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# MEDIA SUPPLY MANIFESTO

## 2022

A summary report from  
**The DPP Media Supply Festival**  
Dulles, USA, 18–19 May, 2022

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## INTRODUCTION

The *DPP Media Supply Festival* is now an annual conference event. It was first held at the Sky Studios in London, UK in 2021. In 2022 it took place in Dulles, USA.

It has been created as an opportunity to take a regular temperature check of perhaps the hottest topic in the media industry: the transformation of media supply processes.



Those means of supply for media are being revolutionised as they become software define and cloud led. But the pace of that change is not in the control of media organisations. Changes in consumer behaviour, tastes, and spending are moving far more quickly than the supply chain can adapt. This extraordinary set of circumstances means that business and technology transformation is necessarily a mix of science and speculation.







No single media company can possibly have all the answers. The need for peer to peer discussion and information exchange has never been greater – and those engagements are far more productive if they can happen face to face. *The Media Supply Festival* provides that forum.

But not everyone can undertake the journey to such an event. So there is an obligation for the attendees to share the key takeaways with the wider DPP membership. And that's the purpose of this report.

This *DPP Media Supply Manifesto* extracts the key themes from the latest *DPP Media Supply Festival* – but it does so in such a way as to indicate the topics, challenges and changes that most captured the imagination of the participants. These are their hot takes for 2022.

In the years to come it will be fascinating to see the priorities shift and change. A record of how we got to where we are can be highly informative for the journey still to come.



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## EXECUTIVE SUMMARY

14 key take aways from the *DPP Media Supply Festival 2022*

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### **The language of transformation has been replaced by the language of pragmatism**

- 1 In a unified supply chain, diverse content requires different on-ramps or lanes through the supply chain
- 2 Different content, for different customers has different risk profiles – and requires different levels of security accreditation
- 3 Small content companies can still have huge diversity of content – and need help to manage complexity
- 4 Data becomes effective when translated into business process information that is of direct practical benefit to users

---

### **Organisational change and the evolution of customer/supplier relationships are more important to supply chain modernisation than tech innovation**

- 5 There is still a disconnect between the finance and tech parts of media organisations
- 6 Working in ML and automation involves an ongoing and iterative relationship between suppliers and end-users
- 7 The industry is working in silos – sharing data and models across vendors and content providers would speed up adoption of AI tools
- 8 Cloud native vendors recognise they are part of a wider supply chain ecosystem of modular services

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### **The media industry is still searching for foundational principles that would be key enablers for end to end supply chains**

- 9 Create once, use many: time spent on standardising master assets and their metadata enables faster fulfilment and monetisation

- 
- 10 The lack of standardisation in production practice and workflow has been the biggest barrier to unified content supply
  - 11 Metadata mapping and translation are the keys to success, and an industry repository would be useful

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**Although most media organisations still behave as if they are unique and special, there is little to suggest such an approach will equip them for the future**

- 12 There is a risk to developing your own solutions because you will close yourself off to innovation
- 13 Interconnected supply chains – enabling efficient exchange between media organisations – will be a game changer
- 14 The move to cloud enables broadcasters to stop being tech companies and to refocus on content

## METHODOLOGY

Over 160 people took part, in person, at the *DPP Media Supply Festival, 2022*. More than half of those people kindly stayed at the end of the event to take part in a special workshop.

The purpose of the workshop was to identify the themes from the Festival that seemed of greatest significance to the attendees.

The conference consisted of 14 sessions. The DPP team grouped these into four broad categories:

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Business Transformation:	3 sessions
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Automation:	4 sessions
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Data:	3 sessions
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Future Supply Chain:	4 sessions
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The team extracted three key themes from each of the conference sessions. We then presented the workshop attendees with those key themes, and invited them to select the one from each session that they felt held the greatest significance for the wider industry.







In the summary below we show the percentage of votes that went to each theme, and highlight the one that attracted the most votes.

We also invited the workshop attendees to provide further comment on what they took from each of the four categories.

Put together, the votes and the comments provide a vivid picture of what industry professionals are focused on in the world of media supply today.

## WORKSHOP ATTENDEES

The following people took part in the end of conference workshop. Their votes and comments have informed the key themes that the DPP highlights in this manifesto. Please note, however, that not everyone who took part will share all the views and conclusions expressed in this summary.

**Brandon Atkinson**

Manager, Production Operations,  
PBS Distribution

**Hannah Barnhardt**

COO,  
TMT Insights

**Rafael Bautista**

Pre-Sales Engineer,  
Dalet

**Jeff Beachy**

CTO,  
SDVI

**Justin Beaudin**

CTO & Head of Media Ops,  
Vubiquity

**Arne Berven**

CEO,  
Wolftech Broadcast Solutions

**Bryan Boggio**

Senior Director,  
PBS

**Sam Bogoch**

CEO,  
Axle.ai

**Jim Bottoms**

Business and Strategy Development,  
RSG Media

**Chris Brähler**

VP of Product Management,  
SDVI

**Shannon Burnham**

Senior Manager, Content Processing  
and Operations, PBS

**Gregory Burns**

Head of Business Development,  
Arqiva

**Raibar Chener**

Solutions Architect,  
Adobe

**Richard Christopher**

Strategic Innovation Lead – CMT,  
Cognizant

**Joanne Ciurzynski**

Senior Account Executive,  
Red Bee Media

**Robert Cloudt**

CRO,  
Synchronized

**Gregory Cox**

SVP Business Solutions – Americas,  
Codemill

**Tom Crocker**

Business Development Manager –  
News Workflow, Ross Video

**Alex Emmermann**

Business Development,  
Telestream

**Lindsey Englerth**

Senior Director of Technology,  
PBS

**David Field**

VP, Content Operations,  
PBS

**Olivia Fierro**

Design Strategist,  
Cognizant

**Chris Fournelle**

Director, M&E Product Marketing,  
Signiant

**Richard Friedel**

Consultant



# MEDIA SUPPLY FESTIVAL

2022 DULLES, USA

## **Patrik Friedl**

Product Owner,  
ZDF Studios

## **David Garcia**

Product Marketing/Rain Maker,  
EMnify

## **Janet Gardner**

President,  
Perspective Media Group

## **Eivind Gjertsen**

Developer,  
Wolftech Broadcast Solutions

## **Adde Granberg**

CTO,  
SVT

## **Jill Greenblatt**

Senior Director, Production Operations,  
PBS

## **Alex Hamilton**

VP, Global Sales,  
Axle.ai

## **Ian Hamilton**

CTO,  
Signiant

## **Sonny Hanley**

Controller of Content Services,  
ITV

## **David Helmly**

Head of Strategic Development  
Professional Video – Cloud Edit, Adobe

## **David Hong**

Program Manager,  
PBS

## **Dom Jackson**

VP Products & Services,  
Cinnafilm

## **Ankur Jain**

VP,  
Prime Focus Technologies

## **Don Jarvis**

SVP Global Broadcast Operations  
and Engineering, A+E Networks

## **Anthony Jewitt**

Head of Market Development,  
Arqiva

## **Brian Jones**

Senior Director, Media Production  
Operations, PBS

## **Larry Kaplan**

CEO,  
SDVI

## **Fereidoon Khosravi**

SVP and Chief Business Development  
Officer, Venera Technologies

## **David Klee**

VP Strategic Media Solutions,  
A+E Networks

## **Chris Lennon**

Director, Standards Strategy,  
Ross Video

## **Darren Long**

Consultant

## **Jason Marchese**

Head Of Sales, Market Area Americas,  
Red Bee Media

## **Tyler Maschino**

Software Engineer,  
SDVI

## **David Matthews**

Senior Director, Content Operations,  
PBS

## **Maura McKinley Tull**

VP, Software Development & Operations,  
PBS

## **Christine McNally**

Director, Content Operations,  
A+E Networks

## **Mario Mekler**

Regional Manager Latino America,  
Dalet

## **Mario Monello**

Global WWCO Media and Entertainment,  
Amazon

## **Lorena Ortega**

Localization and Dubbing Manager,  
Take 1 Transcription

## **Bruno Ortega-Plaza**

Account Manager,  
Dalet

## **Mike Palmer**

Senior Director Media Management,  
Sinclair Broadcasting Group

## **Chandni Patel**

Director of Engineering,  
Emotion Systems





# MEDIA SUPPLY FESTIVAL

2022 DULLES, USA

## MC Patel

CEO,  
Emotion Systems

## Jess Payne

Technical Account Manager,  
BeBanjo

## Lynn Peachner

Senior Account Executive,  
CBTS

## Doug Pelenberg

Director Technical Operations,  
PBS

## Brian Pelletier

Senior Technical Account Manager,  
SDVI

## Rick Phelps

Managing Director,  
Brklyn Media

## Clare Plaisted

Communications,  
Final Pixel

## Murali Rajendran

Director IT,  
PBS

## Victoria Redstone

Senior Account Manager,  
Arqiva

## Kathryn Richardson

Senior Director Content Automation,  
Warner Bros. Discovery

## Shamir Rivera

Director, Solutions Architecture,  
A+E Networks

## Gareth Roberts

Product Lead,  
Fincons Consulting

## Patrick Roch

Product Management,  
PBS

## Jonatan Roig

CTO,  
Knox Media Hub

## Hilary Roschke

Director of Strategic Operations,  
SDVI

## Elisha Samra

TPM,  
Vubiquity

## Andy Shenkler

CEO,  
TMT Insights

## Thomas Siegman

EVP Innovation & Strategy,  
RSG Media

## Ryan Smith

Director, Program & Product Management,  
TMT Insights

## James Snyder

Senior Systems Administrator,  
U.S. Library of Congress

## Jonathan Solomon

Senior PSA,  
Amazon

## Jeff Stahlnecker

Product Marketing Manager,  
EMnify

## Geoff Stedman

Chief Marketing Officer,  
SDVI

## Josh Stinehour

Principal Analyst,  
Devoncroft Partners

## Raul Vecchione

Senior Global Partner SA MCSA,  
Amazon

## Amanda Wall

Director of Operations, Maryland Team,  
Take 1 Transcription

## Bethan Wilkin

Head of Content Delivery,  
ITV

## Adam Wisniewski

Solution Specialist – News Workflow,  
Ross Video

## Erica Woods

Media Automation Project Manager,  
PBS

## Joe Zaller

Founder,  
Devoncroft Partners

## Megan Zamyatin

VP of Finance & Accounting,  
PBS

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# Business Transformation

SESSION 1:

# Executive Interview



## Caroline Brown

SVP Content Operations and Origination  
Warner Bros. Discovery





Caroline Brown drew upon her huge experience in the day to day management of global media supply to reflect on key organisational, operational, and technical challenges. She assessed the progress made in recent years, and considered the demands and opportunities that come from the vast content inventories now being brought together by the merger between WarnerMedia and Discovery. Caroline's pragmatism struck a chord with the conference audience, with all of her key themes attracting strong votes for being the most significant for the wider industry.

### THREE KEY THEMES

29%

Make a decision to stop talking about legacy, and focus on the capabilities needed to drive change

31%

There is a localisation crisis: vendors are struggling to keep up with the huge demand

40%

**In a unified supply chain, diverse content requires different on-ramps or lanes through the supply chain**

SESSION 2:

## Executive Interview

svt

**Adde Granberg**

CTO  
SVT



The Swedish national broadcaster, SVT, has remained hugely popular with the Swedish public – out-performing global competitors, such as Netflix. Its CTO, Adde Granberg, is a radical exponent of the potential for the commodification of media technology, and the opportunities that come from tailoring content creation and supply to the means of consumption rather than to historic assumptions about quality. The first of the key themes from his interview might have been the most radical – and surprising – statement ever made by a broadcaster CTO at an industry event. Although it may have been a claim too far for many of the audience, there was nonetheless strong support for the premise of his assertion: that technology now enables a refocus of spend towards content.

### THREE KEY THEMES



3%

Successful broadcasters of the future shouldn't need a CTO



49%

**Developers in broadcast should be focused on UX for internal tools,  
while functionality is provided by third parties**



49%

**The move to cloud enables broadcasters to stop being tech companies  
and to refocus on content**



## SESSION 3:

# Executive Interview

## What did the 2022 Devoncroft Executive Summit mean for the media supply chain?



**Joe Zaller**

Founder, Devoncroft Partners



**Josh Stinehour**

Principal Analyst, Devoncroft Partners



Devoncroft Partners is the pre-eminent market intelligence company for the media industry. Joe Zaller and Josh Stinehour have a unique, and data based, knowledge of where customers are placing their spend, and which suppliers are best placed to deliver to the business objectives of those investments.

The annual *Devoncroft Executive Summit*, held at NAB in Las Vegas, has become a key moment in the industry calendar for Joe and Josh to share their latest thinking, and to discuss the latest trends and developments with senior industry executives. The 2022 *Summit* opened with the eye-catching assertion that ‘Your next dollar spent on technology will have a higher return than your next dollar spent on content.’

In re-iterating this claim at the *Media Supply Festival*, they shone a light on organisational perceptions of the role of technology in media organisations. They received particularly strong support for their claim that there continues to be a disconnect between the financial and technical parts of companies.

### THREE KEY THEMES

21%

The centrality of tech transformation initiatives should be championed by CFOs to shareholders in earnings calls and investor reports

27%

The industry is in a period of reflection – and starting to find focus on how tech can deliver business outcomes

52%

**There is still a disconnect between the finance and tech parts of media organisations**

## BUSINESS TRANSFORMATION

## The view from the workshop

Our group of participants place the industry in the early stages of the business transformation journey. This may seem surprising to some, considering the impact of rapid and dramatic change in the media sector since streaming services became a force around 15 years ago. But perhaps these experts have now had sufficient experience of what new market imperatives really mean to enable them to become pragmatic about the scale of the task before them. Although Caroline Brown and Adde Granberg might at first glance appear to hold very different perspectives, they both demonstrate a pragmatism in the face of complexity that was strongly endorsed by the workshop attendees.



Pragmatic problem-solving, not technology, is the starting point. It requires collaboration among obvious stakeholders such as Ops & Tech, but also non-obvious ones such as finance, marketing, vendors and third parties



Transformation will take longer, cost more and is more complicated than people think. Remain nimble. Trust.

Part of that pragmatism was an enthusiasm for the view frequently expressed by the conference speakers that it was better to focus on immediate, tangible, and modest business outcomes, than to shoot for the stars. Progress not perfection was the mantra of speakers and attendees alike.



Focus on the outcome, whether a better UX or better internal services, and choose what is available from the market while realising that sometimes you need to fill the gap with internal development



Progress is more important than initial precision. Finance must understand new cloud business models





This emphasis upon the need for better communication between the financial and technical parts of businesses – the core theme of the Devoncroft session – was strongly endorsed by the workshop group.

“

Finance needs more education on cloud transformation and new production models

“

Silos are still a major issue, perhaps exaggerated by mergers and acquisitions

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# Automation



## SESSION 1:

# How small is big enough?

**ATELIERE**

**Eric Carson**

Chief Revenue Officer, Ateliere Creative Technologies

**SIGNIANT**

**Ian Hamilton**

CTO, Signiant

**SINCLAIR**  
BROADCAST GROUP

**Mike Palmer**

Senior Director, Media Management, Sinclair Broadcast Group





Highly automated and efficient supply chains make sense for multinational media organisations and hyperscale suppliers. But do the same principles still apply for smaller players? Our panellists argued that – although the motivations may be different for smaller entities – the benefits of supply chain modernisation can still be significant. Such companies typically have diverse sources of supply that are difficult to standardise. As automation advances, and the cost of deployment decreases, virtualised supply chains can help to manage this complexity. Smaller customers can also benefit from capabilities supply chain vendors have developed for their larger customers.

### THREE KEY THEMES

11%

The inflection point for how much content an organisation needs to create in order to gain the benefits of cloud supply chain is around 1,000 hours per year

29%

The strongest area of growth in media supply chain is among small to medium sized organisations

63%

**Small content companies can still have huge diversity of content – and need help to manage complexity**

## SESSION 2:

# ITV Supply Chain Showcase



**Sonny Hanley**

Controller of Content Services, ITV



**Bethan Wilkin**

Head of ITV Content Delivery, ITV



PRIME FOCUS TECHNOLOGIES

**Nav Khangura**

VP of Business Development, Prime Focus Technologies



The missing piece for ITV in supply chain automation was around the capture of time codes to identify content parts, such as tone and bars, clocks, titles, part breaks and credits. Rather than go to a formal RFP, ITV offered sample content to relevant vendors. This enabled them to assess which of those vendors was best placed to provide a proof of concept. Prime Focus Technologies emerged as the supplier that best met the majority of ITV's needs, with the capability to develop their AI solution to deliver to the remaining requirements. In this session the two companies provided a case study on the process and solution, from both a technical and commercial point of view.



This proved as much a story about the internal and external relationships that get the best from automation, as about the technology itself.

### THREE KEY THEMES

6%

The need to train ML models rather than buying turnkey solutions makes AI innovations unsuited to traditional RFP processes

35%

Finance teams need to show faith that automation – though often more expensive in the short term – can deliver long term value

58%

**Working in ML and automation involves an ongoing and iterative relationship between suppliers and end-users**

## SESSION 3:

# What's standing in the way of the AI revolution?

CODEMILL™

**Gregory Cox**

SVP, Business Solutions – Americas, Codemill

WARNER BROS.  
DISCOVERY

**Kathryn Richardson**

Director, Software Engineering, Warner Bros. Discovery

itv

**Sonny Hanley**

Controller of Content Services, ITV





As the DPP's [Automating Media](#) report, published in October 2021, made clear, AI in media has moved beyond hype and into practical application. Yet rollout is still piecemeal, with plenty of challenges remaining around technology, capability and skills. This session reflected on those challenges, and offered practical advice on how to make progress.

There was agreement that it is important to capture and maintain as much data related to an asset as possible – even if its purpose is not yet clear or cannot yet be exposed. Kathryn Richardson memorably observed that ‘all data is financial data’; but most organisations still struggle to formulate a unified data strategy across all areas of the business.

AI analysis is an incremental cost while running assets through the supply chain; but a huge cost to apply to a whole library. That's why it makes more sense to build it into operational processes than to make it a project in its own right.

### THREE KEY THEMES



16%

Applying AI to regulatory compliance is still deemed too high risk



23%

Running every asset through AI and storing all the metadata adds marginal cost – and is more effective than seeking individual investment cases



61%

**The industry is working in silos – sharing data and models across vendors and content providers would speed up adoption of AI tools**

## SESSION 4:

# What does it really take to be a cloud native vendor?



**Justin Beaudin**

CTO & Head of Media Operations, Vubiquity



**Ian Hamilton**

CTO, Signiant



**Chris Lennon**

Director, Standards Strategy, Ross Video



The transition towards cloud based media supply chains creates unique transformation challenges for vendors, as they serve the ever-changing needs of customers. This was a session that looked at how hardware, software and service vendors are responding to those challenges – and moving beyond them.

A picture emerged of companies with a new mindset: one that accepted their place in a vendor ecosystem, with obligations to integrate well with competitors as well as partners. As the DPP reported in our *Design for Tomorrow* series, openness and transparency are now key principles for successful commercial and operational relationships between supplier and end-user. These takeaways are well reflected in the key themes from the session, and it may be significant that the audience had strong support for each of the messages.

### THREE KEY THEMES

25%

Being cloud native is not just about technology, it is an ethos that is customer focused

28%

True cost transparency is good for both the vendor and the customer

47%

**Cloud native vendors recognise they are part of a wider supply chain ecosystem of modular services**

## AUTOMATION

# The view from the workshop

Our attendees strongly agreed with the views expressed by speakers that content companies of all sizes can benefit from automation. But the journey requires commitment, and time.



We need the mindset that ‘Every time you approach a task, take one small step further to automate it’



Automation can be expensive, but it provides consistency humans don't. Smaller companies may have difficulty, but it allows them to scale

Companies that show faith – from the top of the organisation – that the long term benefits are worth the short term cost and effort, will gain hugely.



AI is important but it needs time to be trained. Companies need to start now to set the stage for long term gains



Automation requires a long-term commitment and multiple iterations, but in the end is worth it. An eight fold improvement in productivity is greater than the industrial revolution and should be shouted from the rooftops

Right now, however, the media industry is still learning how and where to apply the benefits of automation. That means it is necessary to prepare the foundations.



Indexing at the point of processing would move us towards better usage of AI



Data control is key to ML and if you're not there on the journey, it should be addressed first or it's like eating the elephant every time





The suggestion from some of our speakers that the industry would benefit from shared data models generated both interest and scepticism.



If the majority truly believe that sharing of models is beneficial to all, then the next event should encourage each group to contribute to a working repository that everyone can leverage and discuss during the event



Sharing data among companies around machine learning would be ideal, but it's difficult to calculate the value of the model and therefore no one will want to share

Full automation is a distant dream that might in any case never be appropriate to the media industry. For the time being, therefore, automation is all about balancing the capabilities of people and machines.



It's interesting to see how far AI and machine learning have come. Prioritising when to use ML and when to use people, is key



The goal of automation is to help operators breathe again

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# Data



## SESSION 1:

# Does security have to be so hard?



**Terri Davies**

President, Trusted Partner Network



**Abdul Hakim**

Business Development Manager, DPP



**Chris Johnson**

CEO & President, Convergent Risks



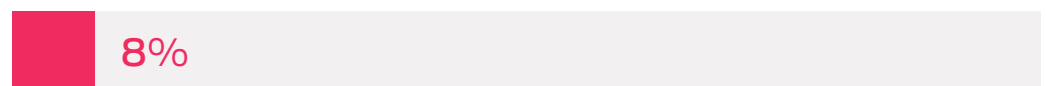
There has long been a paradox at the heart of discussion about security in the media sector. On the one hand security professionals claim that effective security is all about getting the basics right; but on the other those professionals have evolved a bewilderingly complex architecture of security standards, associations, certifications, and compliance. And, to make matters worse, very little of that architecture is suited to the connected world.



In this session Terri Davies shared her vision of a re-shaped Trusted Partner Network that will bring greater relevance and simplicity to security and content production. It will achieve it by providing a central resource that enables vendors and service providers to identify the level of accreditation appropriate both to their position in the market and their customers. It will also triangulate compliance to controls across various programmes and standards, to minimise duplication and unnecessary assessments.

It is a new approach that prompted broader discussion, with Chris Johnson and Abdul Hakim, about what it will take to gain a more functional, and common, approach to security across the media industry.

### THREE KEY THEMES



Software vendors and customers alike can lean on the cloud hyperscalers and cyber innovators for best practices



Content protection and content security can no longer be seen as separate considerations



**Different content, for different customers has different risk profiles – and requires different levels of accreditation**



SESSION 2:

# How do we deliver on the promise of data?



**Jim Bottoms**

Business & Strategy Development EMEA, RSG Media



**David Klee**

VP, Strategic Media Solutions, A+E Networks



**Hilary Roschke**

VP of Strategic Operations, SDVI



The software defined infrastructure and supply chains of today generate huge volumes of data about content, operations and users. But why do media companies still find it so hard to turn data into insights – and better decisions?

The answer might be that they lack purpose and pragmatism. Our panellists focused upon the benefits of specific initiatives

designed to deliver a clear purpose that is immediately apparent to the teams concerned, as well as to business leaders. Significantly, the theme that captured this view was regarded as of importance to the industry by a greater proportion of our workshop attendees than any other theme from the conference.



## THREE KEY THEMES

7%

FAST channels will demonstrate the benefit of relating consumer data directly to inventory management

8%

Responsibility for data should lie with the teams that work most closely with it

85%

**Data becomes effective when translated into business process information that is of direct practical benefit to users**

SESSION 3:

# A+E Networks Supply Chain Showcase



**Raman Abrol**  
CEO, Vubiquity



**David Klee**  
VP Strategic Media Solutions, A+E Networks



**Dana Massey**  
SVP, Content Services & Operations, A+E Networks



**Christine McNally**  
Director, Content Operations, A+E Networks



**Shamir Rivera**  
Director, Media Solutions Architecture, A+E Networks





The team from A+E Networks shared how their use of standardised internal master formats for media and metadata has set the foundation for integration with partners, such as Vubiquity, enabling more scalable and efficient operations. It was a story of determination and collaboration that has enabled A+E to take large volumes of its library to market more quickly – and to a wider range of end points.



This case study provided a textbook example of how foundational work can create the conditions for new content assets to be generated to order efficiently and effectively. It was a finding that made a strong impression on the audience.







## THREE KEY THEMES

11%

When a content company focuses on leveraging its intellectual property, it invites supply chain transformation

27%

Focus on business process and supply chain integration, rather than building products or infrastructure

62%

**Create once, use many: time spent on standardising master assets and their metadata enables faster fulfilment and monetisation**

## DATA

# The view from the workshop

It is difficult to separate the topics of automation and data, since the latter is the fuel for the former. The need for organisations to take early control of metadata capture came through strongly again from our workshop attendees.



Gather and keep as much metadata and data as you can, then determine how it can be mined and analysed



There are many different types of data – descriptive, technical, rights. Given the choice throw nothing away

The challenge is seen to lie more in how to make the emerging data usable to the wider business.



Data is essential to supply chain, but we need definitions about what data we capture, how to capture it, and who is the user of the data. We need to present it in a user friendly way so people can use data to make effective business decisions



How come everyone talks about metadata and no one talks about business & financial data? In order for data to be useful, you have to get it out of the damn silos

The focus for conversations about standards and standardisation has shifted from content to the metadata that surrounds that content – and then to the business data that can be derived from a metadata rich environment. For some, such a shift represents a new opportunity for the industry to work together to solve a common problem. For others it is a reminder of what generally happens when standards are implemented: they stop being standard.



Data (not content) is the new king. Standardisation is the challenge



“

Metadata is the most important area between companies, so we need an immutable way to exchange metadata for all companies to reference each other's unique ID without making companies change their data structure

“

A metadata standard terrifies me. Lots of work to create, and people will still augment



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# Future Supply Chain



## SESSION 1:

# Why doesn't supply chain go from glass to glass?

**Perspective  
Media Group**

**Janet Gardner**

President, Perspective Media Group

**PBS  
Distribution**

**Jill Greenblatt**

Senior Director, Production Operations, PBS Distribution

**Adobe**

**David Helmly**

Head of Strategic Development Adobe Professional Video –  
Broadcast and Cloud Edit, Adobe



The use of the term supply chain in the media industry has been oddly constrained. It has come to refer to the processing, management, and distribution of finished content. It is rather as if supply chain in the automotive industry referred to everything that happened to a car once it had been built. So why is it so difficult to extend supply chain principles to the full process of creation from raw materials (the capture of sound and video) to fulfilment of a finished video to consumers? After all, this is how other industries think of supply chain.

The answer lies in a mix of human and technical factors. Creative culture is inherently resistant to anything that feels like a factory process. That's why it's creative. So if the technical and operational processes that enable creativity are to be part of a defined, consistent and measurable supply chain, then production and craft users should be largely oblivious to this fact. This may not be impossible to achieve: tools are becoming more open and interoperable. Meanwhile the next generation of content makers are becoming more comfortable with technology.

### THREE KEY THEMES

11%

A horizontal bar chart with a light gray background. A small red segment at the left end represents 11% of the total bar length.

Next gen producers are predisposed to adopt the tools required to extend supply chain upstream into production

41%

A horizontal bar chart with a light gray background. A red segment represents 41% of the total bar length.

Glass to glass supply chain won't happen until data can be passed between tools more reliably and effectively

48%

A horizontal bar chart with a light gray background. A red segment represents 48% of the total bar length.

**The lack of standardisation in production practice and workflow has been the biggest barrier to unified content supply**

## SESSION 2:

# Is interconnection the key to supply chain efficiency?



### Don Jarvis

SVP, Global Broadcast Operations and Engineering, A+E Networks



### Rob Goldheim

GVP, Production Engineering, Warner Bros. Discovery



In manufacturing, supply chains typically span a number of different factories, companies and continents. There is an increasing need for such exchange between media organisations – especially as global players seek to enhance and extend their inventory of titles. But the delivery of video between content companies is famously problem ridden (as the DPP evidenced in *Supplying the VoD Revolution*).

The answer – both to the need and the problem – could lie in interconnection between cloud supply chains. A+E Networks and Discovery recently worked together on just such an initiative. With a moderate amount of development work, a process that would normally have taken weeks, was achieved in hours. In this session Don Jarvis and Rob Goldheim considered whether this could prove the model that ultimately demonstrates the true efficiency and value of virtualised supply chains. As so often, success would come down to effective metadata mapping and translation – ideally at an industry wide level.

### THREE KEY THEMES



9%

Single points of failure are always a risk – so consolidation around a small number of cloud and tech partners is no different



23%

Automation first: organisations are redesigning processes such as onboarding, and investing in agility to enable future content deals and M&A



68%

**Metadata mapping and translation are the keys to success, and an industry repository would be useful**



SESSION 3:

## Executive Interview

sdvi

**Larry Kaplan**

President & CEO  
SDVI



SDVI was a pioneer in providing a cloud based supply chain management platform, but to adopt the language and philosophy of supply chain. The media industry has long been used to terms such as assets, efficiency and delivery. But it was SDVI – and Larry Kaplan in particular – that introduced customers to a vocabulary that included the language of inventory, waste and fulfilment.

In this interview the DPP invited Larry Kaplan to reflect on the progress the media industry has made towards true supply chain thinking – and where that thinking might go next. He took a view that was both patient and ambitious – characterising media supply chain as still in a version 1.0 phase; but with the potential in future phases to release both huge efficiencies and transparency of cost and performance.

### THREE KEY THEMES

17%

Agility is a stronger focus than efficiency among those adopting supply chain

38%

We are seeing a fundamental shift to Return on Content – an ability to measure ROI for an individual piece of content

45%

**Interconnected supply chains – enabling efficient exchange between media organisations – will be a game changer**

## SESSION 4:

# What can fast turnaround teach long form?

**ROSS®**

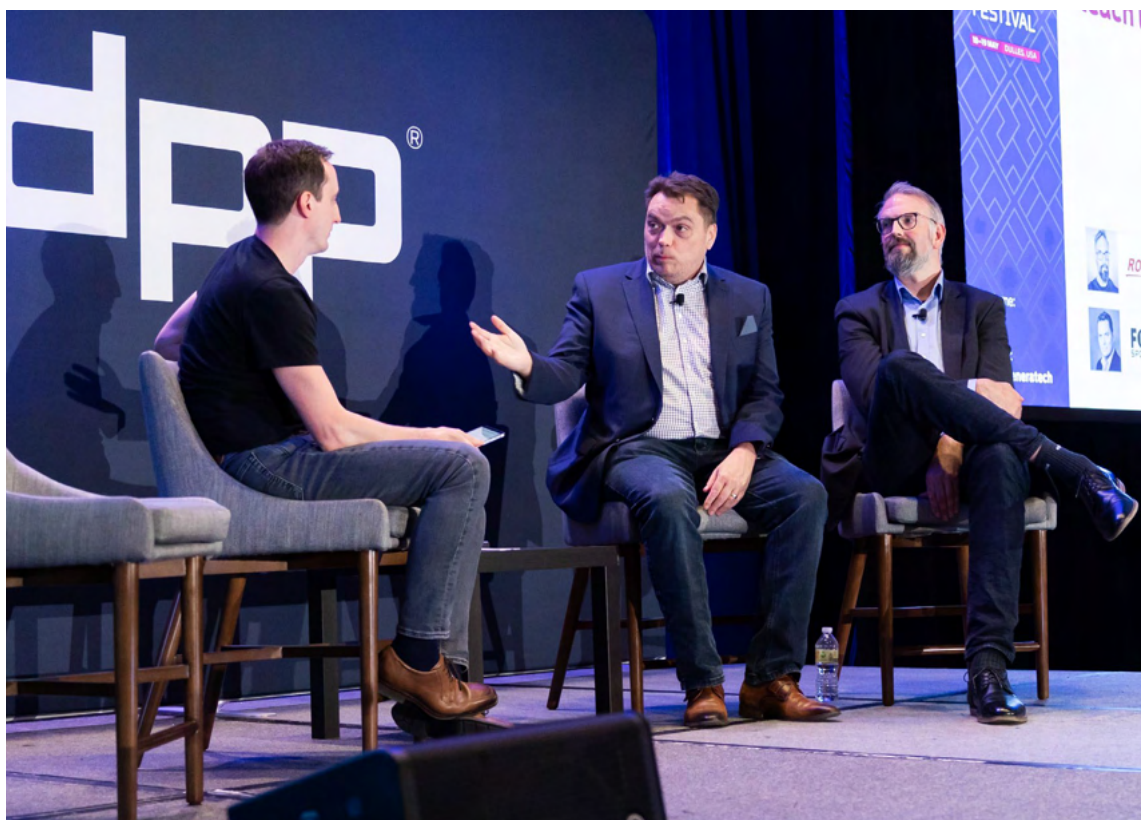
**Tom Crocker**

Business Development Manager – News Workflow Solutions,  
Ross Video

**FOX  
SPORTS**

**Michael Davies**

SVP, Field Operations, FOX Sports





Sports and news broadcasters create, localise, and distribute content in huge volumes at very high speed. These operations are efficient and fast because they have to be. So what lessons can they offer for those making highly crafted long form content?

The answer to that question lies not so much in the specific technologies or processes of live and near live content creation and distribution, but more in the way live content tends to foreshadow – or epitomise – developments in other content types.

Tom Crocker and Mike Davies saw both positive and negative evidence of this. On the one hand they identified the tendency of fast turnaround content makers to solve new problems by architecting bespoke solutions on a problem by problem basis – only to find they have spun a web of legacy technology and workflow. But on the other they could see how the demands and expectations of content fans are driving content providers to innovate around both commercial models and consumer experience. All the three key themes from their session held a strong resonance with the audience.

### THREE KEY THEMES



26%

Ultra personalisation of live content may drive similar expectations in non-live content



27%

Real time analytics are exposing the value of specific resources:  
ROI is being exposed at a shot by shot level



47%

**There is a risk to developing your own solutions because you will close yourself off to innovation**

## FUTURE SUPPLY CHAIN

## The view from the workshop

The prospect of interconnected supply chains generated huge interest from our group. It gets to the heart of the commonly made observation that most of what we do in our industry is the same – but that we architect for the small amount that is different.

“ Stop companies doing the same things with content. Link the supply chains and start trusting each other’s process and reduce the cost to deliver content and increase the ROI

“ Connecting supply chains is the next step in the supply chain evolution; and data exchange is key to making it possible





Unique problems don't always require unique solutions

Along with interconnection, there was strong support for the notion that the industry will have to gain a better understanding of return on investment (ROI) – and that this may need to occur at the content level. Return on content may not yet have its own acronym of ROC – but it could before long.



Understanding cost at a granular level is critical to understanding potential ROI. We are starting to see this, including consumer data with D2C streaming. But how do we push it even further to the left? How do we use this to optimise our supply chains? How do we measure and agree upon value, given we know the costs?



Collaboration among customers and vendors is critical for growth of supply chain for Media. The near to medium term focus will likely be on tracking of value for individual objects

The call at the end of the session was for more case studies, more peer to peer collaboration, and more opportunity to solve problems together. This strongly echoed the observations made at our [European Broadcaster Summit](#) – and suggests that media companies now have an unparalleled, perhaps even existential, need for openness.





MEDIA  
SUPPLY  
FESTIVAL

2022 DULLES, USA

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#### About SDVI

**SDVI** is an Emmy® Award-winning supplier of cloud-based media supply chain technology that empowers organizations to optimize content ingest, processing, packaging, and distribution operations. The company's Rally media supply chain platform helps organizations create a scalable and responsive infrastructure that provides true business agility, operational efficiency, and process intelligence. Rally is the first solution that brings together all the disparate tools and infrastructure needed to prepare content for distribution, enabling supply chain operators to manage the whole "system" rather than a collection of parts.

#### About Ateliere

**Ateliere Creative Technologies** is a leading cloud-native media supply chain company that empowers media companies and content creators to reach consumers on a global scale. The Ateliere suite of SaaS solutions incorporates cutting-edge workflows and formats to make the vision for a studio in the cloud a reality. The nucleus of the Ateliere platform, Ateliere Connect™, delivers core competencies in archive de-duplication, IMF, parallel scaling, and geographically distributed workflows. Ateliere is built by a team of experts with decades of combined experience at companies such as Amazon, Dolby, HBO, Netflix, and Microsoft. Find out more at <https://www.ateliere.com>.

#### About Microsoft Azure

**Microsoft** enables digital transformation for the era of an intelligent cloud and an intelligent edge. Its mission is to empower every person and every organization on the planet to achieve more.

#### About Ross

**Ross** powers live video productions for billions of global viewers daily with the industry's widest range of high impact, high efficiency solutions and services. Ross makes it easy to create compelling news, weather and sports broadcasts, engaging content for sports stadium screens, entertainment shows and rock concerts, educational institutions, legislative assemblies, corporate presentations and inspiring content for houses of worship.

#### About Signiant

**Signiant**'s advanced transport technology has long been trusted by the media industry for mission-critical file transfer applications across the global supply chain. Our software provides fast, reliable, secure movement of large datasets via any IP network, with comprehensive control and visibility at any scale. These benefits are more important than ever in today's hybrid cloud/multi-cloud world, where the Signiant Software-Defined Content Exchange (SDCX) SaaS platform plays a foundational role in the modern media technology stack. This unified means of accessing media assets across diverse, distributed storage repositories has set the stage for innovations that extend Beyond Fast File Movement.

### About Vubiquity

**Vubiquity**, an Amdocs company (NASDAQ: DOX), is a global media and entertainment technologies, products, and services provider. Vubiquity provides established expertise and innovation across the whole media supply chain from content processing and distribution; direct-to-consumer streaming and monetization; through to systems integration and professional services. With an extensive range of core competencies that can be rapidly and flexibly deployed, the world's leading content owners and service providers trust Vubiquity to power their consumer-facing, entertainment experiences.

### About TAG

**TAG Video Systems** is the world leader in 100% software based integrated IP Multiviewing, Probing and Monitoring solutions. Introducing its first IP solution in 2008, today TAG supports over 100,000 probing/monitoring points across the four primary broadcasting applications – Live Production, Playout/Master Control, Distribution and OTT. TAG's ZerO Friction philosophy allows Broadcasters and Content Distributors to minimize complexity, manage the pace of change, while competitively enabling business operations. The 100% software platform supports both compressed and uncompressed formats, including MPEG TS, JPEG-XS, CDI, NDI, JPEG2000, SMPTE 2110, SMPTE 2022-6/7, MPEG-DASH and HLS. TAG's solutions run on standard Commercial Off-The-Shelf hardware (COTS) and cloud, providing state-of-the-art IP monitoring and analysis tools combined with highest quality UHD Multiviewer available on standard and mobile device displays.

### About Venera

**Venera Technologies** provides cutting-edge file-based QC solutions to the digital media industry, tailored to the evolving requirements of its customer and the industry. Venera's Quasar<sup>®</sup> is the first cloud-native SaaS QC solution which includes features such as dynamic scalability and usage based pricing model, along with advanced QC functionalities. And CapMate<sup>™</sup>, the cloud-native Caption/Subtitle verification and correction solution, is the first comprehensive solution for verifying caption or subtitle side car files that can accurately and quickly detect (and correct) and report on complex caption issues. Venera's suite of QC solutions is used by some of the largest Media companies in the world, as well as a number of smaller boutique post houses and production companies.





# MEDIA SUPPLY FESTIVAL

2022 DULLES, USA

The *DPP Media Supply Festival* was produced by **Rowan de Pomerai**, with **Mark Harrison**, **Anh Mao**, **Corinna Mason**, **Abdul Hakim** and **Edward Qualtrough**.

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