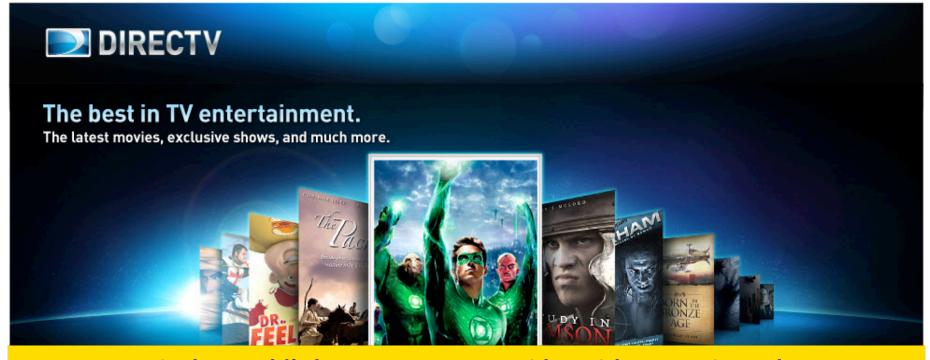
Mike Benson
Technology Business
Management Council
Conference

November 5th, 2013



DIRECTV overview





DIRECTV is the world's largest Pay-TV provider with approximately 37MM subscribers on its platforms

#1 pay-TV provider in the world #2 customer base among U.S. multichannel, pay-TV services

Nearly \$30 billion in annual revenue in 2012

~20MM subscribers in the U.S. ~17MM subscribers in Latin America

More than 24,000 employees in the U.S. and Latin America

DIRECTV vision



Delivering the best video experience in the world, anytime and anywhere our customers want it



Watch DIRECTV Everywhere



Watch live TV on your iPad® or iPhone®



Record and watch shows in any room with one HD DVR



Set your DVR from anywhere



Watch NFL games on the go



#1 in customer satisfaction



The most advanced HD DVR



The most TV for your money



The undisputed leader in sports

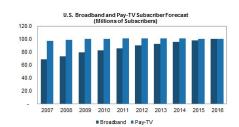


The most full-time HD channels

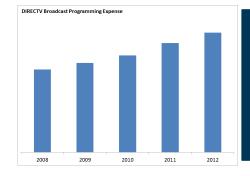
Industry trends







Source: IHS Screen Digest Research, January 2013



Programming Cost Pressure

Intense Competition





Disruptions



DIRECTV mission and values



MISSION

 Combine compelling and diverse content, technology and service to make DIRECTV a clear choice among consumers

VALUES

- Leadership in the industry and by our employees
- Innovation in our technology and our work
- Decisiveness in taking intelligent risks and executing goals
- Agility in meeting competitive challenges
- Teamwork in an entrepreneurial spirit of working together
- Integrity in conducting business and being a good corporate citizen

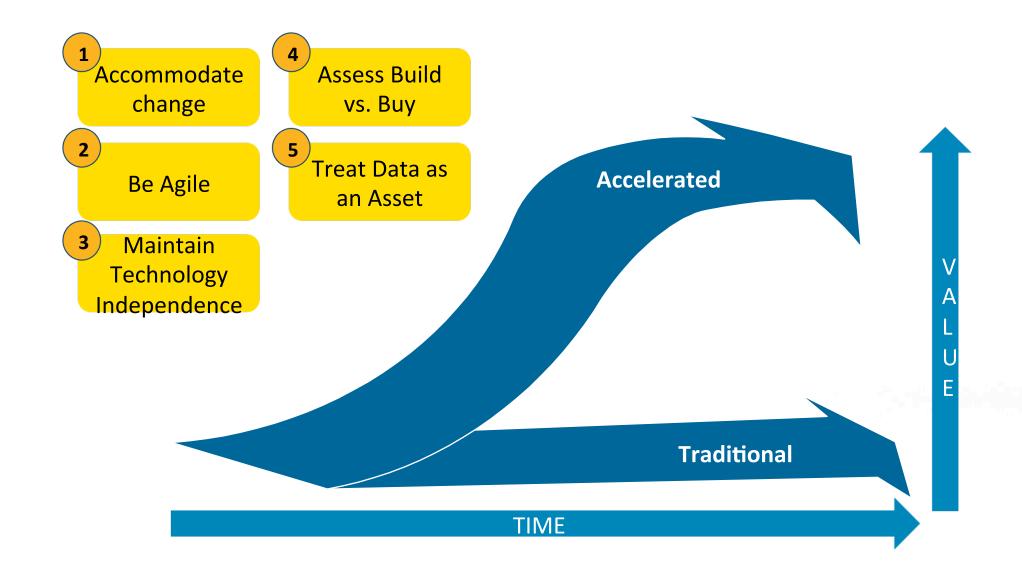
IT organization overview



ORGANIZATIONAL BUSINESS INTELLIGENCE SOLUTIONS Analytics for business performance **INTENTION Shaping the Future STRATEGY & INNOVATION BUSINESS** State: IT BUSINESS **VALUE** Leveraging IT To Drive **OFFICE** Landscape to Enable and Drive Competitive Advantage Sustainable Business **MGMT** Success Proactively **Evolving the Current IT Investment** manage IT State: & Budget demand, IT SOLUTIONS DELIVERY Mgmt Creating & Reshaping supply and Design & Development of New Work and Enhancements **IT Platforms &** capability; Capabilities to Deliver steward the and Capture Customer IT "Book of Value Work" **Managing the Current** State: **OPERATIONS & INFRASTRUCTURE** Operating backbone, Hardware, Platform Configuration, **Ensuring Systems** Integrity and Connectivity, Access Security, ... **Availability**

Key IT tenets: accelerating time-to-value





IT as a strategic partner: Aligning IT architecture with business needs



Corporate Strategy

What are the overarching strategies across all business actions?

Business Imperatives

What are our 3-5 year priorities?

Business Capabilities

What capabilities are required to support business imperatives?

Technical Architecture

Applications

What platforms and applications must DTV possess to enable future growth?

Infrastructure

What are DTV's IT infrastructure needs to support priority business capabilities?

Information

How should DTV collect, store and transfer information to support business needs?

- Common language between business, operations and IT
- Business imperatives drive key decisions
- Natural alignment with decision-making processes
- High-level, pragmatic approach focuses architecture where it is needed the most
- Understanding of gaps in current IT architecture informs IT development roadmap

Three IT planning approaches



Strategies



Blueprints



IT Architecture Investments



Description

Utilize new technologies to drive DTV business

Develop multi-year roadmaps for new capabilities

Upgrade IT architecture in anticipation of business needs

Benefit

Improve business performance & competitive advantage

Manage complexity and deliver IT capabilities when needed

Accelerate time-tomarket by developing IT capabilities early

Timeline

3 years

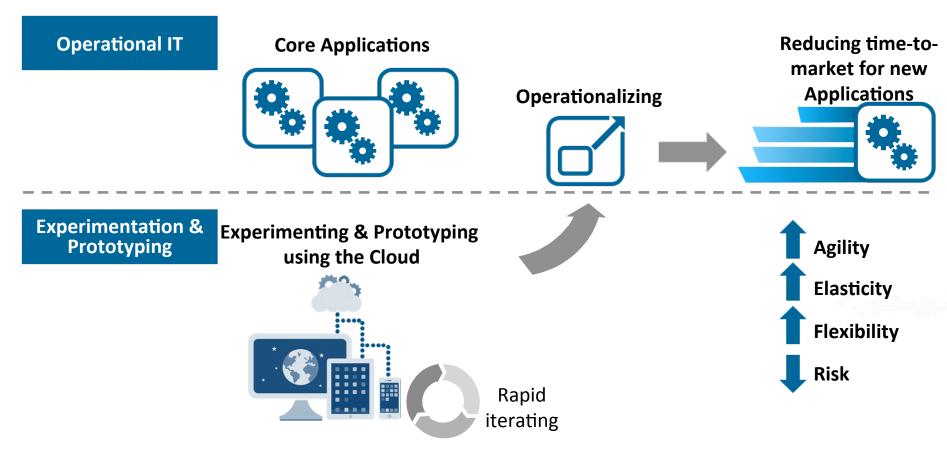
2 years

1-3 years

DIRECTV: IT Experimentation and prototyping



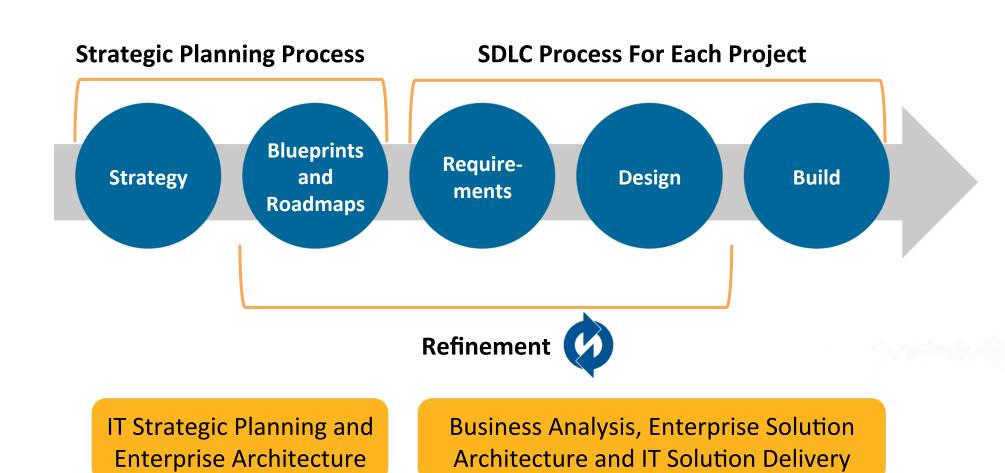
Reducing the delta between time-to-discovery and time-to-value



Test, fail fast, fail cheaply, learn and evolve

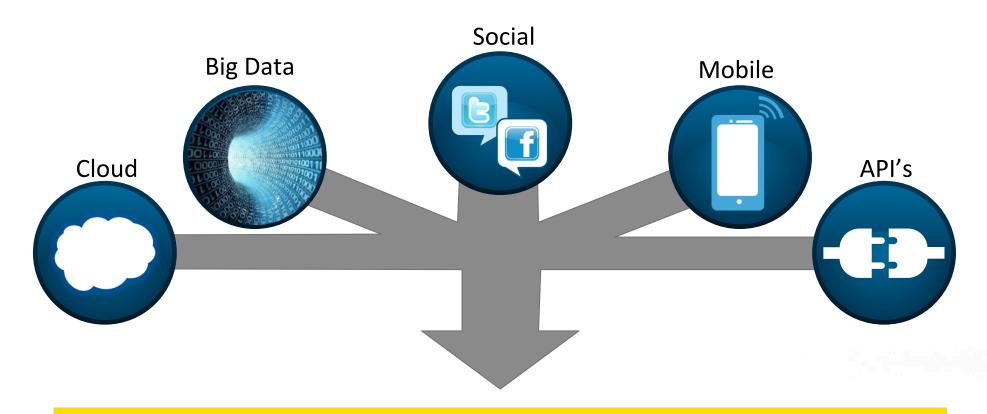
Transitioning from strategy to execution





IT Strategies: Cloud, Big Data, Social, Mobile and API's

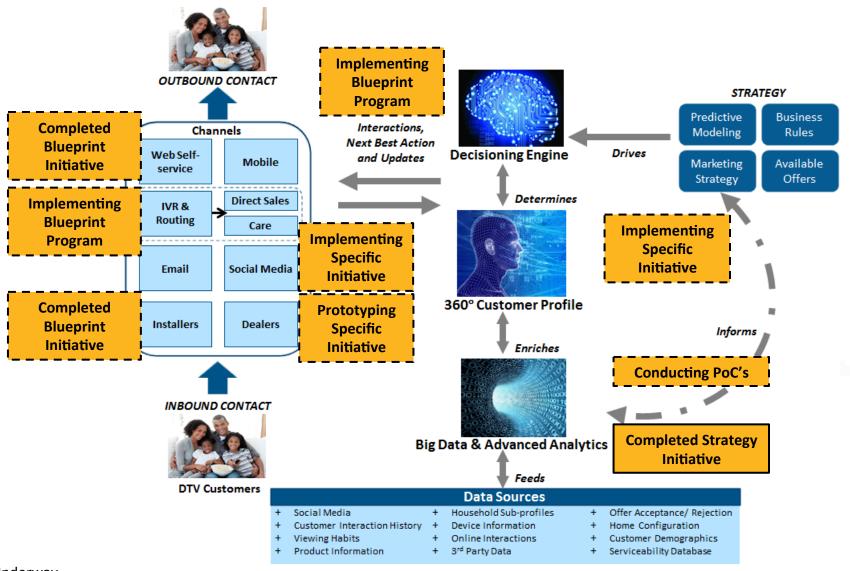




Capitalizing on convergence of key forces to improve business performance

Strategies moving forward: Personalized customer experience







IT governance model

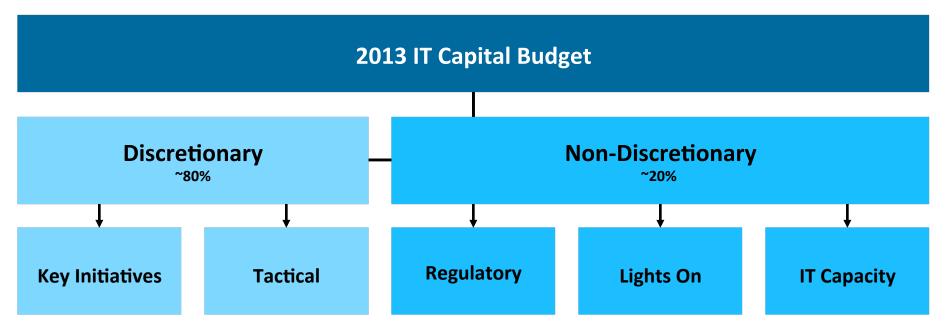


	Make and sustain strategic IT investments
Why?	Put decision making in the right hands
	● Focus IT organization on delivery
	Executive team prioritizes strategic projects during annual planning; review on quarterly basis to reprioritize as needed
	 Funding and resources allocated to strategic projects before tactical requests considered
	Strategic resources protected from in-year tactical requests
How?	 Business Units must prioritize their own tactical projects, constrained by allocated capital funds and resource availability Executive team sets allocation mix between Business Units
	Pre-determined rules used to allocate scarce IT resources

between BU requests based on "fair share" principles

IT Capital investments by category





- The governance model distinguishes between discretionary and non-discretionary IT project activity within the annual IT capital budget
 - Discretionary activity is determined by the strategic and tactical direction of the business
 - Non-discretionary activity maintains existing IT functionality and funds compliance activity required by Federal and State regulations
- All projects within the IT capital portfolio are also linked to DIRECTV's investment categories:
 - Customer Experience
 - Customer Service & Operations
 - Entertainment Experience Core
 - Entertainment Experience Digital

- New/Enhanced Revenue
- Enhance Productivity
- Infrastructure

DIRECTV IT: Partners in differentiation



Evolving from...



IT factory

...To



Helping improve business performance



Improving the customer experience



Facilitating

Critical to have the right kinds of skills and talents to continue this transition

DIRECTV IT: Transformation in transparency



New initiatives launched over last 36 months...

Project Funding and **Governance**



Guide and communicate work activities across IT and the business

Business Value Management



Work effort intake and portfolio management in support of Governance

"Showback" Costs and Services



ROI-based and informed decision prioritization to enable complete financial transparency and decision making

DIRECTV IT: Fearlessly focused on failure







DON'T JUST WATCH TV. DIRECTV.