



Mike Benson  
Technology Business  
Management Council  
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## The best in TV entertainment.

The latest movies, exclusive shows, and much more.



**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. multi-channel, 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

**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**

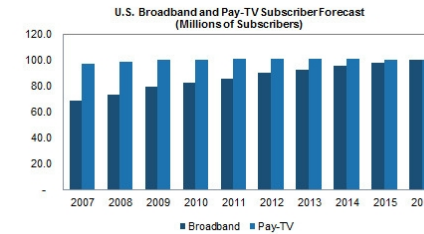


**The undisputed  
leader in sports**

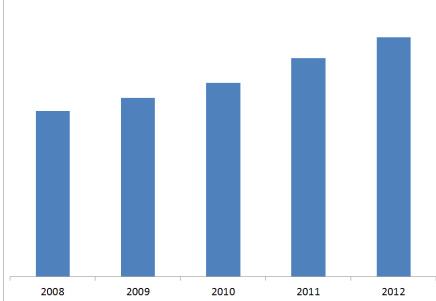


**The most full-time  
HD channels**

Mature Pay-TV Market



DIRECTV Broadcast Programming Expense



Programming Cost Pressure

Intense Competition

SWITCH NOW AND GET  
UP TO  
**\$300 VISA®**  
REWARD CARD



Disruptions



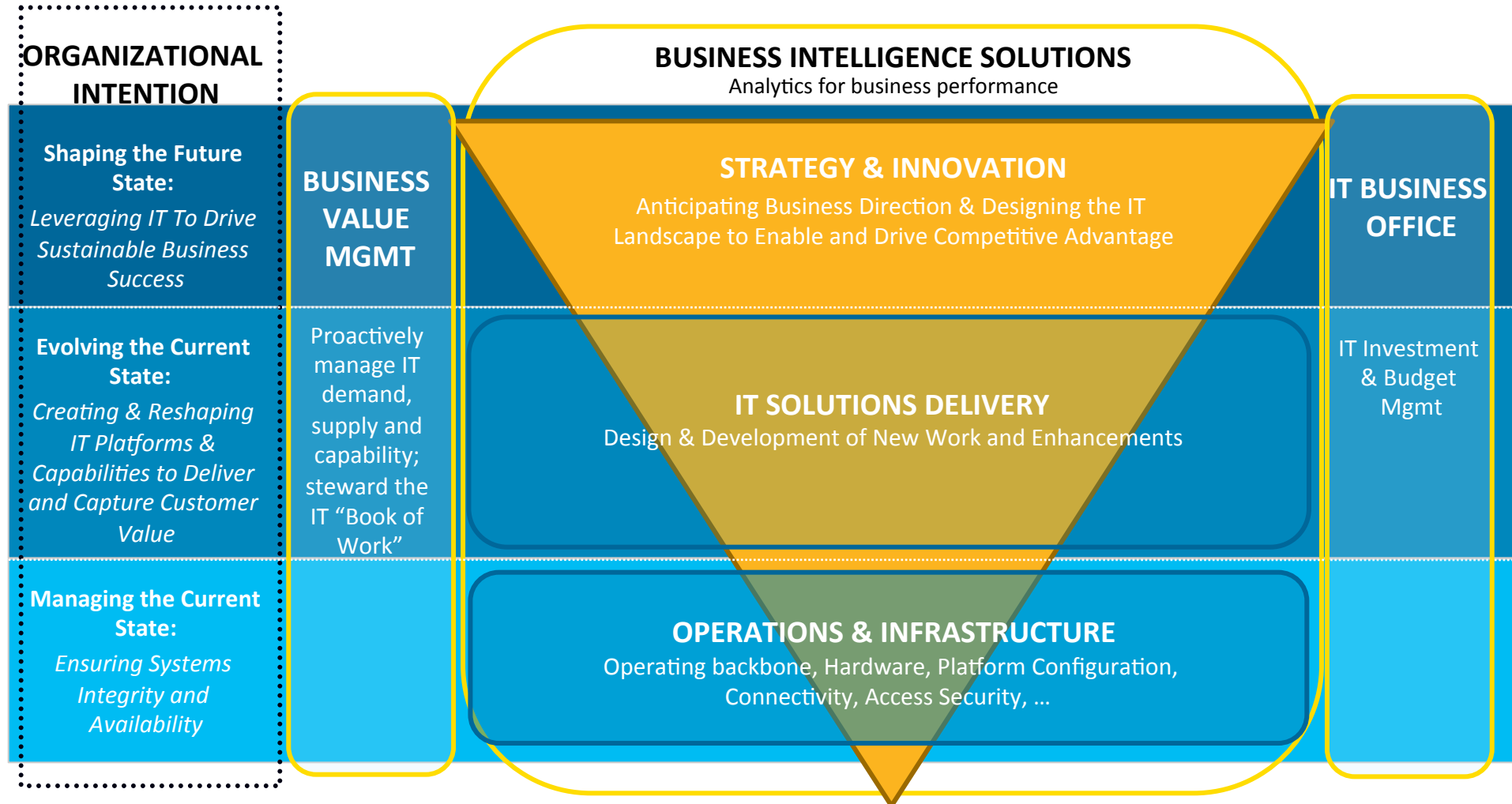


## MISSION

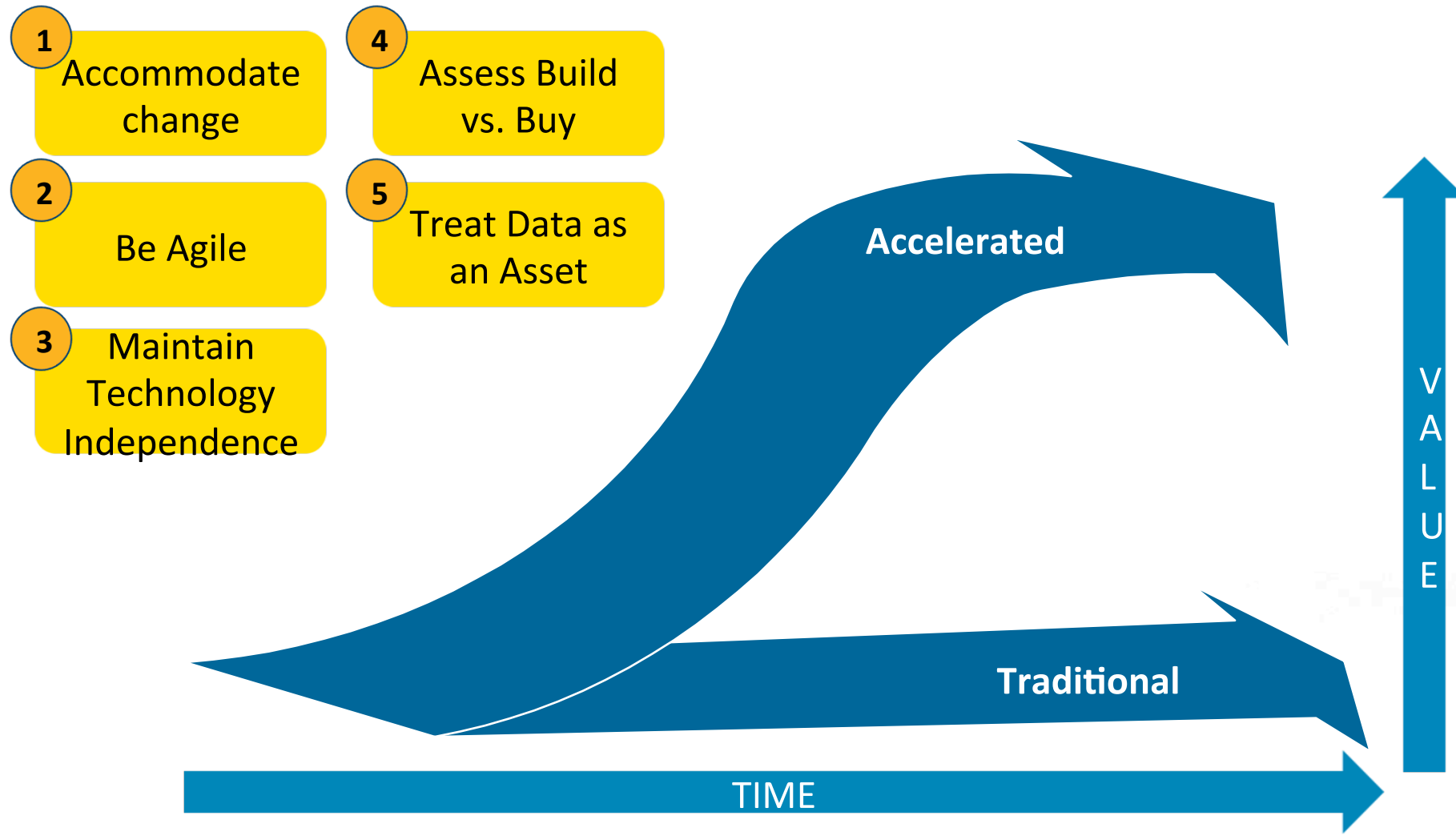
- Combine compelling and diverse content, technology and service to make DIRECTV a clear choice among consumers

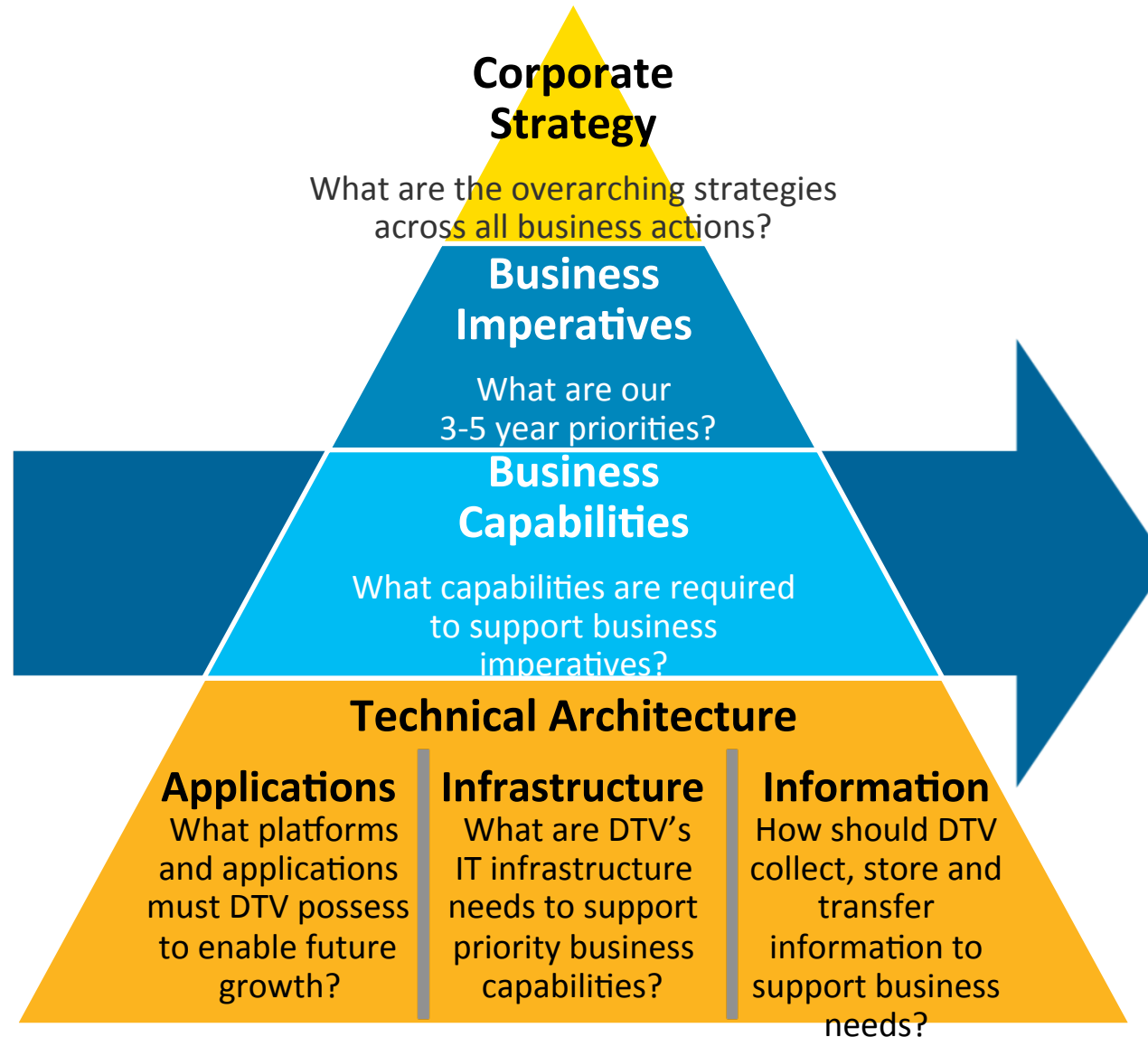
## VALUES

- **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



# Key IT tenets: accelerating time-to-value





- **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



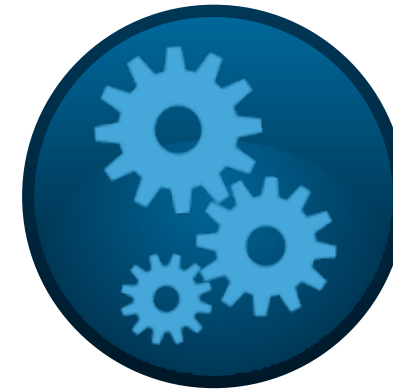
## Strategies



## 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-to-market by developing IT capabilities early

### Timeline

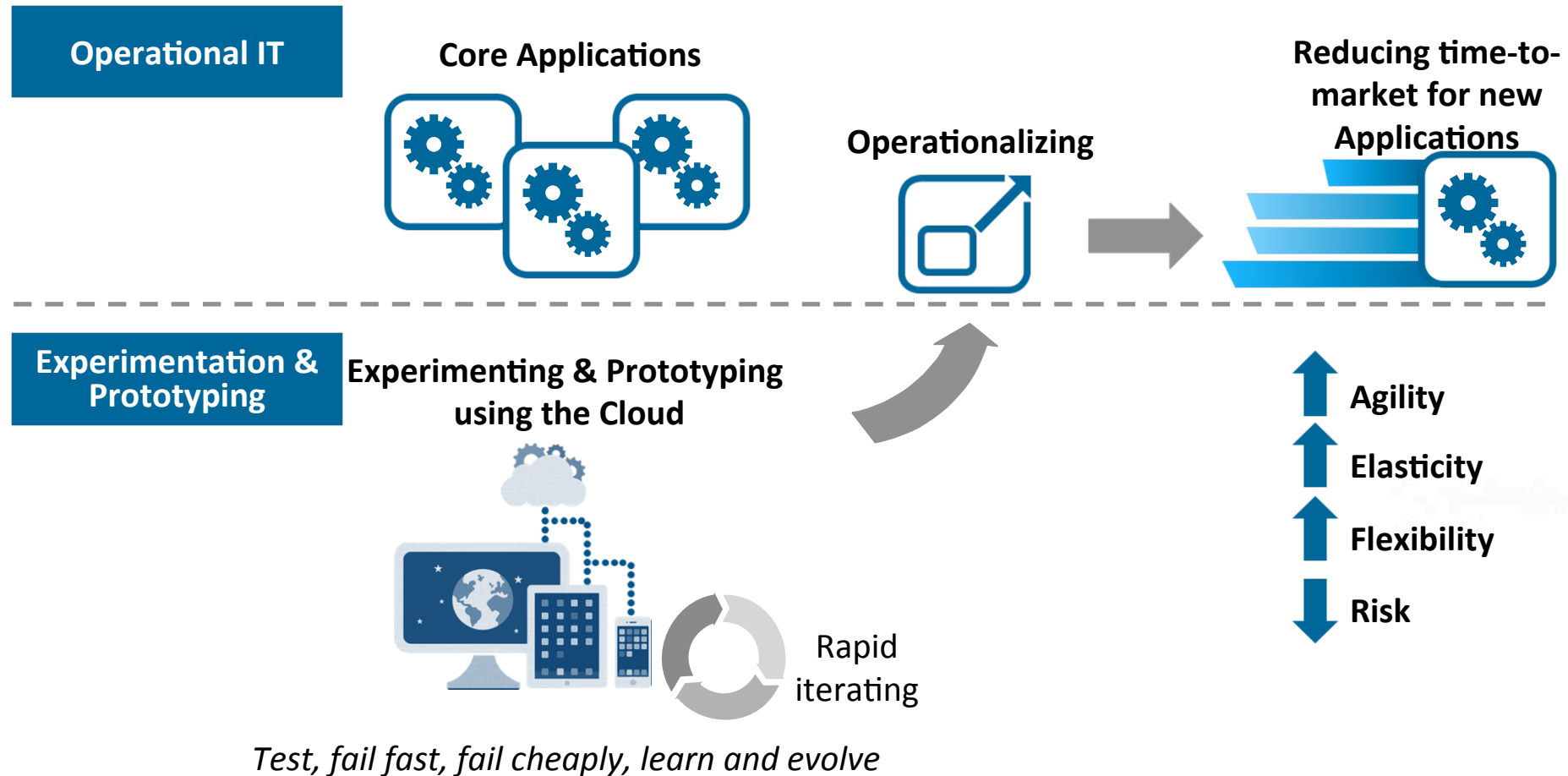
3 years

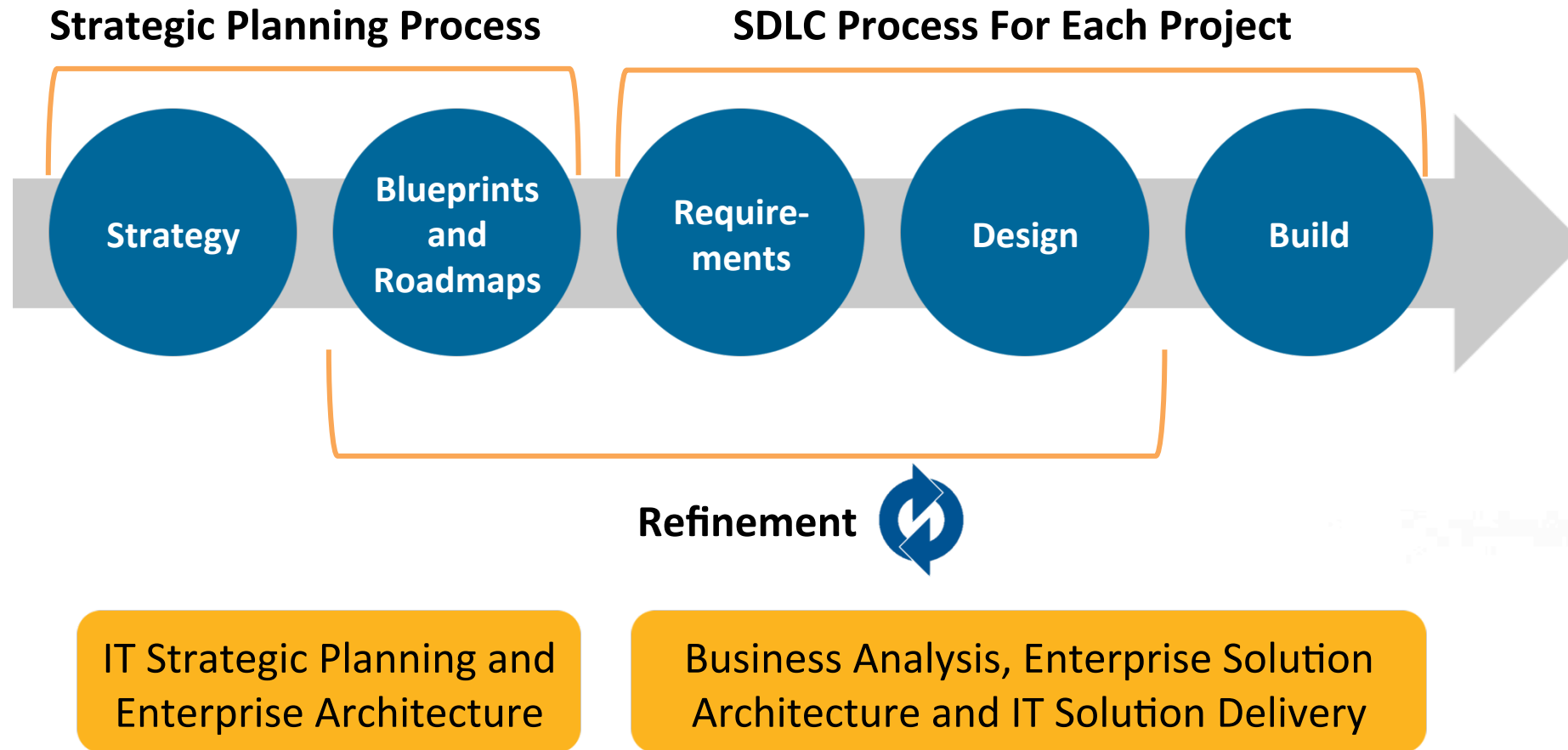
2 years

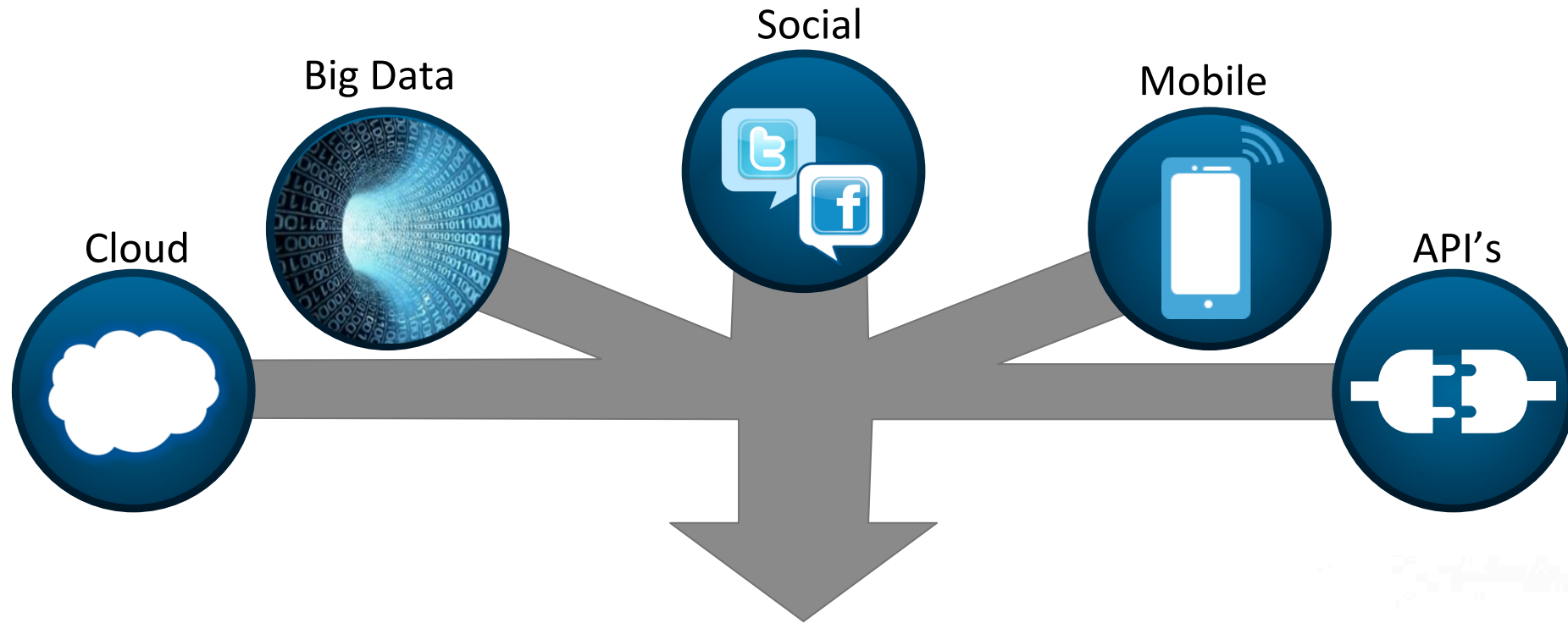
1-3 years



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

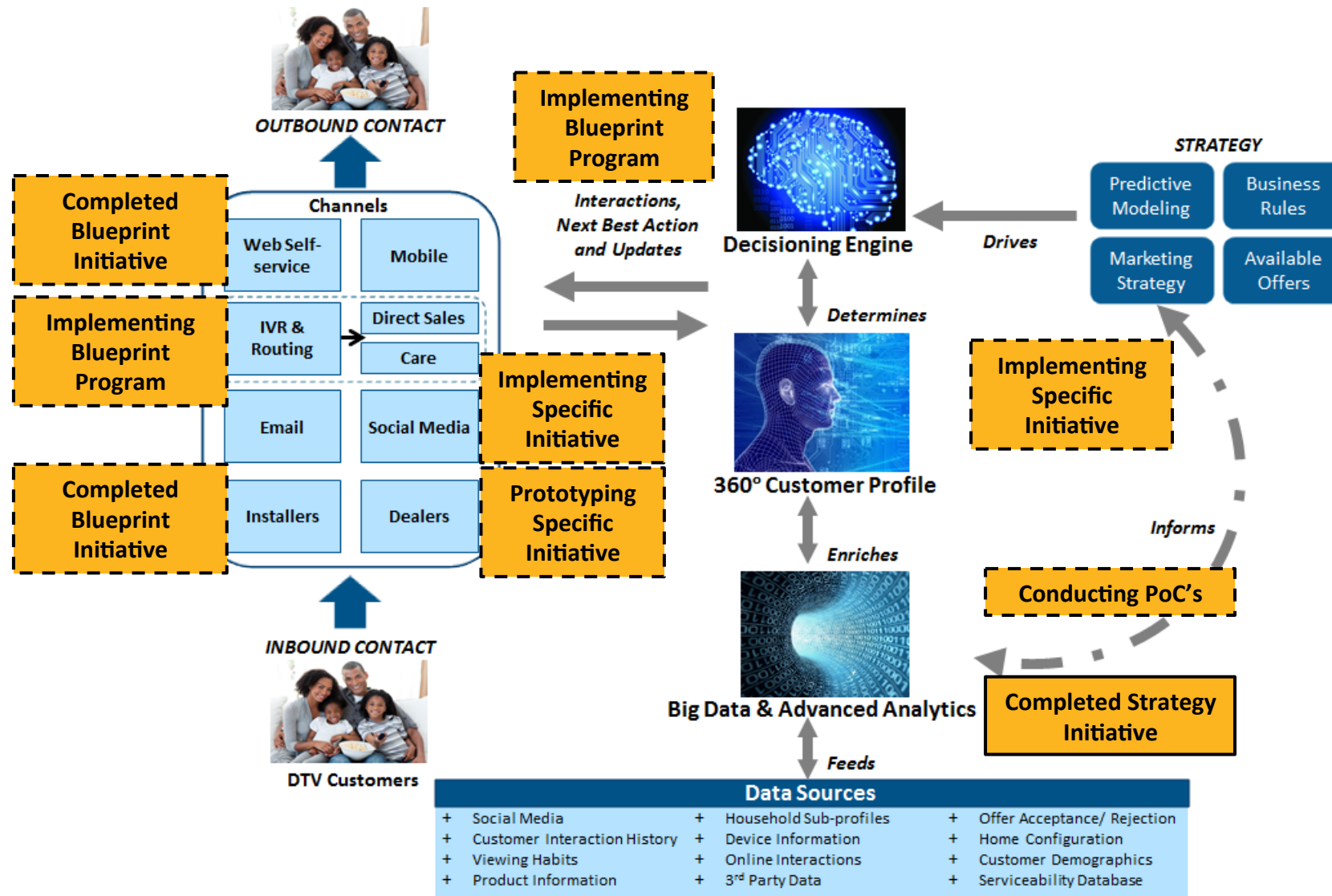






**Capitalizing on convergence of key forces  
to improve business performance**

# Strategies moving forward: Personalized customer experience



Underway

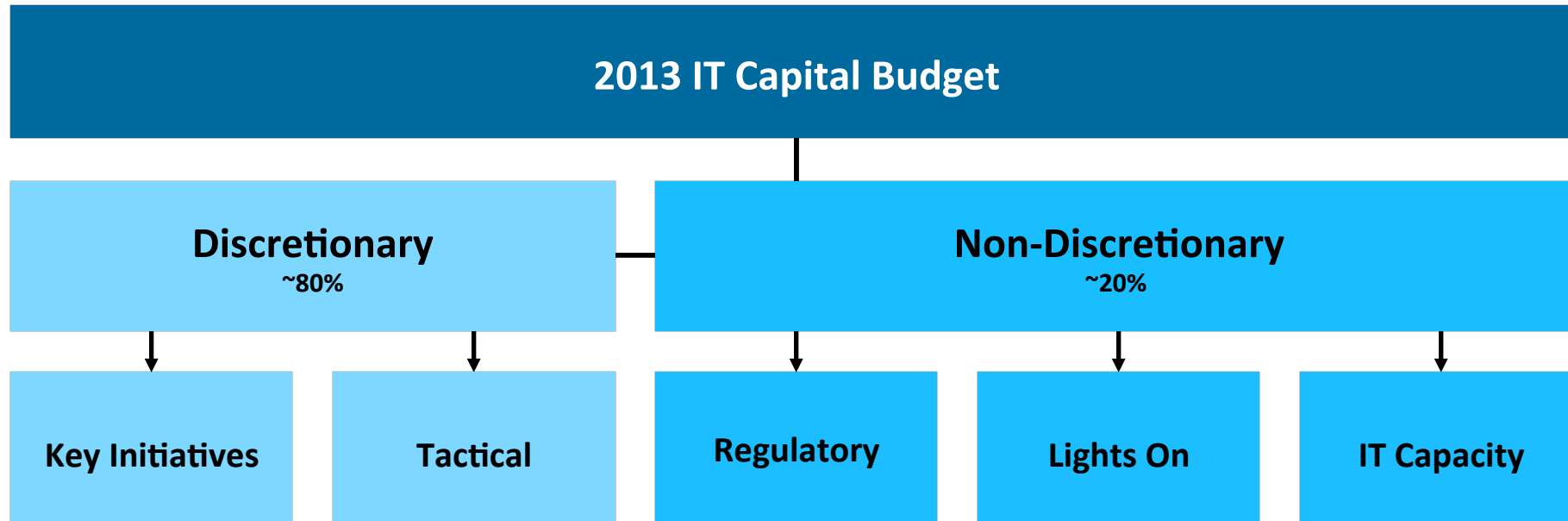
## Why?

- **Make and sustain strategic IT investments**
- **Put decision making in the right hands**
- **Focus IT organization on delivery**

## How?

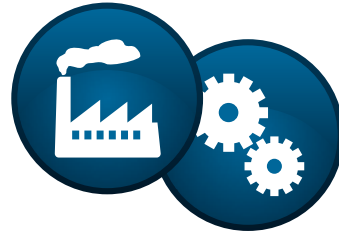
- **Executive team prioritizes strategic projects** during annual planning; review on quarterly basis to reprioritize as needed
  - Funding and resources allocated to strategic projects before tactical requests considered
  - Strategic resources protected from in-year tactical requests
- **Business Units 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



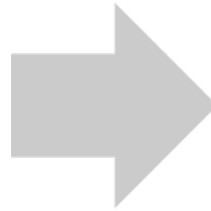


- The governance model distinguishes between discretionary and non-discretionary IT project activity within the annual IT capital budget
  - Discretionary activity is determined by the strategic and tactical direction of the business
  - Non-discretionary activity maintains existing IT functionality 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

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**

## 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*

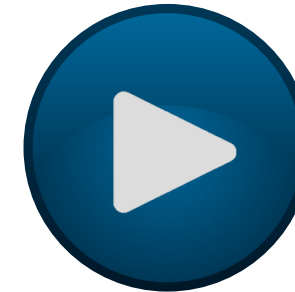
### “Showback” Costs and Services



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



Missions



Videos



Quizzes



Collaboration

DON'T JUST WATCH TV.  **DIRECTV.**