AND CEO, NBC UNIVERSAL *Interviewer: Erin Burnett, Anchor, CNBC*

“Warning: contents under pressure” could have been an appropriate subtitle for this event, and for good reason. On that day, General Electric’s \$30 billion deal to merge NBC Universal with Comcast was still in the works.

Even now, the events that transpired in the deal’s wake leave one’s head spinning, as the *Tonight Show* franchise turned into a war front, with lobbed grenades heading in from all sides from Jay Leno, Conan O’Brien, David Letterman, and—most influentially—NBC affiliates.

For CNBC’s Erin Burnett there was also the stress she may have felt, being tasked with asking her boss questions about the deal, and any other aspects of the company he runs.

Still, Burnett pushed for a while with questions on the deal before moving on to several areas where she was guaranteed a more fruitful reply.

Zucker hinted he wasn’t attached to the name of the company he had been leading: “NBC Universal has nothing to do with NBC or Universal; we are mainly cable networks these days,” he said.

He also said he wasn’t attached to the notion of running a broadcast network. This was a cable

business, he repeated pointedly, noting that 75% of NBC’s profits come from cable. Toward that end, Zucker praised SyFy, Bravo, MSNBC, and other channels owned by NBC.

Zucker was asked about the future of his company’s new operation. “We live in a different world where today everybody’s a reporter,” he said. According to Zucker, NBC needs to incorporate the prevailing off-the-cuff, 24/7 pace and mentality into its news product.

The ensuing discussion about Jay Leno—and Zucker’s decision to move him to 10 pm weeknights—now seems not so much historic as historical. Burnett asked if Zucker still felt moving Leno to ten was the right decision—given the mediocre ratings and the critical battering—Zucker talked mostly about what he did regret regarding the Leno experience: that the move had been depicted as motivated by cost-cutting. “Anybody who comes away from looking at that decision thinking we care more about money than memorable television, that’s unfortunate,” he said. Decisions made solely by economic considerations, “hasn’t been the case at any of our assets.”

There was a question about doing away with the whole affiliate system; Zucker still thinks it works and that there’s no better structure on the horizon. And the network’s ratings were a recurrent, nagging point. “It wasn’t fun in the late ‘70s, early ‘80s, and it hasn’t been fun now. I want us to be better,” the CEO said.

“There is no secret ingredient, there is no magic sauce . . . you may not know what the right thing to do is, but you don’t do stupid things.”

Moving Leno to 10 pm had been an experiment

“We live in a different world, where everybody is a reporter,” said Zucker, who adds that NBC News must incorporate that reality into the programming it produces without forfeiting credibility.



Jeff Zucker and Erin Burnett

that turned out to be a cautionary tale. Perhaps an even worse choice, Zucker seemed to be saying, was to do nothing. In challenging times, calculated risks are a necessity.

INNOVATIVE SITES AND PRODUCTS THAT ROCK “THE HUNT FOR THE NEXT BIG THING”

Panelists: Mike Dougherty, CEO and Cofounder, Jelli; Tony Haile, General Manager, Chartbeat; Doug Knopper, Cofounder and CoCEO, FreeWheel; Andrew Lacy, Cofounder and COO, Tapulous; Avner Ronen, CEO, Boxee; Peter Rojas, Founder, Gizmodo and Engadget; Justin Shaffer, Founder and CEO, Hot Potato

Moderator: Quincy Smith, former CEO, CBS Interactive, current Partner, Code Advisors

T I M E L I N E

IC hosts its largest group of delegates to date. The turnout, due to a combination of location and increased international interest, convenes in London to witness four panel discussions, all again hosted by **Henry Kissinger**.

Controlling the flow of information and entertainment to consumers anytime and anyplace, the cost of programming, and maximizing ad spend dollars are on the panel docket. **Prime Minister Tony Blair** hosts the consider-

able group at 10 Downing Street, including Sony’s **Sir Howard Stringer**; WPP Group’s **Sir Martin Sorrell**; the NBA’s **David Stern**; **Elisabeth Murdoch**; and Clear Channel’s **Lowry Mays**.

Vienna, Austria: October 28-30, 2001
The International Council sends an important message by going ahead with meeting six only a month after the tragic events of September 11. While it is most assuredly

a time for reflection, and for understanding priorities, it is also vital to imagine and shape a better future. Taking place in Austria, one of the world’s most competitive television markets, now caught in a swirl of great changes,



panels cover the political and economic environment, directions in programming, global expansion, and intellectual property in the digital age. Austrian state broadcaster ORF serves as host and both **Chan-**

cellor Wolfgang Schlüssel and **President Thomas Klestil** meet with the group, which also gets to see a performance of Wagner’s classic opera *Die Walküre*. Participants include Austrian host and **Director General**

Gerhard Weis; Mediaset’s (Italy) **Fedele Confalonieri**; France Television’s **Marc Tessier**; NTV’s (Russia) **Boris Jordan**; and TV Azteca’s (Mexico) **Ricardo Salinas Pliego**.

Beijing, China: November 5-7, 2002
For the first time, the IC gathering heads to Asia, and the growing media superpower that is China. Eighty media executives from around the world—the biggest gathering yet—head

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Here's the concept: take seven entrepreneurs running Internet startups, and give each three minutes to "sell" their Next Big Idea to a room full of media-wise folks who've seen just about everything. Not a bad reality TV concept.

But given that these are scruffy, idealistic, Gen Y would-be movers and shakers, the tone wandered far from the hard sell.

The products themselves, however, were dynamic and diverse.

Boxee: This service brings Internet content, particularly social media, to the home TV screen and allows viewers to communicate with their friends about what they view. Given tech limitations and the reluctance of content makers to lose control of their goods, it's taken a headstrong startup to brave these shoals. A questioner asked CEO Avner Ronen to comment on the recent back-and-forth Hulu and Boxee are currently engaged in. Ronen explained that until recently, you could stream anything Hulu offered on Boxee. Since Boxee does an end-run around the cable channels, which are a major force behind Hulu, Hulu had recently asked them to stop showing programming they previously shared with Hulu.

Chartbeat: So you run a Web site, or a hundred sites, and you need instant information about how your server's doing, what folks are looking at, who is linking to you. Chartbeat provides real-time metrics on the inner workings of your sites to your inbox or phone. "You can ask yourself, is the stuff we thought was important what our viewers thought was important?" explained Chartbeat's GM Tony Haile.

Freewheel: This startup allows Hollywood to more efficiently sell and monitor ads on films and TV

shows that are offered on multiple Internet platforms. Even when your content appears on numerous sites, Freewheel offers a way to manage advertisements on the various screens.

Hot Potato: A much-talked-about entrant in the contest to give Twitter a run for its money. Hot Potato aims to let users talk to one another about a shared event like a baseball game or a family get-together, whether everybody is at that event or watching it on a device. It offers a stream of data collated in real time.

Jelli: A crowdsourced interface with FM radio stations, Jelli allows listeners to vote instantly on the songs they are listening to. Jelli users link to a growing number of FM stations, and connect to servers that select music; the servers can even yank a song if enough voters go thumbs down on it. "Think of it as a request show on steroids," said CEO and cofounder Mike Dougherty.

Tapulous: This Silicon Valley firm offers a game that lets iPhone users tap out the rhythm to a growing store of pop songs. It sounds simple, and it's made Tapulous one of the big success stories in the casual game field: games played by people waiting in line, at a restaurant, waiting in a car, etc. It's also a promising new way to distribute music. Company cofounder Andrew Lacy helped sell to the crowd by predicting that use of the iPhone will eventually trigger as big a paradigm change as the Internet generated in the 1990s.

A late addition to the panel was Peter Rojas, founder of Gizmodo and Engadget, two popular blogs that obsess over consumer electronics. Rojas advanced what was pretty clear to those in at-

tendance: this high-tech panel—and the business itself—was less concerned with good content than with innovative ways to deliver it. "We sort of leave [content] to the studios and the larger media types," he declared.

At the same time, Rojas made it clear that the lust for new devices amounted to a kind of content in and of itself. People are creating an identity through products, he noted, and the experience of these products is becoming a nascent type of social experience. He noted that more people stood in line for the new iPhone than stood in line for the latest Batman film. People are fans of their new electronics—they are loyal to them, and follow them the way fans follow rock stars.

THE MAN WITH THE (EVENTUAL) PLAN A CONVERSATION WITH JULIUS GENACHOWSKI, CHAIRMAN, FEDERAL COMMUNICATIONS COMMISSION, AND JON MILLER, CHIEF DIGITAL OFFICER, NEWS CORPORATION

When Barack Obama tapped Julius Genachowski, his tech advisor (and former Harvard Law School classmate) early in 2009 to lead the Federal Communications Commission, industry hopes were high. Genachowski seemed a nod to the future of the field, and appeared to promise fresh approaches for an FCC that had long been butting heads with Congress and Silicon Valley icons. His conversation at

the Paley Center suggested he was carefully plotting a course—but was not prepared to reveal it.

Asked about gaps in US broadband coverage, Genachowski talked about the coming formation of a National Broadband Plan, scheduled to be sent to Congress on March 17, 2010. "The country needs a medium- and long-term spectrum policy," he said. "If you wait until the crisis hits, it's too late." He was guardedly neutral on the issue of net neutrality.

The FCC chairman did discuss his hire of Steven Waldman, former editor at *Newsweek* and *US News and World Report* and cofounder of the Beliefnet Web site, as his special advisor on issues of the future of the news business. "Some of our rules do have an effect on the business of news," he said. What such a deep-think position can accomplish is an open-ended question, he noted, but for starters it would be good for Waldman to look at ways in which regulation impedes the industry.

Indeed, the chairman's message throughout was that the FCC should facilitate innovation, not stifle it.

THEY'VE GOT NEXT: TURNING BIG SPORTS DREAMS INTO WIN-WINS

"THE WORLDWIDE SPORTING LIFE"
Panelists: Joe Calabrese, Partner and Chair of the Entertainment, Sports, and Media Practice, O'Melveny & Myers LLP; David Downs, Executive Director, USA World Cup Bid Committee; Lalit Modi, Chairman and Commissioner, Indian

Which one of the start-ups presenting is most likely to be the next Twitter or Facebook?

Signaling an ambitious agenda, the freshman FCC chairman wants to bring in a new era of cooperation with both Congress and the industry.

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to Beijing for the conference hosted by Bruno Wu's Sun Media Group and SINA.com. Choosing China is fitting: The nation has experienced rapid economic growth, with significant strides made in its media industry—



vital for a country poised to host the Olympic Games several years down the road. And though interaction with international

media has expanded by this point, the growing infrastructure still comes as a welcome surprise to a familiar IC figure: **Henry Kissinger**, who helped open up the country to foreign relations in 1971. "When I first came here, there

were only two TV channels and very few stations," he said. "Now it has so many of them . . . I have to work hard to get a better understanding of the Chinese media market." The IC helps everybody do so, with panels cov-

ering the radically changing media world, the evolution of state-sponsored television, and advertising in the post-dot-com age. At a state dinner, **China President Jiang Zemin** also addresses the participants—a

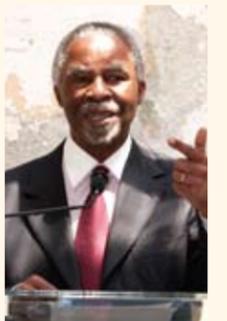
list that includes Chinese luminaries **Zhao Huayong**, President, China Central Television; **Tian Congming**, President, Xinhua News Agency; and **Ma Chaojun**, President, Beijing Radio, Film and Television Group. Other execs

include CBS's **Leslie Moonves**; Viacom's **Mel Karmazin**; Star Hong Kong's **James Murdoch**; **Hubert Burda**; BBC's **Greg Dyke**; and **Haim Saban**.

Cape Town, South Africa: October

24-26, 2004
It is indeed a high-light of the eighth conference for delegates to visit the cell on infamous Robben Island where Nelson Mandela was held prisoner through much of his 27-year term. Again, the choice

of conference site speaks to history, coinciding with the tenth anniversary of democratic government and the end of apartheid. In a meeting cosponsored by South African Broadcasting Corp. and Primedia Ltd.,



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Premier League; David Stern, Commissioner, National Basketball Association (NBA); Russell Wolff, EVP and Managing Director, ESPN International, ESPN

Moderator: Sam Walker, Sports Editor, The Wall Street Journal

For sports league commissioners and marketers, the game is all about how best to fill those two vital kinds of seats: in the arena and in front of the den TV. But with so much competitive entertainment, and ever-smaller screens, the rules for how best to bring in the fans keep shifting.

And so it is best to be a good all-around, versatile player. The opening shot from this panel went to David Stern, who was asked about rumors on Wall Street that the NBA had approached investors about doing an IPO in China. Stern said there was no truth to the buzz—though in the long run, he added, such a move was certainly possible. He noted the NBA's arrangements on such fronts as television, the Internet, and licensing in China.

With the rise of China as an economic force, and more recently with China's growth as a source of basketball talent, Stern was asked if America's pre-eminence in the field was fading. Not quite yet, said the commissioner. Right now, he put forth, when a kid aspires to playing soccer, there are many places he or she considers going to for it. But when kids dream roundball dreams, the fantasy is still to play in America, unless they are dreaming about another American contact sport—the art of the deal.

O'Melveny and Myers's Joe Calabrese has made



Russell Wolff, David Stern, and Lalit Modi

more than his share of big sports deals in recent years. He commented on a recent coup—he negotiated the International Olympics Committee six-year broadcast rights agreement. Calabrese spoke about his lack of surprise that the Olympics were going to Rio de Janeiro despite President Obama's lobbying for Chicago. "Rio won because they were running on a platform of being something new," said Calabrese. "That resonated with officials."

Calabrese and Stern were the image of moguls at their peak. Beside them sat Lalit Modi, founder of India's first professional cricket league, Modi has helped turn a national obsession into a lucrative business and media force.

"Cricket is more than a religion in India. It's one of the few unifying forces in our country," he said. Cricket was once played in chaotic sets of multi-day matches with little team loyalty. Modi has pushed to shorten matches, make all professional players free agents, and bring pop stars into the world of sports to increase fan attraction.

As Stern nodded in assent, Modi said, "We married Bollywood with cricket and the audiences expanded overnight." He's on the verge of making Indian cricket a billion-dollar business.

The panel was asked about viewing options: with big screens in so many households changing the way sports are viewed at home, why bother going to the stadium? In agreement, Russell Wolff said ESPN research showed people who watch sports in hi-def watch more sports at home. That might not have been the answer some of the sports moguls on the panel were hoping for. But Stern seemed to believe that what has kept fans from attending live sports lately has had less to do with advances in screen technology than with the still-slumping economy. Just in case this is a long-term development, though, he and every other businessman onstage was angling for foreign markets and deals for even more time on even more screens. It was an apt metaphor for any execs rethinking business models: the best way to score is to keep shooting.

"Technology is set-up to sell things as a package," said Seidenberg. "But long term, better technology will break apart the bundles and make individual content more transportable."

WIRELESS, BRILLIANTLY UNBOUND

A CONVERSATION WITH IVAN SEIDENBERG, CHAIRMAN AND CEO, VERIZON COMMUNICATIONS; AND PHILIPPE DAUMAN, PRESIDENT AND CEO, VIACOM INC.

Moderator: David Faber, Anchor, CNBC

The final day of the IC conference started with a fascinating glance toward the future. Few arenas see faster innovation than wireless, and this talk began with Ivan Seidenberg giving a detailed and enthusiastic description of the next stage in 4G technology, the cellular wireless field. 4G will provide cell phone users with ultra-broadband Internet access; with up to ten megabits per second (Mbps) transmitted, and users will be able to view full-motion video on their phones. Seidenberg said the technology is being rolled out in stages, with full service turned on mid-2011. At that point, he declared, things really get fun.

"With 4G, it's not just devices connecting, it's things: a chair, a heart monitor, a refrigerator," said Seidenberg. With 4G, consumer electronics will be able to interface; ultimately, all screens can be in touch with one another, and content will connect like water across river stones.

The dream of "the electronic wallet"—with all retail purchases being made with the wave of a cell phone—is a lot closer with 4G. "We want you watching the phone as your TV," said Seidenberg, who also wants your phone to be your cardiologist, your movie theater, and your credit card.

Viacom's Philippe Dauman said 4G had implications for the media market as well. It wasn't just that ease of delivery would make more programming available to viewers. Having content move freely from one screen to another energized, and perhaps streamlined, the complicated ongoing conversation of how to charge for content. The hanging question, asked here by CNBC's David Faber was, "why should people continue paying for their cable service

"We married cricket and Bollywood and the audience expanded overnight," said Lalit Modi.

TIME LINE

the agenda covers everything from how South Africa fits into the world from a geopolitical perspective, to a study of technology and consumer behavior, to the civic role of media in fostering democracy and public trust. This

last panel, appropriately, takes place at The John Craig Hall on Robben Island. At a luncheon, South Africa **President Thabo Mbeki** speaks to the participants, including **Barbara Walters**; Pan-African Advisory Group's (South

Africa) **Iraj Abedian**; Microsoft's **Craig Mundie**; **William C. Paley**; News Corp's **Marty Pompadur**; SBS Broadcasting's **Markus Tellenbach**; and Seven Network's (Australia) **Kerry Stokes**.

Montreal, Canada: October 23-25, 2005 The ninth conference—and the first one held in North America—is a memorable one, perhaps most particularly because it zeros in on, as one panel title sums up,

"Preparing for the 'Anytime, Anywhere' Consumer and the Shifting Distribution Landscape." "Traditional broadcast business models are under stress," writes conference cohost **Leonard Asper** of CanWest Global in the days

leading up to the event. "The biggest concern for all broadcasters is to remain visible to consumers in an ocean of new competition, and to remain relevant to the advertisers who provide our revenues." Highlights

from the event include **Kay Koplovitz** moderating "The View from the Financial Markets" panel, other panels on digital piracy and the future of advertising, and an address from **Prime Minister Paul Martin**.

BellGlobeMedia/CTV CEO **Ivan Fecan**; Publicis North America's **Susan Gian-nino**; Advance.net's **Steve Newhouse**; SanomaWSOY's (Finland) **Jaakko Rauramo**; and NBC Universal's **Richard Cotton** are among

the participants. **Istanbul, Turkey: September 14, 2006** The tenth IC event, coinciding with the thirtieth anniversary of the Museum of Television & Radio (former name of The Paley Center

for Media), focuses on globalization, a fitting topic given the setting in one of the world's most majestic, historic locations. The event offers a fine mix of culture and discussion. On the one hand, the whole group

lodges at the famed Ciragan Palace, a gala dinner is held at Dolmabahce Palace, meeting sessions take place at Esma Sultan and optional tours of the Byzantine Cistern & Istanbul Archaeology Museum are offered. On the

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when that programming will be available on their computers/phones?”

Dauman acknowledged he wasn't quite ready to give up the lucrative dual revenue stream. "It's a stream that's been very important for channeling power to Viacom during the recession; even with advertising falling markedly," he said. "Viacom's double-digit growth each year in cable subscriptions has ensured profits."

Seidenberg stressed the importance of keeping eyes fixed on long term solutions. "Right now," he said, "technology is set up to bundle things together for sale as a package. But long term, better technology will break apart the bundles and make individual content more transportable." Viewers will be so pleased, he suggested that they will approve of the a la carte system he says the industry is headed for. "Of course, consumers have to get on board, and technology has to improve," he added. "But when people see they can buy a bagel with their phone, their aversion to paying for things will break down. The bagel, the program: everything will have its price."

Next on the discussion docket was Hulu, which was a recurring topic during other International Council panels. We heard Jeff Zucker explain his feelings about having NBC programming on the broadband site; we heard Leslie Moonves explain his complicated feelings over whether or not to own Hulu. But, as Seidenberg put it, Hulu's future would be determined only by technological innovation. But Seidenberg countered that in two years Hulu would be irrelevant.

Seidenberg said all the hubbub over Hulu—the

corporate arguments, the legal wrangling—was, in the end, "fun," but it was destined to continue only "another six or eight months . . . in two years it won't matter because the world will have moved on to a completely different set of issues." The implication is there are streamlined methods coming soon that will make Hulu seem like a beta site.

Despite all the engaging theoretical talk about the future, one very practical question raised near the end grounded Seidenberg and Dauman: does anybody really want to watch quality programming on a little screen?

Dauman disavowed any problems in viewing content with high production values on small screens. More screens meant more viewers and that was a good thing, he basically answered. And he cited the success Paramount (owned by Viacom) had with *Paranormal Activity*, the recent sleeper hit horror movie that cost \$15,000 to make. A deft, viral campaign spreading clips on cell phones helped make the movie a hit, he said. We would be seeing more such examples in the future, though what works for *Paranormal Activity* might not work for *Avatar*.

What *Avatar*—now the highest-grossing film of all time—produced in the weeks since this chat was a groundswell of interest in the next wave of technology: 3-D. Would that viewing experience work with the right glasses, seen on a small cell screen? That's a question sure to come up in future IC discussions, as 3-D evolves with the same degree of cautious excitement produced by HD. With innovations like 4G, however, most things are possible.

"We are at the dawn of a new revolution in advertising," says Brien. "We're looking at the reinvention of the business model."

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other hand, discussion topics include how to reach the millennial generation and, most pointedly, "Media as an Agent of (Mis) understanding (Between the Muslim and non-Muslim World)." Among the stellar list of par-

ticipants: prominent businesswoman **Arzuhan Yalçındag**, who established the joint venture CNN Türk with AOL Time Warner; BBC's **Mark Thompson**; ITV's **Charles Allen**; Atlantic Records' **Ahmet Ertegun**; and NBC Univer-

sal's **Bob Wright**.

Silicon Valley, United States: June 13-15, 2007 It is appropriate that this IC conference carries the theme of "Convergence: What's Next?", given the myriad changes to the



IC event and the organization. Eight days before the

conference, the Museum of Television & Radio is renamed

YOUTH IS SERVED: THE POWER OF THE NEW MOBILE COMMUNITY

"MONETIZING THE MOBILE LANDSCAPE"

Panelists: Nick Brien, President and CEO, Mediabrand; Peggy Johnson, EVP of the Americas and India, Qualcomm; Susan Whiting, Vice Chairman, The Nielsen Company

Moderator: Stephanie Mehta, Assistant Managing Editor, Fortune

After the conversation with Philippe Dauman and Ivan Seidenberg, it made sense to drill deeper into what was, for many, the heart of the conference: the subject of where the market for the "third screen" was headed.

This talk began with the notion, framed by moderator Stephanie Mehta, that the third screen is en route to becoming the first screen for much of the globe. Others picked up this idea: "The expectation is, whatever I have on my desktop, I want to take mobile," said Johnson.

A list of statistics gathered by the Nielsen Company was discussed and one that stood out pretty boldly was that text messaging in Mexico had an 89 percent penetration rate. This meant that messaging was as pervasive in the country as voice calls. Some of the popularity of small screens in other parts of the world was contextualized as being due to the

lack of available landlines. People watched video on their phone because it might be the only way they could do so. But the impact of the youth market, and youths' willingness to rely on phones as video providers, was much discussed.

The old resistance to making purchases with a phone is fading, much the way onetime resistance to ATMs has melted away. On the horizon is the prospect of the "digital wallet," with which one can buy a bagel, or a car—or a cable channel—with the wave of a phone.

"I'm very excited," said Nick Brien. "In fact, I believe . . . we are at the dawn of a new revolution in advertising, one we have never experienced before." If we are lucky, "we're looking at the reinvention of the business model."

Waving his phone for emphasis, and brushing away current technological issues, he declared, "this is going to be the most liberative force in the business." Social media and content are capable of interacting in all sorts of new ways with the mobile technology currently available.

Apparently there's another thing the youth is more willing to put up with than their elders: a lack of privacy. So much of what mobile technology makes possible relies on the ability of users to engage in real time interactions with businesses through the Internet. This means lots of personal data will be stored on a phone and transmitted in all sorts of exchanges.

Holding her phone, Johnson said, "we have to make people comfortable that their personal data doesn't reside just here, but it also resides, you know, somewhere up there."

The Paley Center for Media, with the IC meetings evolving to a much larger scale, held over a three-day period of panels, discussions, and events. The meeting is held for the first time in the United States, and is hosted by

Google, Yahoo!, and Sun Microsystems in Silicon Valley. Speaking pointedly to the theme, cohost **Eric Schmidt** of Google says, "People will say, 'I want all of my world, all of my media, and I want it now.'" While one

panel covers how search is revolutionizing distribution, another takes on the growing topic of how social networking is changing business. Says **Dan Scheinman**, SVP and GM of Cisco Systems, Inc., "I would tell

you at the end of the day, community beats search, and that community is going to be more powerful as a way to find what we care about than search." Among the IC participants: CBS Interactive's **Quincy Smith**;

YouTube's **Chad Hurley**; Yahoo!'s **Jerry Yang**; MySpace's **Josh Berman**; **Arnold Schwarzenegger**; Yahoo!'s **Terry Semel**; and Sun Microsystems' **Jonathan Schwartz**. Other programs in the more topical

approach to industry matters include a "Where's the Money?" conversation, and discussions on privacy protection and the next killer app.

London, England: June 20, 2008 Another first for

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"I contemplated turning Headline News into a right wing news channel when I heard about Fox News," said Turner. "But things were going so well for me back then, I just didn't bother."

Leapfrogging over numerous conversations of previous panels about how to monetize the larger screens, Brien urged content providers to get with some new religion. "We've heard this over the last few days. People talking about 'how do I get them to pay, how do I get them to pay?' As opposed to, 'how do I get them to buy into my community?' Value is as much in the community as it is in the content."

And as with much of social media, there is the notion of the youth driving the adoption of the new technology, acting as usual like a worldwide focus group, leading the way toward a general mode of acceptance. And from that, one gets the sense, new business models will come.

REBEL WITHOUT A PAUSE ONE-ON-ONE CONVERSATION WITH TED TURNER, CHAIRMAN, TURNER ENTERPRISES, INC.

Interviewer: Pat Mitchell, President and CEO, The Paley Center for Media

The much-read book on Mr. Turner is that he is always quotable and redoubtable, often enlightening and always entertaining. One does well to pay attention to his wit and wisdom. Here are excerpts from his conversation with Pat Mitchell:

"I'm just an old fuddy duddy who got let go. And old fuddy duddies always have opinions."

On the AOL Time Warner era: "I lost ten million dollars a day. Every day. Counting weekends. For two years."

"I was there at the dawn of the cable revolution.

I worked so hard—and this was when I owned the Braves and the Hawks and was going to games every night. After that I went back to the office. I slept there for twenty years."

"You can work too hard. And when you do you can get overly discouraged."

"When I was married to Jane Fonda, we had to go to all the Braves and Hawks games. And the two most feared expressions in the English language for her were 'overtime' and 'extra innings.'"

"In the beginning when I was at Time Warner, I loved it. I said, 'I'm going to be the world's greatest giver. I wanted to make a contribution.' And I would have been, too, if I hadn't lost it all."

"When I ran CNN, we could run a story on famine in Africa and watch the Nielsen ratings drop by half. I believe the American people don't want to watch it. When's the last time you saw a story about poverty in Africa on TV?"

On the success of Fox News: "I contemplated turning Headline News into a right wing news channel when I heard Fox News was starting a channel. But things were going so well for me, I just didn't bother."

"Being *Time's* 'Man of the Year' didn't stop them from letting me go.

"I started the cable revolution. I got out of the Internet revolution. In my study of history, I read that there's never been anyone who started more than one revolution in the world."

"My favorite leader of all time is Gorbachev. He gets the credit for ending the Cold War."

On Obama: "I think he's doing real well, given the situation he inherited."

On George W. Bush: "It's pretty clear he just wasn't up to the job."

A day in the life: "First I have to exercise for an hour, which is a pain in the ass. Then I go to the office and worry about nuclear weapons."

MANTRA FOR THE NEW ERA OF DEALS: CREATIVITY BREEDS OPPORTUNITY "THE MEDIA OUTLOOK: INVESTMENTS, MERGERS, AND AC- QUISITIONS"

Panelists: Aryeh Bourkoff, Vice Chairman, Technology, Media, and Telecoms Investment Banking, UBS; Mark Johnson, Principal, Carlyle Group; Scott Singer, Managing Director, Head of Media and Entertainment, The Bank Street Group
Moderator: Richard Siklos, Editor at Large, Fortune

Anxiety, mingled with opportunity, filled this session. Given the timing—once again, the Comcast-NBCU deal was then still on the top of minds—the moment seemed prescient for a conversation about the science of dealmaking.

But add in the economy, along with mentions of a popular recent book decrying "the curse of the mogul," it seemed to be a pretty challenging time to be making a deal. So it was appropriate that this panel commenced with a detailed vetting of the current

climate: is this a great time, or a dangerous time for big announcements? What condition is our condition in?

"It's amazing. You could hear a pin drop in this city eighteen months back, and now everything's back to a pre-recession ethos," mused Scott Singer. But his manner was anything but wildly enthusiastic about where things were headed. "We are also seeing this recession as a demarcation," he noted, and the appearance of business as usual was deceptive. Traditional media is last in line, digital is picking up—people are hungry to find overseas deals. Most of all, there's a sense that the old alchemy was no longer working. The magic of the mogul had been explained, and now a new practicality was crucial.

As is a new creativity. Things are better now, declared Singer, but "the market has changed . . . guys are looking at deals like they haven't looked before in the last two years," he said, indicating that a strong balance sheet plus creativity is now more than ever the coin of the realm.

Singer touted what Hulu has done as a model others should emulate. "Hats off to Hulu. When you think about it, a joint venture was just another word for fail-



Aryeh Bourkoff and Ken Lowe

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the International Council: Given the growth in scope for the conferences, it is decided to add a second, smaller event each year. The first of these marks the IC's return to London eight years after its successful trip. With



considerable shifts in the media landscape, the agenda on this full June day includes topics such as regulation, innovation, and the challenges that Muslim and non-Muslim relations pose to the development and growth

of media in many companies around the world. Featured speakers include Vodafone's **Arun Sarin**; Yang Lan, businesswoman and talk show host often referred to as "the Oprah of China"; WPP's **Sir Martin Sorrell** and

WPP Chairman, Ambassador **Philip Lader**; NTV's (Russia) **Sergey Piskarev**; Bebo's **Joanna Shields**; and the Moby Group's (Afghanistan) **Saad Mohseni**.

New Delhi and Bangalore, India:

November 16-19, 2008

The traditional, larger events of the IC are here expanded to four days, allowing the group to meet both in Delhi, India's political capital, and Bangalore, its technology center.

The theme of the meetings—"India: Challenges of the Next Media Frontier"—is covered in a series of talks and panels focusing on the local developments and growth in a burgeoning Indian market that



constantly faces new frontiers. As

Paley Center President and CEO **Pat**

Mitchell puts it, "The opportunities of the future and the challenges of the past make India an ideal setting to show how media can embolden a people and a planet." Hosted by Zee Entertainment, NDTV, and Wipro

THE PANELS

ure in the media industry. And they've done it well."

Aryeh Bourkoff pointed to the recent Travel Channel deal: in November, Scripps Network Interactive Inc. was savvy in buying a chunk of Travel Channel Media from Cox Communications Inc.

But where else should that money be spent? It's easier to say where it shouldn't. "You look at TV broadcasting; it's a challenge. You look at radio broadcasting: there's challenges," said Johnson. "But, outdoor—I love outdoor a lot. Live entertainment, I think, there's lots of value still working its way up the value chain. The content businesses, if you can find a way to do it in a logical fashion, are exciting, but we've got to search a bit more in the private equity business to be creative and not just go back to our old playbook."

Cable networks were overvalued, Johnson declared. "It's not that they aren't attractive, but that everybody thinks it's attractive, so it's hard to make a sensible deal." As for radio and TV, both are "a little mis-priced if you ask me." Johnson suggested they should be selling in the six- to eight-times range, not the eight- to twelve-times range they tend to be priced at today.

International markets remain a subject of interest. "China is kind of complicated," said Johnson. He was more excited about Brazil. "I think with Brazil you can partner with the families that are there, you can invest more easily in media and communications than you probably can in China."

"The way I think about the world is—look at your broadband penetration, and it is inversely correlated to the attractiveness of traditional media in that market," said Johnson.

"Look at your broadband penetration, and it's inversely correlated to the attractiveness of traditional media in that market," said Johnson.

By the end of the panel anxiety had yielded to talk of opportunity, but it was of a guarded kind.

Creativity may know no schedule, but there is an immediate pressure to make big moves now based on the need for investment banks to pay back economic stimulus loans, noted some on the panel. Singer pointed out that between the private equity world and the public investor sector, there was some \$350 billion worth of money ready to be spent on media deals, money that can't sit there indefinitely. Someone must be willing to take the risks. But sitting in those stacks of cash, one now gets the sense, is the makings of opportunity. And for a panel that had begun with thoughts of anxiety, ending with this notion of opportunity—and a guarded optimism—seemed a step in the right direction.

WHEN THE PEOPLE SPEAK: THE INDUSTRY MUST LISTEN "STATE OF ADVERTISING IN THE GLOBAL DIGITAL ECONOMY"

Panelists: Richard Edelman, President and CEO, Edelman; Maria Luisa Francoli, CEO, MPG (Havas); Bob Greenberg, Chairman, CEO, and Chief Creative Officer, R/GA; Dennis Woodside, VP, Americas Operations, Google
Moderator: Christopher Vollmer, Partner and Leader, Global Media and Entertainment, Booz & Company

Statistics provided by Booz & Company's *Marketing and Media Ecosystem* 2010 report, framed in this panel by moderator Christopher Vollmer, painted a stark picture: "Channels that will garner the most new ad dollars from marketers by 2010 will be digital media, with 88% planning to increase their spend; this is followed by mobile media (52% will increase spend); public relations (41% will increase spend); and events (35% will increase spend). Meanwhile, half of marketers will cut print and 40% will cut TV spending."

The final panel of this IC conference pushed beyond the confines of its title, declaring that the bigger subject worth discussing was the state of marketing in this new age. One promising new way to reach consumers was illustrated by a Nike sneaker Web site, which Bob Greenberg's firm helped establish. It's a full bells-and-whistles site, with consumer news and music options. The site literally interacts with the user at the ground level through a concept called Nike Plus, featuring a chip imbedded into your sneaker that collects and transmits data about your running habits. Since the site has launched, Greenberg said, over three million people have interacted with the brand, averaging three visits to the site per week.

One value of such interactive sites is that they bypass the need for expensive content. Content is provided by the consumer, and shared with others. The best thing about that, Greenberg said, was "it is its own media, which means it's unpaid."

A question was asked: a recent formulation has it that today, all content makers are now in the marketing business; is it also true that all marketers are

going to have to be in the content making business?

So the conversation naturally turned to the lessons of social media, and how they've applied to marketing. The fundamental point here was that social media worked by inviting people into a community. This was where old advertising tactics fell apart.

It took a public relations and marketing pro to put things bluntly. Noting a recent survey that indicated public trust in businesses had fallen from 58% to 38% in the last year, Richard Edelman indicated that old hierarchies were gone for good, regardless of what will happen to the economy. "Talking at," once the essence of his business, was old; "conversing with" consumers was in. You don't get anywhere cranking out press releases these days; customer service and listening to what consumers are saying is paramount. And to those who didn't believe him, Edelman suggested they "go to Deltasucks.com and see."

Communities are forming around negative experiences with a company. How does one steer the digital conversation to foster a community from the other kind? For that matter, how does one foster a community and steer the digital conversation, period? This, the panelists admitted, will be the operative challenge in the times to come—and for many, answering the question holds the key to thriving in a global media economy that evolves by the second.

Edelman PR's recent survey indicated that public trust in business had dropped from 58% to 38%. Edelman President and CEO Richard Edelman suggested that old hierarchies were dead regardless of what happens with the economy.

T I M E L I N E

Technologies, and co-organized by the Federation of Indian Chambers of Commerce and Industry (FICCI), the meeting's panels boast titles such as "Introduction to the Indian Media Landscape," "Investing in Indian Media/India

Investing Beyond its Borders," "Reaching the Youth Market," and the far-thinking topic "How Media is Improving the Quality of Life Worldwide." Participants and attendees include hosts NDTV's **Dr. Prannoy Roy**; Zee

Entertainment's **Subhash Chandra**; and Wipro's **Azim Premji**; plus former UN Under-Secretary **Shashi Tharoor**, **Henry Kissinger**, Australian Broadcasting Corporation's **Mark Scott**; Google India's **Shailesh Rao**;

and UTV's **Ronnie Screwvala**. **Berlin, Germany: June 7-8, 2009** For 2009, the Paley Center extends the mid-year conference to two days, and goes back to offering the flagship three-day event

in the fall. For the spring, the IC focuses on Europe and the sometimes-conflicting relationship between public and privately held companies. Key speakers include News Corp's (Europe and Asia) **James Murdoch**; RTL Group's

Gerhard Zeiler; and Bloomberg's **Andy Lack**. Panel discussions cover the borderless programming of formats, with two sessions on Central Europe concentrating on the state of the region's media landscape and the

"delicate dance between politics and media."

New York City, United States: November 18-20, 2009 The fifteenth IC conference circles back to the Paley Center's hometown

of New York. It is convened by the heads of the major US media companies: **Frank Benack**, cochairman and CEO, Hearst, and chairman of the Paley Center; Time Warner's **Jeff Bewkes**; Viacom's **Philippe Dauman**;

CBS's **Leslie Moonves**; Verizon Communications' **Ivan Seidenberg**; Disney Media Networks' **Anne Sweeney**; and NBC Universal's **Jeff Zucker**. The meeting features eight panel discussions, nine interviews,

and the debut of the ThinkSocial Awards, an initiative to recognize social media companies promoting positive change around the globe. Over 150 executives attend some or all of the sessions. Keynote speakers include

Henry Kissinger; **Ted Turner**; AOL's **Tim Armstrong**; **Julius Genachowski**, chairman, FCC; and **Dick Parsons**, chairman, Citigroup and former chairman and CEO of Time Warner. And the best is yet to come.



IC 2009 NYC ATTENDEES

*Above
Left to Right*

*Philippe Dauman,
Ivan Seidenberg, and
David Faber*

Kay Koplovitz

*Susan Whiting, Peggy
Johnson, and Nick Brien*

Marcel Fenez

*Scott Singer,
Mark Johnson, and
Aryeh Bourkoff*

Bob Greenberg

Eija Ailasmaa
Sanoma Corporation

Berat Albayrak
Calik Group

Serhat Albayrak
Turkuvaz Media

Rafat Ali
ContentNext Media

Garth Ancier
BBC Worldwide Americas, Inc.

Loreen Arbus
Loreen Arbus Productions, Inc.

Tim Armstrong
AOL

Tom Arrix
Facebook, Inc.

Donald A. Baer
Burson-Marsteller

Frank A. Bennack
Hearst Corporation

Jeffrey L. Bewkes
Time Warner Inc.

Richard A. Bilotti
GSO Capital Partners

Cathleen P. Black
Hearst Magazines

Mayor Michael R. Bloomberg
City of New York

Aryeh B. Bourkoff
UBS Investment Bank

Pierre Bouvard
The Arbitron Company

Richard S. Brail
Peter J. Solomon
Company

Nick Brien
Mediabands

Carter Brokaw
Meebo Inc.

Christopher H. Browne
Tweedy, Browne Company LLC

Nerida Brownlee
Australian Broadcasting
Corporation

Brandon Burgess
ION MEDIA NETWORKS

Tony Burman
Al Jazeera English

Erin Burnett
CNBC

Joseph Calabrese
O'Melveny & Myers LLP

David Carr
New York Times

Subhash Chandra
ZEE Telefilms

Warren Christopher
O'Melveny & Myers LLP

Nuri Colakoglu
Dogan Media International

Katie Couric
CBS Evening News

Gordon Crawford
Capital Research and
Management Company

Toby Daniels
ThinkSocial

Philippe Dauman
Viacom Inc.

Jamie Daves
ThinkSocial

Alfonso de Angoitia
Grupo Televisa SAB

Robert DeBitetto
A&E Television Networks

Charles F. Dolan
Cablevision

Tom Dolan
Cablevision

David Downs
US Soccer Federation

Russell Dubner
Edelman

Nancy Dubuc
The History Channel

Andy Duncan
Channel Four

Richard Edelman
Edelman

David Faber
CNBC

Rick Feldman
NATPE

Marcel Fenez
PricewaterhouseCoopers LLP

Patricia Fili-Krushel
Time Warner Inc.

Thomas M. Fontana
Fatima Productions

Maria Luisa Francoli
MPG

Frank-Dieter Freiling
Zweites Deutsches Fernsehen

Kenshi Fukuhara
Wowow Inc.

Stephen Gatfield
Interpublic Group

Julius Genachowski
Federal Communications
Commission

Gary L. Ginsberg
News Corporation

George J. Green
Hearst Corporation

Bob Greenberg
R/GA Interactive/Media Group

Ross Greenburg
HBO, Inc.

James L. Greenwald
Katz Media Group

Jack H. Griffin
Meredith Corporation

Ralph Guild
Guild Media

Matthew Harrington
Edelman

Hajime Hashimoto
Wowow Inc.

Gustave M. Hauser
Hauser Communications

Harry P. Hawkes
Booz & Company

Les Hinton
Dow Jones & Company

Takashi Hoga
Fujisankei Communications Inter-
national, Inc.

Russ Hollander
Directors Guild of America

Lawrence A. Jacobs
News Corporation

Mark Johnson
The Carlyle Group

Peggy L. Johnson
QUALCOMM Incorporated

Philip I. Kent
Turner Broadcasting System, Inc.

Dr. Henry A. Kissinger
Kissinger Associates, Inc.

Jonathan C. Klein
CNN/US

George Kliavkoff
Hearst Corporation

Herbert Kloiber
Tele München Gruppe

Kay Koplovitz
Koplovitz & Co. LLC

Scott P. Kurnit
Kurnit Inc.

Peter Land
PepsiCo, Inc.



IC 2009 NYC ATTENDEES

*Above
Left to Right*

*Markus Schächter and
Frank-Dieter Freiling*

Scott Kurnit

Maria Luisa Francoli

*Christine Ockrent and
Dr. Henry A. Kissinger*

*The "Next Big Thing"
panelists*

Jeff Latch
Television New Zealand

Marc Lawrence-Apfelbaum
Time Warner Cable

Kenneth W. Lowe
Scripps Networks Interactive Inc.

John W. Madigan
Tribune Company

Burt J. Manning
J. Walter Thompson Company

Joe Marchesse
SocialVibe

Pip Marquez de la Plata
Meebo Inc.

Robert L. McCann
The Nielsen Company

Edward F. McLaughlin
EFM Media Management Inc.

Stephanie Mehta
Fortune

Michael Mellis
MLB Advanced Media

Salih Memecan
Sabah

Edward H. Meyer
Ocean Road Advisors Inc.

Jonathan Miller
News Corporation

Pat Mitchell
The Paley Center for Media

Douglas Mitchelson
Deutsche Bank Securities

Lalit Modi
DLF Indian Premier League

Leslie Moonves
CBS Corporation

Ann S. Moore
Time Inc.

Javier Moreno
El País

Raita Nakashima
Wowow Inc.

Steven Newhouse
Advance.Net

Edward N. Ney
Young & Rubicam Inc.

Joan Nicolais
CBS

Paul W. Noglows
Lazard Capital Markets

Thomas O'Brien
NBC Universal, Inc.

Christine Ockrent
Audiovisuel Extérieur de la France

Katherine Oliver
City of New York - Mayor's Office
of Film, Theatre, & Broadcasting

William C. Paley
William C. Paley Foundation Inc.

Abbe Raven
A&E Television Networks

James D. Robinson
RRE Ventures

Thomas S. Rogers
TiVo Inc.

Prannoy Roy
New Delhi Television Limited
(NDTV)

Radhika Roy
New Delhi Television Limited
(NDTV)

Geoffrey K. Sands
McKinsey & Company

Markus Schächter
Zweites Deutsches Fernsehen

Gil Schwartz
CBS Television Network

Frederic M. Seegal
Peter J. Solomon Company

Ivan Seidenberg
Verizon Communications

Matthew Seiler
Interpublic Group

Fabrice Sergent
Cellfish Media, LLC

Steven Shapiro
Golden Tree Asset Management

Stanley S. Shuman
Allen & Company LLC

Richard Siklos
Fortune

Ben Silverman
Electus

Scott R. Singer
The Bank Street Group LLC

Quincy Smith
CBS Interactive

David J. Stern
National Basketball Association

Seth Sternberg
Meebo Inc.

Cobus Stoffberg
MIH Group

Alexander Strakhov
Argumenti y Fakti

Katherine Styponias
Microsoft Corporation

Anne M. Sweeney
Disney-ABC Television Group

Helmut Thoma
Freenet.de AG/Debitel

Peter Thonis
Verizon Communications

Charles W. Thurston
Comcast Corporation

Ted Turner
Turner Enterprises

Yossi Vardi
International Technologies

Suna Vidinli
Calik Holding

Gregor Vogelsang
Booz & Company

Christopher A. Vollmer
Booz & Company

Sam Walker
Wall Street Journal

Leland Westerfield
BMO Capital Markets Corp.

Blair Westlake
Microsoft Corporation

Susan D. Whiting
The Nielsen Company

Russell Wolff
ESPN, Inc.

Andrea Wong
Lifetime Entertainment Services

Dennis Woodside
Google

Yang Lan
Sun Media Group

David M. Zaslav
Discovery
Communications

Fehmi A. Zeko
Foros Group

Jeff Zucker
NBC Universal

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Media Council

The Paley Center Media Council

A dynamic think tank for the digital age, Media Council brings together senior-level industry executives for provocative discussion, enlightening reflection, and no-holds-barred debate about the trends and issues influencing the media. For more information about the Paley Center's Media Council and the upcoming schedule in New York and Los Angeles, please visit www.paleycenter.org/media-council.

ABOUT THINKSOCIAL

THINKSOCIAL

ThinkSocial is a new nonprofit initiative dedicated to advancing the use of social media in the public interest. The project is supported by The Paley Center for Media and is initially funded by the Surdna Foundation. Our mission is to connect people and ideas to advance the use of social media to address society's most pressing challenges. We believe in the power of sharing and example. We want the early innovators and practitioners of social media to share their initiatives, ideas, and inspiration with a wider community of people and institutions seeking to create change. Therefore, our strategy is to create

initiatives that address the current problems by:

- Empowering people to share their stories and ideas so that others may benefit from collective activism
- Recognizing and highlighting the most important and innovative uses of social media in the public interest
- Facilitating interactions between technology, business and public leaders to deepen knowledge and to inspire the creation of new platforms and applications

For further information please visit www.think-social.org.

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Gus Hauser is the founding sponsor of the International Council and Media Council at The Paley Center for Media and vice chairman of the institution. Rita Hauser is president of The Hauser Foundation.



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Back cover: Left to Right: Tim Armstrong, Nick Brien, David Zaslav, Carol Bartz, Radhika Roy, Bonnie Hammer, Lauren Zalaznick, Nimesh Arora, Ricardo Salinas

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