



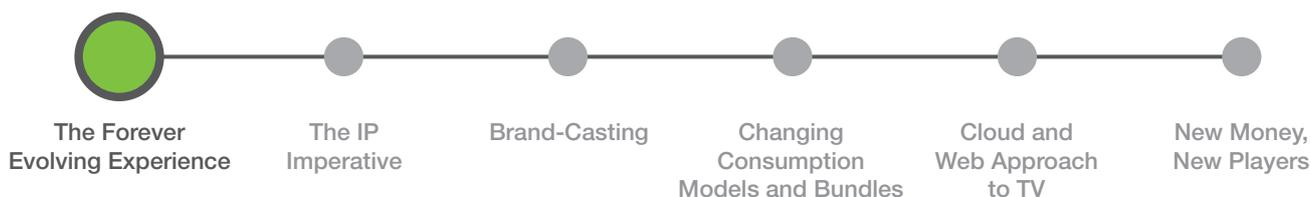
ERICSSON

THE FOREVER  
EVOLVING EXPERIENCE

# ERICSSON'S MEDIA VISION 2020 AND THE GAME CHANGERS

Ericsson has released its vision for Media in 2020, painting a picture of how the current trends, potential influences and likely scenarios may play out. Globally, each region and specific countries have unique factors that define their progress towards this 2020 vision, both in terms of timing and approach. However, many common aspects exist within the industry and there are a number of common values from consumer behaviors. In order for industry players to understand the key aspects driving change and build strategies for their journey up to and beyond 2020, Ericsson has defined the six most influential factors as “Game Changers.”

## MEDIA VISION 2020 – GAME CHANGERS



This paper will look in depth at the first Game Changer – The Forever Evolving Experience. Follow the series as they are released throughout 2014.

## EXECUTIVE SUMMARY – THE FOREVER EVOLVING EXPERIENCE

Consumers are rapidly evolving their values and assumptions around the discovery, access, payment and experience of TV content. Even the definition of “experience” is broadening as the media industry loses its exclusivity in shaping many of these perceptions to device manufacturers, social networks and app ecosystems.

The consumer generation of 2020 expects TV, film and gaming experiences to be even more integrated, accessible and tailored to their interests, devices and personal situations. Higher definition video, any-screen access, and deeply personal interactivity and relevancy wrap seamlessly around premium content in a world where video connects with social media.

Content owners and broadcasters must adapt programming formats, distribution rights and advertising models. TV service providers keen to maintain average revenue per user must adapt to consumers’ desires to pick a content mix to suit their own schedules, discover content in targeted ways, and find everything on anything – becoming the ultimate aggregator.

The Forever Evolving Experience Game Changer reveals the road to 2020 and how consumers will drive change and place demands on the technology and business models of the media industry.

Are you ready to satisfy the most demanding consumer ever in 2020?

# GAME CHANGERS HAVE PROFOUND IMPACTS ACROSS CONSUMER, BUSINESS & TECHNOLOGY

Each Game Changer originates from one of the three primary areas of Consumer, Business and Technology and has a direct impact on the other two points of the Game Changer triangle. The influences are interconnected; shaping and re-shaping the overall impact the Game Changer has on the TV industry.

The Forever Evolving Experience originates with the consumer, and stems from the rapid shift in their expectations and demands as they discover new ways of doing things, and how their continually increasing expectations cause them to reassess how they value services and the use of their time.

## THE GAME CHANGER TRIANGLE

### Consumers

- Changing...
- > Behaviors
  - > Demands
  - > Experiences

### Business

- Changing...
- > Services
  - > Business Models
  - > Value Chains

THE NEW  
GAME  
OF TV

### Technology

- Changing...
- > Distribution
  - > Networks
  - > Devices



The TV industry is growing from a single screen to a multi-screen industry. Primarily it is not about fancy business models, it is rather about great products, great entertainment and an excellent consumer experience at every touch point. Obviously, in the first place it is the product itself. The content, packaging, pricing and making it available everywhere the consumer expects it.



Marco de Ruiter, Senior Vice President & COO  
Viacom [1]



In the video space the landscape is changing daily; Amazon with Fire, Apple with iTunes, Google with YouTube, I think everyone is kind of settling into the space - Netflix has 33 million subscribers nationally, they have a great product and they are bringing that product to customers in different ways. We feel we have to innovate to succeed and bring the customers a superior product every day.



Neil Smit, President & CEO  
Comcast Cable [2]

# CONSUMER:

## The Forever Evolving Experience

Today, TV and premium video content has broken out of the living room and found its way into many aspects of our daily lives. From catching a final episode on a tablet before going bed, to watching on a smartphone while waiting for friends at a café, the increasing number of devices has enabled us to bring our content into many more parts of our environment.

### Evolving from a quantity and quality focus to really drive experience

Just like technology, the way in which consumers engage with content is constantly evolving, and over the last two decades the experience has primarily been driven by the dual demands of more quantity and better quality. The sheer growth in the number of TV channels prompted by cable, satellite and DTT saw the typical U.S. household rise from an average of 63 received channels in 2000 to over 137 in 2011, according to a report by Credit Suisse [3]. The quantity of channels has grown rapidly to the point that The Nielsen Company, a leading global information and measurement company, has stopped tracking the average number of “channels” as the arrival of new OTT and VOD services like Netflix and Hulu has fundamentally altered the basic definition of the word.

The quality evolution has gone from black-and-white to breathtaking 1080p, and from linear analog to on-demand libraries spanning tens of thousands of items – all in the space of just 50 years; a move driven by consumers demanding a richer and more vibrant viewing experience backed by revolutionary digital technologies. As 4K and 8K start to enter the broadcast workflow, we can see that the quality threshold has not yet been reached. We may even see a potential resurgence in 3D viewing if “glasses-free” systems can make the transition from the R&D labs to commercial adoption.

Quality and quantity is now expected across the entire TV landscape and extends down to a proliferation of new home and portable devices. In addition to the one billion connected smartphones currently in use, the tablet has become a primary appendage for viewing content on the smaller screen, enabling opportunities such as search, social and multitasking. Mobile devices are making up an increasing share of TV and video

viewing; according to Ericsson’s 2013 ConsumerLab TV and Media research [4], 72 percent of viewers use mobile devices at least weekly for video viewing. Forty-two percent do this outside the home.

In parallel to the quantity and quality drivers, consumers are starting to enjoy “continuous cross-media experiences” that are not fixed to one device or one specific type of media. In the case of a football game, for example, the experience is extending so that it doesn’t start and end with the match itself. Other services and media across several devices prolong the football experience to a point where it will eventually never really end, but becomes a continuous storyboard from game to game. After watching the game, consumers continue the experience by following Twitter feeds and news concerning the football club, as well as playing video games that allow the user to take on the role of the football players or the manager.

Technology has allowed digital productization to enable easy selection, payment and consumption of content by consumers. iTunes has provided a benchmark for per music track consumption; Netflix has helped to establish an industry-leading online video subscription business model; Google and Apple have created app store templates that are potentially connecting billions of users to millions of apps.

However, Marco de Ruiter, Senior Vice President & COO, Viacom, sums up a critical element that we should not lose sight of: “The TV industry is growing from a single screen to a multi-screen industry. Primarily it is not about fancy business models, it is rather about great products, great entertainment and an excellent consumer experience at every touch point. Obviously, in the first place it is the product itself. The content, packaging, pricing and making it available everywhere the consumer expects it.”

## The experience of tomorrow will continue across platforms, services and time

In the future, the experience continues across platforms, services and time, and this evolution is accelerating as consumers embrace internet-connected technologies and devices. In fact, Ericsson ConsumerLab found that more than 50 percent of all people surveyed stated that their computer and internet connections form an integral part of their TV and video consumption habits.

The current state of the experience cannot remain static, and research for Ericsson from the market research firm MediaVision shows how dramatic that change will be over the next few years. In just 12 months, a survey of self-estimated daily viewing habits of 15-to-24-year-olds saw the popularity of OTT services grow from 17 percent to 41 percent of the total TV watching experience compared to traditional broadcast channels. The TV is also competing with other types of leisure experiences. TNS, a market analyses provider, reported an 18 percent drop in the average daily viewing time of traditional TV over the last two years. Although the diversity has widened as entertainment apps, gaming and interactive content competes for attention, the time we spend absorbed within content has actually increased.

Following an era of rapid growth in service offerings, delivery platforms and viewing methods, the journey to 2020 is set to go through a period where consumers demand simplification. The notion of the “TV Scream” is real, as consumers feel frustrated with navigating too much choice of non-relevant content, deciding which

services deserve a share of the individual media and entertainment budget, and determining how to integrate this into their lives.

According to Ericsson ConsumerLab’s 2013 TV and Media report, although “advice from friends and family” are still the recommendations that most affect viewing habits, this source has dropped by 20 percent in popularity while other social and recommendation engines have all increased in popularity over the last few years. The common premise that consumers want more choice, content, and suppliers is eroding. There is increasing frustration with relevancy to them and simplicity of discovery and use.

As with any shift in consumer habits that are powered by technological change, the learning curve takes time to work its way throughout the demographic. For example, MediaVision research suggests that 36 percent did not even realize that you could “enter a TV show, movie title, or topic into a search box to find something to watch.” The same could be said of the first internet browsers in the 1990’s, but this understanding of capability is normalizing, especially now that a computer literate, younger audience is starting to hold the content purchasing budget.

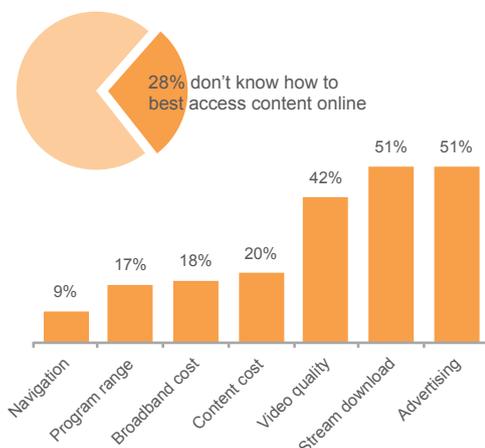
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**While content remains king, the TV industry is now addressing the needs of individuals. Consumers are increasingly looking for personalized services offers and products which better suit their own needs, regardless of whether they are watching live or on-demand.**

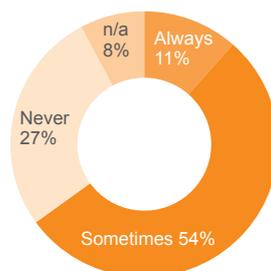
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### The TV scream is real

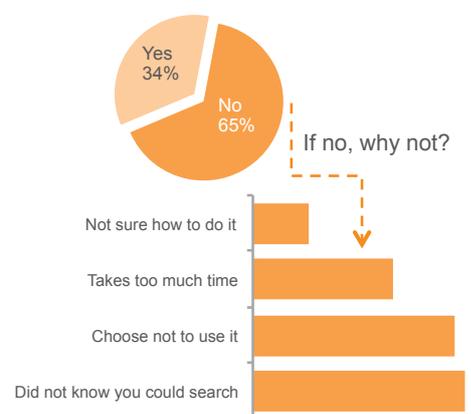
Frustrations and concerns when watching video content online



How often do you feel frustrated when trying to find something to watch on TV?



Do you enter a TV show, movie title, or topic into a search box to find something to watch?



SOURCE: Accenture Video Solutions Survey 2013, Digital Smiths Video Discover Trends 2013

While content remains king, the TV industry is now addressing the needs of individuals. Consumers are increasingly looking for personalized services offers and products which better suit their own needs, regardless of whether they are watching live or on-demand. The market is irrevocably shifting; a process that has been ongoing for several years, for example in 2012 Mike Darcey, Chief Operating Officer at BSkyB, noted: “We have always felt that we were ahead of the consumer, and we brought things to market early like Sky+. It was our job to explain to consumers why they needed them. But today customer expectations of what they should be able to do with their content have caught up and run ahead of us and as an industry we are trying to catch up.”



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**Mike Darcey, Chief Operating Officer  
BSkyB [5]**

The content experience is clearly evolving across media, interactivity and business models. Ericsson ConsumerLab’s 2013 TV and Media research shows that TV is now an ever-present commodity which people expect to access at any time throughout the day. Consumers are increasingly moving away from choosing content based on a TV schedule on a single domestic device, to one where the source is chosen based on the availability and suitability of the given situation.

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The journey must enable consumers to proactively take control of their viewing experience and create their own

solution by picking and mixing content sources and services while simplifying the selection, delivery and payment processes. This multi-faceted approach to TV consumption will offer the maximum flexibility and the greatest amount of choice without compromising ease of use. This trend towards consumer “prosumerism” will define the journey to 2020 and maybe beyond.

## The 2020 experience will be fully personalized, socially interactive and on-demand

The content experience of the future is clearly going to be part of a wider shift encompassing how we manage our work and leisure lifestyle balance. It will redefine the already eroded notion of entire families gathering on a couch to watch linear TV. For example, Ericsson ConsumerLab research shows that mobile devices are making up an increasing share of TV and viewing, with 72 percent of viewers using devices such as a laptop, tablet and/or smart phone. Seventy-five percent are now multitasking by using mobile devices while watching TV. One in four viewers even watches multiple video sources at the same time. These devices are being used to discuss live TV content and have taken a focal point in the home TV setup. Forty-nine percent of people are using apps or browse the internet to find out more about what they are currently watching.

By 2020 we predict that consumers in advanced markets will have shifted their patterns to a 50:50 split of time spent with on-demand and time-shift vs. linear and live TV.

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Content discovery now goes well beyond the device used for viewing. It is a continuous process, which starts before the content is located and continues after it has been consumed. The consumer in 2020 demands broader, richer services across all devices, offering less, but more relevant, choice as they try to find something to watch. By 2020, successful TV service providers will already be offering intuitive and automated recommendation of personalized offers. TV, film and gaming experiences will be expected to be even more integrated, accessible and tailored to the consumer’s interests, devices and financial models.

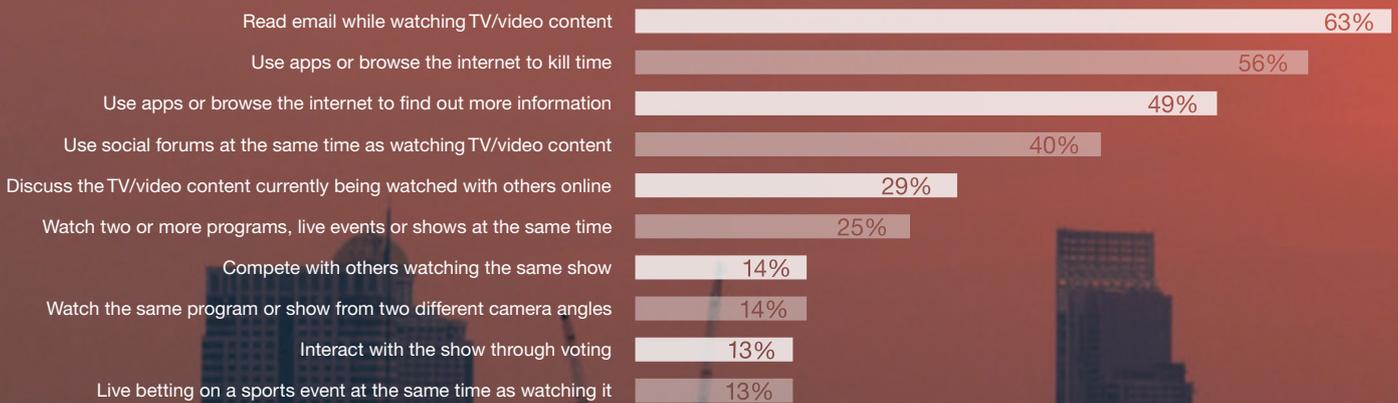


It's necessary to beware of spoiling the experience with cluttered functionality and to ensure that the world of so-called infinite choice is a pleasure, not a burden. We don't want a scenario where audiences are saying: "I'm a TV viewer – get me out of here!"



**Jana Bennett, President**  
**BBC Worldwide Networks and Global BBC iPlayer [6]**

### Activities on second screen by popularity



Source: Ericsson ConsumerLab TV and Media study 2013  
 Base: All 15 markets

### Viewing priorities



Source: Ericsson ConsumerLab TV and Media study 2013  
 Base: All 15 markets (showing top two answers on a seven-point graded scale)

**By 2020 successful TV service providers will already be offering intuitive and automated recommendation of personalized offers. TV, film and gaming experiences will be expected to be even more integrated, accessible and tailored to the consumer's interests, devices and financial models.**

The range of experiences will rise and broaden as programming formats adjust to the influences of social connection, persistence and dynamic consumer trends. Many of these changes will be additive to the continual expectation and need to deliver a very high quality of experience while ensuring interoperability with a seamless transition between devices and viewing scenarios. Moreover, while a relaxing viewing experience is important to many, Ericsson

ConsumerLab's 2013 TV and Media research highlights that the ability to be free from schedules is already important to around half of all people (49 percent), the fourth highest viewing priority.

However, it must be done right, as Jana Bennett, President, BBC Worldwide Networks and Global BBC iPlayer, a major UK on-demand service, describes: "It's necessary to beware of spoiling the experience with cluttered functionality and to ensure that the world of so-called infinite choice is a pleasure, not a burden. We don't want a scenario where audiences are saying: "I'm a TV viewer – get me out of here!"

Higher definition, multiple screens and interactivity wrap seamlessly around premium content in a world where video merges with social media. Consumers will demand and be offered more relevant choice, across a broad range of content, using any device in 2020. Are you ready to satisfy the most demanding consumer ever in 2020?

	Today	Tomorrow	2020*
<b>Consumer Offer</b>	<ul style="list-style-type: none"> <li>&gt; Many hundreds of linear TV channels</li> <li>&gt; Growth in S-VOD services</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Consolidation of linear channels</li> <li>&gt; Selective aggregation of S-VOD into packages</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Personalized content offers</li> <li>&gt; Pick and mix content packages</li> <li>&gt; Ultimate aggregation of sources</li> </ul>
<b>Consumer Viewing</b>	<ul style="list-style-type: none"> <li>&gt; 80% live and linear</li> <li>&gt; 20% on-demand/time shift</li> <li>&gt; Time-shift of TV using DVR/PVR</li> <li>&gt; Rapid adoption of connected devices</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Rapid adoption of on-demand services over IP</li> <li>&gt; Erosion of some long-tail/+1 linear channels</li> <li>&gt; DVR/PVR moving to cloud</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 50% live and linear</li> <li>&gt; 50% on-demand/time shift</li> <li>&gt; Smoothing of 'peak viewing' window</li> </ul>
<b>Content Discovery</b>	<ul style="list-style-type: none"> <li>&gt; EPG with hundreds of channels</li> <li>&gt; VOD stores with large catalogues</li> <li>&gt; Generally weak search</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Second screens offering search interface</li> <li>&gt; Beginning of recommendation engines</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Fully personalized, targeted content across live, linear and on-demand</li> <li>&gt; Social recommendations drive on-demand</li> <li>&gt; Virtual sofa offers socially driven live/linear recommendation</li> </ul>
<b>Content Experience</b>	<ul style="list-style-type: none"> <li>&gt; Scheduled viewing of programming</li> <li>&gt; Binge viewing of series on-demand</li> <li>&gt; Early use of social engagement/interaction</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increase in social importance of linear/live content</li> <li>&gt; Experimentation of second screen immersion surrounding content</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Consistent consumer interaction with content extending to social interaction, betting, gaming, live and immersive</li> <li>&gt; Increase in real-time consumer content within programming</li> </ul>

SOURCE: Ericsson 2014.

\*Advanced TV markets

# BUSINESS:

## The Forever Evolving Experience changes the media industry value chain

The Forever Evolving Experience changes the industry value chain for how content is commissioned and ultimately consumed. Consumers will be willing to schedule their lives around the most popular and important content to be socially connected with one another on their virtual sofas. The biggest screens will offer the greatest quality experience for blockbuster films and premium sports, especially as UHD TV becomes the norm. However, the “entertain me” lean back mode of consumption means that consumer demand for immediacy and relevancy will erode the value of the multi-hundred linear channel Pay TV package. The effort alone in navigating this content is rapidly putting consumers off. Consumers will build their own schedules and their own “channels” of packaged genres. They will pick and mix from far smaller bundles of linear and live content, but accept the potential of a limitless library of on-demand content.

These changes will place even greater demands on the content value chain, and share of revenues, as rights negotiations and content packaging need reassessing to match consumer shifts. The business models of advertising, subscription and selling will expand beyond the household to the individual. The simpler the transactional model, the greater the upsell opportunities will be. The business barriers and inertia already impede the progress of change far more than any other element in the evolution of TV. By 2020, the emergence of new players with new approaches and the willingness of consumers to shift loyalties will drive change.

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TV service providers will still look to increase, if not maintain the consumer spend, or average revenue per user (ARPU). Bundling of services and content will remain, yet the bundled elements will need to be different or erosion will occur. In 2013, Ericsson ConsumerLab surveyed viewers on their top requirements for a TV and video experience; the answer was simply to access, “à la carte” high definition video content available on-demand. This insight translates into many consumers already adding subscription video-on-demand (S-VOD) services from new players to their existing Pay TV service, as a way of getting what they want. This trend will mean reduced spending with established service providers who are unable to cater to this content access and consumption trend.

The goal is to both remain at the top of the agenda for the consumer spend and also learn how to drive transactional spend and new advertising revenues from greater focus on the individuals consuming their services.

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# TECHNOLOGY:

## The Forever Evolving Experience will require new platforms and cloud approaches, and drive the shift to IP

These changes in consumer behavior are in part enabled by technology – the technology behind new devices and screens, connected to ever-enhanced networks and using innovative application platforms. The consumer shifts will prompt TV service providers and network providers to update and invest in technology platforms and networks that allow the shift to on-demand consumption. These updates will also automate recommendation and personalization, incorporate device and social ecosystems, and enable action-based, rather than solely impression-based, advertising. The technology will also facilitate payment platforms and rights management for multi-device, multi-user and same-content usage.

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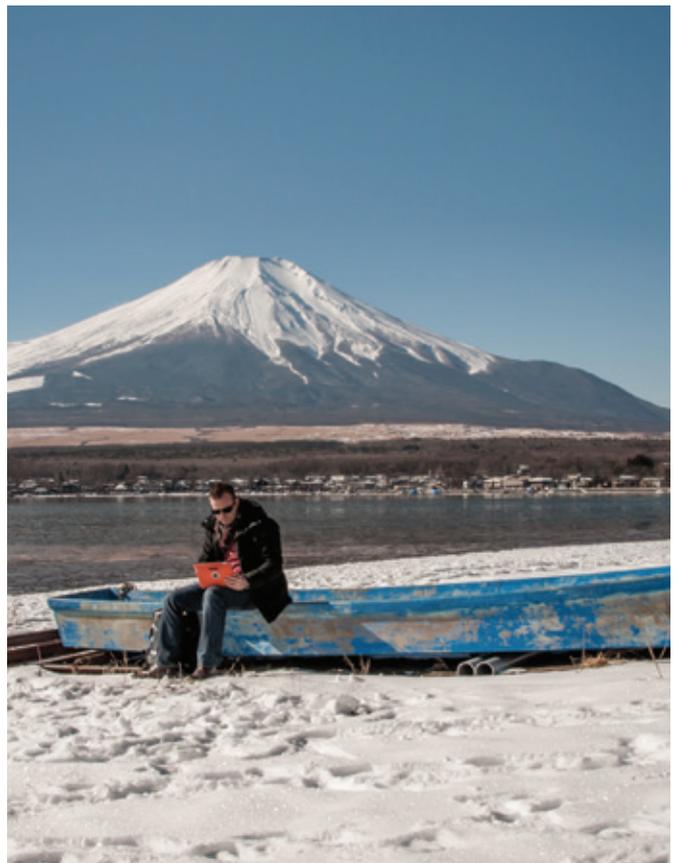
**The shifts in consumption models towards on-demand and multi/mobile devices will drive the rapid adoption of IP as the dominant delivery technology for video.**

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The shifts in consumption models towards on-demand and multi/mobile devices will drive the rapid adoption of IP as the dominant delivery technology for video. This has challenges to overcome, as data networks require specific optimization for video carriage and quality of experience assurance.

Ericsson ConsumerLab studies repeatedly show quality as being a top ranking importance criterion for consumers. They simply will not accept buffering, stuttering and services not working on any device, just as they have come to expect a certain experience from the high quality digital platforms that feed their large screen TVs.

Content platforms will need to become more centralized and engineered to facilitate a continual development and deployment cycle to deliver enhancements to the user interfaces and interaction mechanisms that surround content discovery,



interaction and recommendation. Cloud-based approaches will be needed to host these user experience platforms and the content itself, centrally; to be available on-demand on any device, over any network; and to serve millions of consumers with potentially complex interaction scenarios between screens, one another and social platforms.

Overall, technology will have a very significant role to play in staying ahead of consumer demands and even in setting the consumer agenda. It's clear that most of the technology and platforms of today will need significant changes in approach and design to drive success for 2020.

# IMPLICATIONS

Every player in the value chain of TV and Media will have challenges and opportunities on the road to 2020 and beyond. Each player can have one or more roles, and even change the parts they play in commissioning, creating, acquiring, distributing, aggregating, advertising and providing discovery of content experiences to consumers and their devices.



## The content owner

With content remaining "king" in 2020, content owners want to get, and will get, closer to the consumer to develop a more personalized experience. In turn, consumers will demand high quality with flexibility in consumption – location, time, device, and quantity, such as bingeing, will place equal demands on content owners. This will require a progressive approach to rights between TV service providers and aggregators to provide the flexibility to meet these demands. Content owners will also want to explore their own OTT delivery models to maximize distribution revenues through additional channels other than existing TV service providers.

## The broadcaster

Similar to the content owner, the broadcaster role shifts increasingly towards focusing on great compelling and local language content, both commissioned and aggregated. The consumer demand for flexibility requires broadcasters to be ready with on-demand libraries of content and "play" services, both deployed themselves and tied into the broader on-demand services of aggregators and TV service providers.

Advertising opportunities and social interaction will remain very strong around live content and popular linear scheduled TV, yet the shift to on-demand consumption will open new opportunities and challenges in advertising placement and revenues. Broadcasters have typically set the agenda with quality of content, both production and emission, and will play a key role in the local success of UHD TV (4K) services per country/region.

## The TV service provider

The forever evolving consumer represents the greatest challenge and opportunity for the aggregating TV service provider, whose propositions will typically be a bundle of TV, broadband access, and telephony. It is the TV service provider who will have the myriad of consumer devices connected to their networks and the expectation of ensuring that TV navigation, discovery and consumption will be a delightful experience across any and all devices.

The TV service provider will need a cutting-edge TV platform that enables true agility to define and respond to the consumer agenda. The delivery of services will shift towards IP delivery requiring the Satellite TV service providers to enhance their broad coverage one-way networks with two-way IP to enable the shift towards on-demand consumption and TV Anywhere.

TV service provider platforms will have to incorporate the social networking capabilities and tools that allow consumers to embrace the greater connected experience around live and linear content, as well as explore the additive benefit from triggering consumer on-demand consumption through social recommendation.

The greatest opportunities exist for the TV service provider in driving new revenues, both transactional from the consumer and through personalization and targeting of advertising.

## The network owner/provider

Although a role that is nearly always being played by the TV service provider, we have separated the network owner/provider here for clarity of explanation. Consumer TV consumption is already being strongly influenced by connectivity to broadband, both mobile and fixed. The need for broadband services with mobility is by 2020 as essential as other utility services, placing the providers of high-speed broadband services in an essentially strong position.

The capacity of these networks continues to expand to 2020, but the fundamental capability and dimensioning factor for them is their capability to delivery video with a very high quality of experience. As much of this video is delivered using OTT technologies, or adaptive bitrate streaming, providers of networks must build in transparent caching capabilities and video-centric acceleration, both to reduce the video impact, and to enable service delivery quality assurance and the subsequent monetization opportunities this presents.

Consumer adoption of video on mobile devices will drive the need for mobile-specific optimization, and the use of the latest High Efficiency Video Coding (HEVC) will significantly reduce bandwidth impacts and enable even higher quality services to be delivered including adoption of Ultra High Definition TV (UHD TV).

## The advertiser

The consumer shift in consumption to an ever more personalized and on-demand approach enables the advertising business to exploit many new windows of opportunity to surround premium content with action-based advertising to support or even replace largely impression-based models. Consumers' acceptance of advertising around content will need evaluation on the road to 2020. Ericsson ConsumerLab studies have shown shifting consumer perception of advertising, especially around premium content they have paid for. The opportunity, and potentially the essential need, to be more relevant and more informing and entertaining with advertising should be a key focus for the industry.

# YOUR 2020 STRATEGY

It is clear why the Forever Evolving Experience is a massive game changer for the industry of 2020. Consumer power and its shifts will place ever more challenging demands on technology and business models. However other game changers will bring their influences, and in the coming months we are going to explore these and examine in more detail the role of IP, changing consumption models, cloud technology, and a number of other areas that will impact TV consumers, business and technology. Although this paper has touched on some high-level focus areas for industry roles and players, given the depth of insights offered by Ericsson across aligned areas, it is strongly suggested that you engage with us directly and discuss a specific, strategic workshop around your success factors for the journey to 2020. TV is a new game, and it's Time to Play!



## KEY BELIEFS AND OUTLOOK OF MEDIA VISION 2020

Media Vision 2020 is built on extensive research elements and unique insights that span the media value chain to the TV consumer. Key 2020 predictions include:

- > **The Networked Society is realized** – Fifteen billion video-enabled devices are connected to broadband IP, transforming the consumption experience of TV. Mobile broadband is essential in all regions and fundamental in emerging regions.
- > **Bundling of content and services remains the ultimate opportunity** – Consumers will value simplicity and perceive value in a single bill, however the essential need for broadband will enable separation of propositions from broadband access and content.
- > **OTT delivery for all** – Delivery of content over-the-top becomes applicable to all TV service providers or content owners as a way of reaching consumers, and enhancing established broadcast delivery platforms.
- > **On-demand has risen to parity with live/linear** – IP will have accelerated the ongoing shift of consumers to embrace the convenience of on-demand access to content for 50 percent of their consumption.
- > **New entrants bring new investment** – The acceleration of broadband capacity and penetration, along with ever more connected devices, potentially enables a powerful device or social ecosystem to become a premium TV aggregator.
- > **Market revenues have grown to \$750B** – Up from \$530B in 2013. The distribution of revenues, however, shifts between content owners, broadcasters, TV service providers and network providers, especially as brands adapt their advertising focus.

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Ericsson is a world leader in the rapidly-changing environment of communications technology – providing equipment, software and services to mobile and fixed network operators, content owners, broadcasters and TV service providers all over the globe.

Some 40 percent of global mobile traffic runs through networks we have supplied, and we manage networks that serve more than 1 billion subscribers globally every day, and enable over 15 million subscribers to have the most advanced TV experiences. With more than 35,000 granted patents, we have one of the industry's strongest patent portfolios.

Our vision is to be the prime driver in an all-communicating world. By using innovation to empower people, business and society, we are enabling the Networked Society, in which everything that can be connected is connected.

# TIME TO PLAY

TV. Anywhere. Now.