



STREAMING SUMMIT

by Dan Rayburn



The OTT Event Of The Year

APRIL 15-16, 2024

NABSHOW[®]
Where Content Comes to Life



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Happy Hour

5 - 6:30 p.m. Monday, April 15

Join the OTT Event of the Year

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Thanks To Our Sponsors:





Special Presentation by Dan Rayburn: Best Practices for Getting a Job and Advancing Your Career and Show Recap

 [Tuesday, April 16](#) | 4:00 PM - 5:00 PM PT [W106-W107](#)

Dan Rayburn will be hosting a special interactive presentation as part of the closing session at the Streaming Summit. He will take questions and share some best practices on job search and placement, LinkedIn profiles and resumes. Learn why you must stand out, how to do it and how to communicate with clarity, consistency and candor. This is free to attend for anyone at the entire NAB Show and no RSVPs or special badges are required.

My Job is to Inform, Educate and
Empower Others

Dan Rayburn
917-523-4562

Always free, no cost,
my why is different.

Financial and Economic State of the Industry

- Everyone is resetting the cost bar on CAPEX and OPEX. Getting to free cash flow and then profitability is all that matters. Free cash flow is a measure of profitability that excludes the non-cash expenses of the income statement.
- Even Netflix, which had \$6.92 billion in free cash flow last year, did two rounds of layoffs. A company as profitable as Netflix still had to cut costs and be more efficient.
- Layoffs tend to happen in November and December as companies set their budgets for next year. Some companies are doing more layoffs in the new year as they had a financial plan and business plan to work through to get to a revenue number, and that's why they let people go earlier in the year. Now, in the thick of 2024 planning, if the revenue, efficiencies and cost savings they thought would come through haven't gone through, they're deciding to let people go to ensure they are set up for success in late 2024 and into 2025.
- Money is hard to get, with lending rates as high as 15%. Three years ago, it was 1%. For example, Fubo will pay 7.5% interest on new convertible senior secured notes if paid in cash and 10% interest if paid in kind. Why do this? They reduced their debt by \$28.3 million and extended a meaningful portion of their debt maturities out to 2029 from 2026.

Financial and Economic State of the Industry

- Companies can't invest when they can't get credit, and many vendors in the market have less than \$50 million in cash/equivalents. Due to the 11 raises the Fed has already done, the cost of capital required to do business and expand has gone higher. Rate cuts will come, but they won't be in Q2 like some expected.
- Wage growth has stalled. If you look at what people are putting on credit cards, the amount of debt they have there is rising. We've got points in the market that show there will still be constraints in 2024 with growing our industry.
- The positive signs we are seeing are how focused all companies have become with their products and services, their go-to-market approach, content bundling, and all the costs they have already cut out of their business.
- I'm not predicting doom and gloom; this is just reality. These are data points you can use to make informed decisions. Things are improving but if more mergers take place amongst OTT services (Paramount, AMC Networks etc.) more layoffs will happen.
- Educate yourself on P&L, understand the numbers, read the news that matters, focus on facts over opinions and learn what is *truly* driving our business. Balance sheets tell the story. More CEO's and management teams being replaced: Edgio, VideoAmp, Nielsen, Harmonic, and Vimeo just in the past few months, with more to come.

FACTS Matter, Not Options. Question ALL Data!!

Many reported numbers in our industry, such as revenue, subscribers, users, etc., are factually inaccurate, yet people continue to share these posts on LinkedIn. Stop doing this! Take the time and effort to look them up.

- Comcast's quote for the Peacock NFL Wild Card game, "was the biggest live-streamed event in U.S. history." An analyst purposely removed the word "U.S." from their post.

"According to [Nielsen](#) and first-party data from [NBCUniversal](#) the NFL Wild Card game was the most streamed live event in history. The combined

- Netflix's said their ad tier has "23 million global monthly active users".

Netflix's ad-supported tier reaches 23 million subscribers

- eMarketer said "Hulu + Live TV has 11.4 million subscribers," even though Disney reported they had 4.6 million

▪ But the "fastest-growing" product also had a lot of room to grow. YouTube TV will reach **15.8 million subscribers** this year (its main Pay TV competitor, **Hulu + Live TV**, trails at 11.4 million), per our [September forecast](#). By 2027, it will reach 20.9 million.

- The Wall Street Journal said, "YouTube TV, Fubo and others, which have about 18 million subscribers combined." Stated as a fact, not an estimate, and with no source.

What The Industry Isn't Discussing, But Should Be

- The FAST hype: Popularity without productivity is not a business model. Other than Vizio, we have no financial numbers around FAST services regarding profit and loss, costs for content, the percentage of traffic that comes from which channels, etc. and if Vizio gets acquired by Walmart, we could lose that data.
- Nielsen won't disclose what a "viewer" is, shares no methodology, and answers no questions. Like many, Amazon uses Nielsen for TNF numbers, but when the stream autoloads on the home page, and I don't engage with it, am I a viewer? We don't know. Even some advertisers aren't sure.
- The Super Bowl and other big events burned in ads; they did not use Dynamic Ad Insertion (DAI). The ad problems we were talking about ten years ago, with repetitive ads and ad loads plus lack of targeting, are still major problems. Note that no ad vendors are here doing demos. Having a solution and having a solution that *scales* are not the same. Ad fraud is rampant, with few people talking about it.
- Accurate market sizing numbers. Vendors, please STOP using bogus numbers by third parties that you flat-out know are wrong. It doesn't give you credibility to include them in press releases. Wowza said today's global enterprise video market is \$106 billion, quoting Grand View Research, a firm that also has reports on "frozen foods" and "paint coatings."
- The industry is using data from Antenna and others that are wrong, such as their churn data that no one questions. OTT platforms tell me it's not even in the ballpark, yet everyone uses it since the platforms don't put out any data themselves.

What You Can Do To Stay Educated and Improve

- Know and understand the numbers, including subs, ARPU, P&L, engagement, etc. I've done the work for you; just follow me on LinkedIn, and every quarter, I post a recap of the numbers you need to know from the public companies.
- Read more focused news, not just rehashed press releases. Focus on those who use the news to say what and whom it will impact and who separate facts from opinions. If a post starts off with high-level content like "according to Nielsen, Sandvine etc. video usage is growing," skip it.
- Get a Feedly pro account, and take the time to setup your feed via RSS, newsletters, Google News Alerts, Reddit, PR Newswire etc., and you can easily scan 1,000 headlines a day, focusing on the ones you should read. Quality over quantity.
- You don't need "executive coaching." You need to listen to those who have actual PROVEN experience in the business world. Those with titles of "coaches," "mentor," "team building expert," etc., rarely have any actual hands-on business experience. It's the professor, not the class, that matters.
- Think about your words and speak definitely. Be decisive when you talk. Don't use words that end in "ly" (usually, probably, likely) as they have no concrete definition. If you're trying to persuade people to buy something, use the language in which they think.
- There is enormous value in simplifying. This also applies to communication. Strive to use less jargon, fewer words or metrics, and shorter lists.
- Be confident! Confidence comes from preparation, a sense of belonging, and trust. It must be built deliberately and reinforced frequently.

The financial currency in the business world is information! It's leverage.

Thank You & On To The
Keynote Fireside Chat

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AT



Fireside Chat

Keynote Fireside Chat With Dan Rayburn

MONDAY, APRIL 15, 2024 — 9:30AM - 10:00AM

Phil Wiser

**EVP, CTO, Head of Multiplatform Operations
Paramount Global**

Topic: The Current and Future Trends of AI in Media



Paramount

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