



mediacorp

Mediacorp Pte. LTE

Dahntay Baugh

Agenda



I	Company Overview
II	Industry Overview
III	Competitor Analysis
IV	Recommendation Overview
V	Strategic Breakdown
VI	Implementation Timeline
VII	Financial Projections
VIII	Risks and Mitigants

Company Overview



Key Information

- Founded in 1963 in Singapore, originally broadcast-based
- **Largest local content creator** & national media network
- Services cover TV, Music/Radio, News, and social-media
- Operates in **Eastern Asia** in 4 most popular languages
- Over **90% of Singaporeans** use its various platforms

Performance Metrics (2023)

- **Revenue:** \$350.3 mm USD (5.7% YoY)
- **Market Cap:** \$5-10 bn (Largest company in Singapore)
- **Market Share:** 70% TV, 50% Radio, 40% Media
- **Profit Margin:** 7.5% (Lower than some competitors)

Management Team



Tham Loke Kheng
CEO



Virginia Lim
Content Officer



Parminder Singh
Digital Officer

Mediacorp Timeline

2010

- Digitization of existing products (Microsoft x MSN)
- Toggle introduced for on-demand video streaming
- Customer Group media categories (News/Tech/etc)
- TODAY print newspaper turned digital ENG/CMN
- New CEO core shift to “national media network”
- “Made For You” customer-centric style approach

2023

Competitors



Viu
Video
Streaming



Netflix
TV/Movie
Streaming



Spotify
Music
Streaming



Disney+
TV/Movie
Streaming

Company
Overview

Industry
Overview

Competitor
Analysis

Recommendation
Overview

Strategic
Breakdown

Implementation
Timeline

Financial
Projections

Risks and
Mitigants

Industry Overview

Industry Description

- Mediacorp operated in the broadcasting/media industry
- The industry includes TV, audio, digital and paper media
- Players consist of creators, broadcasters, and distributors
- The industry plays a large role in trends/entertainment
- Constantly changing sector of preferences/technology

Key Metrics

CAGR
5.3%

Streaming
9.17%
YoY

Broadband
4.3%
YoY

Advertising
60%
media

Industry Challenges

Cord Cutting - The rise of streaming services has led to a decline in linear TV viewing among the younger demographic

Viewer Fragmentation – Broadcasters have had trouble reaching large audiences with a rise in streaming services

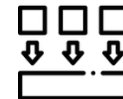
Advertisement Competition – Increasingly competitive landscape with broadcasters struggling to increase revenue

Growth Contributors



Digitization of Media

- Rise of streaming/social media interaction



Increase in Local Programming

- Content relevant to specific communities



Content Personalization

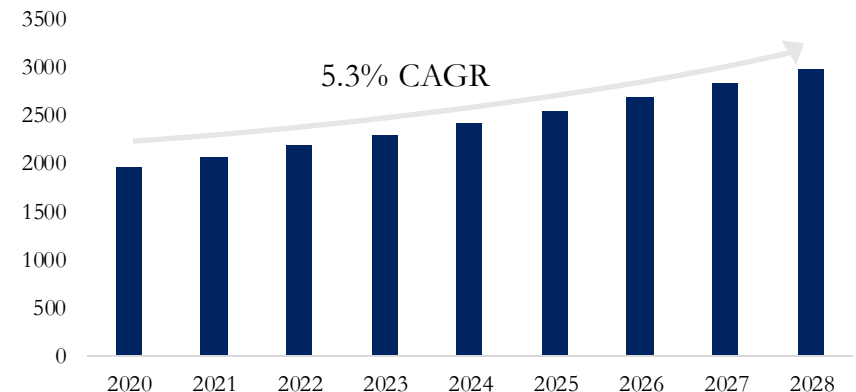
- Tailored UI by user preference and history



Cross Platform Distribution

- Broadcasting media using multiple platforms

Industry Market Size Projections (\$USD bn)



Company
Overview

Industry
Overview

Competitor
Analysis

Recommendation
Overview





Strategic
Breakdown

Implementation
Timeline

Financial
Projections

Risks and
Mitigants

Competitor Analysis

	 meWatch	 Netflix	 meListen	 Spotify
Product Offering	Live streaming of free-to-air channels, few on-demand options	On-demand movies/TV shows	Radio station streaming, podcasts	Streaming songs, podcasts, music videos
Market Size	\$118 mm	\$31.6 bn	\$83 mm	\$11.4 bn
Pricing	Pricing based on media package ranging (\$1-\$10 USD)	Basic - \$9.99 Standard - \$15.49 Premium - \$19.99	Free	Free Individual - \$9.99 Duo – \$14.99 Family - \$15.99 Student - \$4.99
Daily Users	3.94 mm	223.08 mm	1.21 mm	125 mm
Special Perks	Early access to content Offline viewing Live-TV	Personalization Offline viewing Profiles	Sleep timers Playlists Connected hub/rewards	Personalization Offline listening Social features

Recommendation Overview

Overarching Recommendation

In order to achieve its goals, Mediacorp should update its digital capabilities focused on a **customer-centric approach**, shift to primarily **non-linear media** streaming, and **update subscription services** allowing for bundling and interaction among services

Target Areas (3 Rs)

Reach

Increase content viewed by 15+ y/o
Increase engagement across platforms

Recognition

Increase in its overall brand recognition
Tracking awards won and site traffic

Revenue

Improved revenue through advertising
Diversify revenue streams in long-term

Solutions



Customer-centric Approach

- User profile creation/customization
- Interface personalization per user
- Greater interaction of user-to-user
- Profile recommendations/tailoring



Updated Subscription Service

- Cross-platform bundle options
- Seamless interaction of services
- Combined subscription packages
- Unified rewards/loyalty program



Shift to Non-linear Media

- Increase on-demand media library
- Expand content diversity/licensing
- Enhance content playback options
- Improve user digital media abilities

Company
Overview

Industry
Overview

Competitor
Analysis

Recommendation
Overview

Strategic
Breakdown

Implementation
Timeline

Financial
Projections

Risks and
Mitigants

Customer-Centric Approach

Service Personalization



User profile

Allow users to input preferences along with customization based on engagement history



Cross Platform

Singular profiles across all platforms curating data from multiple areas to enhance fluidity



Interactivity

Mediacorp can host live events, discussions, forums for subscribers to interact with one another real-time



User Content

Users gain the ability to upload their own media (music/video) and track their interactions

Improved User Interface

User-Friendly Design

- Increase ease of navigation with consistent design/guide
- Intuitive search and filtering mechanisms/refine locating
- Easily recognizable icons and minimalist interface setup

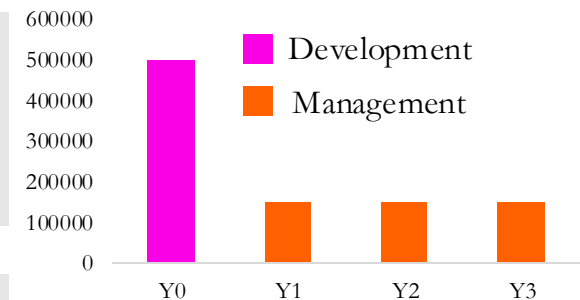
Personalized and Adaptive Experience

- Optimal viewing across various devices and screen sizing
- Predictive content delivery and media update notification
- User feedback through forums for constant adjustment

Projected Cost (\$USD)

Initial Development
\$500k

Yearly Management
\$150k



Total Cost

\$500k

Annual Cost

\$150k

Company Overview

Industry Overview

Competitor Analysis

Recommendation Overview

Strategic Breakdown

Implementation Timeline

Financial Projections

Risks and Mitigants

Updated Subscription Service

Current Service Descriptions



On-demand movie/TV streaming service with subscription packages primarily based on genre



Free subscription service that provides broadcasted radio and podcast streaming on schedules



Rewards program focused on cashback and discounts gained from prior purchases through merewards

Bundling Subscriptions

watch x listen

Mediacorp has a competitive advantage by owning both platforms and it should capitalize through bundling across multiple platforms



Combos

Mediacorp's mewatch subscription packages can allow combinations of multiple subscriptions in one deal to increase overall sales and revenue



Fluidity

Merwards can increase collaboration among the two other platforms through subscription deals and rewards for subscribers apart of the package

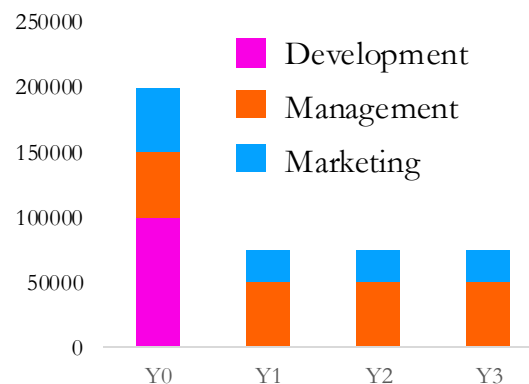


Projected Cost (\$USD)

Initial Development
\$100k

Marketing and Promotion
\$50k

Annual Support
\$50k



Total Cost
\$200k

Annual Cost
\$75k

Company Overview

Industry Overview

Competitor Analysis

Recommendation Overview

Strategic Breakdown

Implementation Timeline

Financial Projections

Risks and Mitigants

Shift to Non-linear Media

Current Media Service

- **Audio** – Broadcasted radio streaming on different devices along with on-demand podcasts and limited audiobooks
- **TV/Movie** – Live, broadcasted TV shows/movies with minimal catalogs and catch-up services for live shows
- **Video** - Over-the-top (OTT) video streaming with on-demand content, short-form videos, and music videos

Non-linear Media

- **User Responsive** – Users can watch what they want when they want without following scheduled programs
- **User-Driven** – Users can skip through and revisit parts of media on their own accord for greater customization
- **Content Personalization** – Media can adapt to users preferences and tailor recommendations based on history

Making the Switch



Mediacorp owns ~80% of the media on mewatch and melisten with the rest from third-party providers



Mediacorp is estimated to spend \$100 - \$150 mm on media advertising primarily on platform promotion



Legal teams and partnerships with the Singaporean government already ensure piracy/copyright security



Trend experts at Mediacorp keep the company on consumer behavior patterns ensuring media novelty

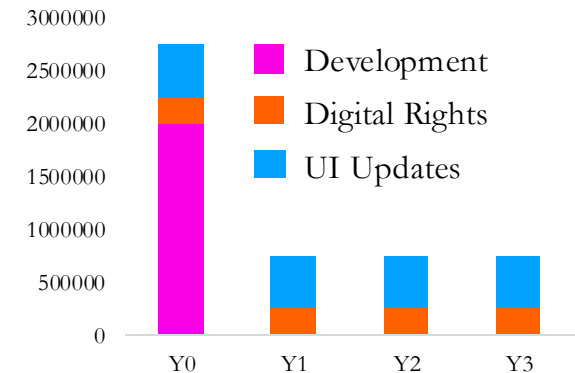
Projected Cost (\$USD)

Digital Rights
\$250k

User Interface
\$500k

Content Delivery Network
\$1 mm

Content Management
\$1 mm



Annual Cost
\$175k

Total Cost
\$2.75mm

Company Overview

Industry Overview

Competitor Analysis

Recommendation Overview

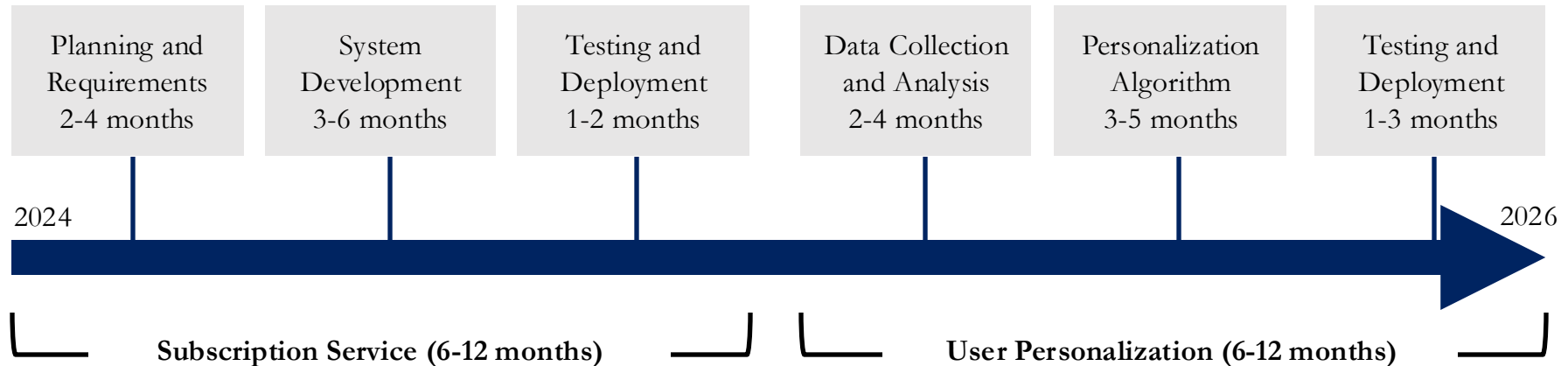
Strategic Breakdown

Implementation Timeline

Financial Projections

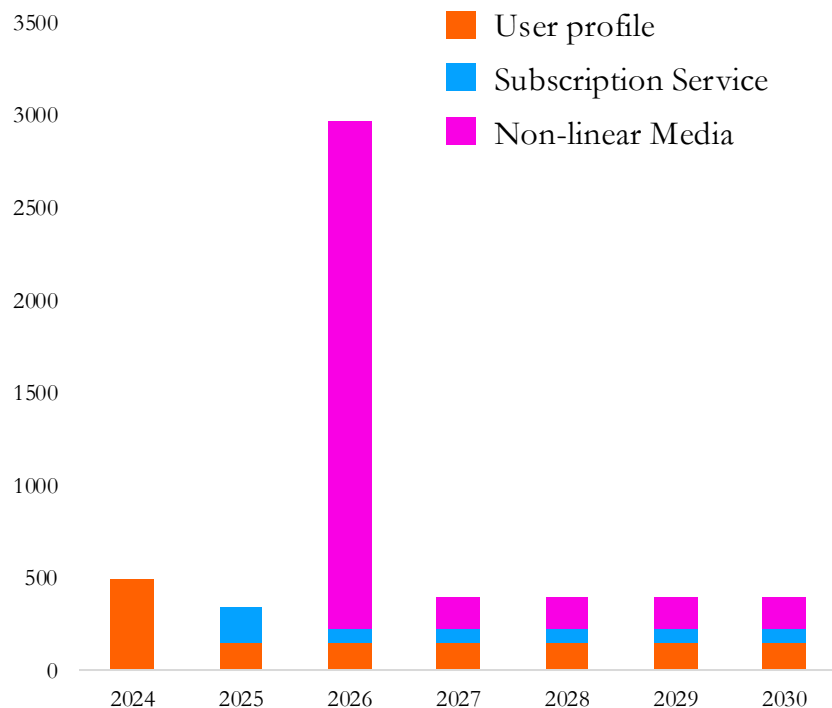
Risks and Mitigants

Implementation Timeline



Financial Projections

Cost Structure (\$USD Thousands)



User Profile
Cost

\$650k

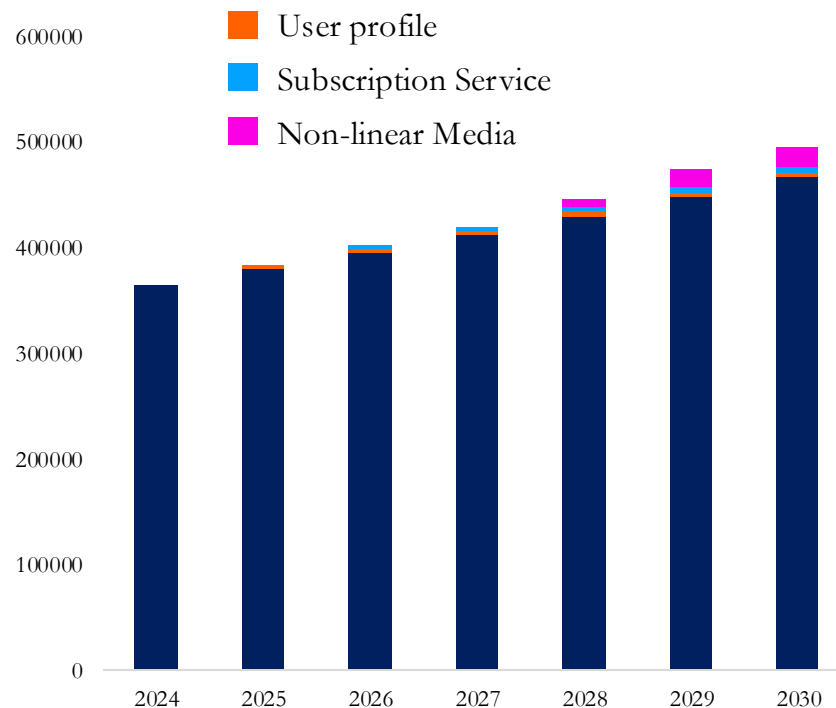
Subscription
Cost

\$275k

Media
Cost

\$2.9mm

Revenue Projections (\$USD Thousands)



User Profile
Revenue

\$4.7mm

Subscription
Revenue

\$4.7mm

Media
Revenue

\$18.7mm

Company
Overview

Industry
Overview

Competitor
Analysis

Recommendation
Overview

Strategic
Breakdown

Implementation
Timeline

Financial
Projections

Risks and
Mitigants

Risks and Mitigants

1

Licensing and Regulatory Issues

- Copyright and content licensing issues could arise for Mediacorp to stream its own content on-demand
- Mediacorp needs to comply with laws regarding its content classification/restrictions/data privacy info storage used for consumer interface personalization



- Conduct a regulatory compliance audit and plan outlining policies to address regulatory requirement
- Leverage their existing legal team to review content as well as implement a system to track copyright ownership/usage rights for its content for users

2

Interface Management and Feedback

- Updated user interfaces can impact user experience and users may resist change adapting to the new UI
- Technical challenges through the update can impact performance and stability as well as increase costs of maintenance and development of updated services



- Gradual rollout of the updated implementations to select groups can allow for feedback and refinement
- Phased implementation and clear documentation of changes help track problem areas for more efficient troubleshooting and easy infrastructure adjustments

3

Data Privacy

- Data collection for personalized recommendations often occurs without explicit knowledge or consent
- Holding this data can decrease trust as data can be sold to third-party partners, exposing personal info and users may have limited control over their data



- Transparency in regard to what data is collected how it is used and who it is shared to within the services
- Mediacorp's data encryption software renders users' data unusable to unauthorized individuals as well as its access controls restricting user-to-user breaches

Company
Overview

Industry
Overview

Competitor
Analysis

Recommendation
Overview

Strategic
Breakdown

Implementation
Timeline

Financial
Projections

Risks and
Mitigants

Thank You

Q&A

Appendix A: Financial Projections



Mediacorp Revenue and Cost Buildout

Cost by Solution

	2024	2025	2026	2027	2028	2029	2030
Profile	500000	150000	150000	150000	150000	150000	150000
Subscription		200000	75000	75000	75000	75000	75000
On-demand			2750000	175000	175000	175000	175000

Revenue by Solution

	2024	2025	2026	2027	2028	2029	2030
General Revenue	365012600	380343129	396317541	412962877	430307318	448380226	467212195
Profile		3803431.29	3963175.41	4129628.77	4303073.18	4483802.26	4672121.95
Subscription			3963175.41	4129628.77	4303073.18	4483802.26	4672121.95
On-demand					8606146.36	17935209	18688487.8

Cost Breakdown

Profile

	Y0	Y1	Y2	Y3
Development	500000			
Management		150000	150000	150000

Subscription

	Y0	Y1	Y2	Y3
Development	100000			
Management	50000	50000	50000	50000
Marketing	50000	25000	25000	25000

On-demand

	Y0	Y1	Y2	Y3
Development	2000000			
Digital Rights	250000	250000	250000	250000
UI Updates	500000	500000	500000	500000

Final Calculations

Total Cost	5425000
Total Revenue	92136877.61
Total Profit	86711877.61