

## STATE OF THE INDUSTRY REPORT

## LOCAL TELEVISION STATIONS PROFILES AND TRENDS FOR 2014 AND BEYOND

December 2013



CONTENTS	
Executive summary	
Introduction	1
Viewer Options	3
Viewing Hours	4
Online Video Series	6
News Programming Competition	7
Use of Smartphones and Tablets – Impact on News Watching	10
Revenue History of Local Television Stations	11
Overall Industry Growth	11
Importance of Largest Markets	13
Television's Position in the New Media Marketplace	14
Television Advertising Shares	14
Local Advertising Growth	15
Television's Share with Advertiser and Business Categories	17
Video Advertising Marketplace	19
Sales Transformation and Opportunities for Television Stations	21
Retransmission Consent and Reverse Compensation	24
Technological Change at Local Television Stations	27
Multicasting Different Program Streams	27
Mobile Viewing of Local Television Stations	28
Future Advancements in the Transmission of Local Television Station Signals	29
Regulatory Change at Local Television Stations and	
Other Legal Issues	
Ownership Rules	
Reverse Spectrum Auction	32
Third Party Streaming of Local Television Stations – Aereo	33
Station Trading Activity	
Level of Station Trading Activity	34
Values of Public Television Companies	35
Consolidation of Local Television Industry	37
Conclusions	
Appendix 1 – Market Sizing – Media Ad View Plus Example	I
Cleveland Television Market	I
Appendix 2 - The BIA/Kelsey Digital Sales Transformation Playbook	XIX
The BIA/Kelsey Digital Sales Transformation Playbook	XIX
Sales Culture	XIX
Sales Force Compensation	XIX
Sales Transformation	XIX

Sales Focus	XIX
Key Performance Indicators (KPIs)	XIX
Sales Cycle Management	XX
Performance Selling	XX
Customer Relationship Management System	XX
Segmentation	XX
Product Portfolio	XX
Sales Force Development	XX
Seamless Sales Execution	XX
Manager-Seller Focus Talks	XX

FIGURES	
Figure 1 - Monthly Time Spent by Medium (1st Quarter)	4
Figure 2 - Monthly Time Spent by Medium 1st Quarter Without Live Viewing	5
Figure 3 - Netflix End of Year U.S. Subscribers	6
Figure 4 - Monthly Hours Watching Internet & Mobile Video By Age Group (1st Qtr., 2013)	7
Figure 5 - Where People Got Their News Yesterday	8
Figure 6 - Regularly Watch	9
Figure 7 - Television Station Revenue: 2007-2017	12
Figure 8 - 2-Year Over-the-Air TV Station Revenue Growth	13
Figure 9 - Distribution of 2012 Local TV Station Advertising Revenue by Market Size	14
Figure 10 - 2013 Local Media Shares	15
Figure 11 - Traditional vs. Online/Digital Local Advertising	16
Figure 12 - Advertising Media Revenue Shares: 2013 vs. 2017	17
Figure 13 - Automotive Dealers Advertising U.S. 2013 - \$12.51 Billion	
Figure 14 - Automotive Dealers Advertising U.S. 2017 - \$13.59 Billion	
Figure 15 - Distribution of 2017 Automotive Dealers Online Spending	19
Figure 16 - Local Video Marketplace Advertising Revenue	
Figure 17 - Gross and Net Industry Retransmission Revenue	25
Figure 18 - Television Station Transactions: 2008-2012	34
Figure 19 - Television Station Trading Activity – 1st Three Quarters 2012 & 2013	35
Figure 20 - BIA/Kelsey Local Media Stock Indices	36
Figure 21 - Yearly Valuation EBITDA Multiples (Median) for Publicly Traded TV Companies	37

## TABLES

Table 1 - 7	Тор Те	en Television Groups	38
-------------	--------	----------------------	----

## **EXECUTIVE SUMMARY**

The competitive landscape facing local television stations is drastically different than just five years ago, much less than what it was ten or twenty years ago. Competition from national cable/telco/satellite delivered networks has continued to increase with more competition from online streaming sources. While viewing of live television is still the predominant viewing of all consumers, several age groups are utilizing other sources of video programming. Additionally, all consumers are utilizing additional sources of news in lieu of local television stations' news.

In the face of this increase competition for viewers, local television stations are maintaining its position in the advertising marketplace. New options for national and local advertisers are now available exerting some competitive pressure. With the consistent advertising revenue, local television stations are also benefiting from increased retransmission consent revenue from the cable, telco, and satellite delivery services.

Local television stations are also trying to develop new services with their digital signals and are in the planning stages for a massive overhaul and improvement in their main over-the-air signal which will be several years away. What is not encouraging in the short run are prospects for any regulatory relief of ownership rules and present litigation of services that stream these local stations signals without any payments to these stations.

Nevertheless, the level of television station transactions in recent years has increased due to the success of larger groups retransmission consent negotiations and the upcoming reverse auction to be held by the FCC. With this renewed interest in local television stations and their underlying forces affecting local television stations the values of publicly traded local television station companies has soared in recent months suggesting a bright future for these stations.

Today, operators of local television stations find themselves in increasingly challenging positions. While they generated substantial revenue gains during the political and Olympic year of 2012, they now face an increasing array of new competitive advertising media. At the same time they face an increasing number of new competitive viewing options available to the consumers. Faced with the competition for audiences and selling those audiences to national and local advertisers, local television stations are attempting to expand their services.

Many of these local television stations are in a position of strength, benefiting from the additional political advertising in recent years and significant revenue from their retransmission consent agreements with local cable, telco and national satellite distribution services. This revenue allows them to reinvest in their programming and develop new services.

In this paper we review the overall landscape facing local television stations. We start off with an examination of the many viewing options now available to consumers and some recent data on the levels of viewing to those options. Despite this new competition, viewing of local television stations has held up quite well. This has led to a continuation of consistent revenue growth, the focus of the next section. Local television stations are competing with many more new media to realize that revenue, a point we will demonstrate.

We then cover the increasingly important new revenue stream of retransmission consent payments. Due to strong negotiating and the increased concentration of local television station ownership, we expect that this revenue will continue to grow sharply in the years to come, and we will provide our nation estimates of that revenue to highlight that point.

Local television stations are also trying to expand and improve their product offerings with advancements in technology. We will describe some of these efforts already

We next cover the many regulatory and legal issues associated with local television station ownership and copyright of the programming aired on these stations. While there is little likelihood of further deregulation of local ownership rules, there is some possibility of a tightening of some existing relationships between local television stations. Additionally, there is a growing controversy concerning the ability of certain firms to retransmit local television stations via the Internet without any payments to those local television stations.

Amid all of these various forces affecting local television stations, there has been a noticeable increase in the level of television station trading activity. We will review that

recent history, explore the reasons for this activity, and examine the values of some of local television station companies.

After reviewing all of these factors that affect the local television station industry, one is led to a feeling that while there will continue to be many new challenges to these stations, they continue to maintain an important presence in the local media marketplace. This potential to thrive in the new video and advertising marketplace has led to investors becoming more confident that some of these television groups will continue to grow in profitability and thrive in the new media marketplace.