

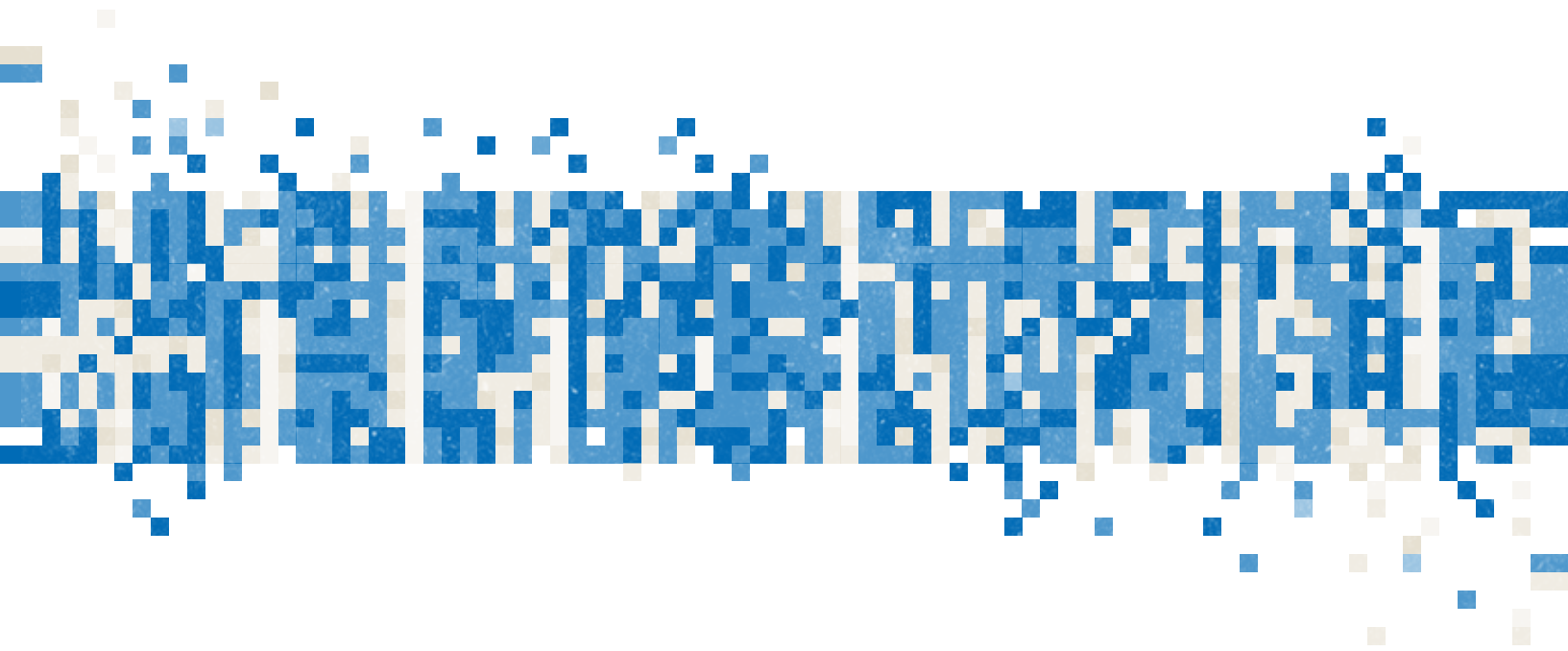


Grant Thornton

An instinct for growth™

Our global capabilities:

# Media



# Welcome to a brave new world

The media landscape is changing. In some regions it's vertical, while in others it resembles an ecosystem. No matter how you look at it, it's becoming more complex. And still evolving. It's driven by the internet and new technologies that have given consumers more choice and greater expectations. Personalisation is the new watchword and innovative firms are using it to disrupt the market. Broadcasters are revising their distribution models; advertisers are eyeing up the Internet of Things; and everyone is investing in content and looking for more. Forward-thinking companies, prepared to revise their strategies, operations and service offerings, can turn these challenges into real opportunities.

**“ At Grant Thornton we help dynamic businesses around the world adapt to this rapidly changing environment. Drawing on our industry expertise, we work with you to scenario plan, manage costs, create flexible organisations and finance growth.**

**Read on to learn more about how we can support your business as it finds its feet in this changing landscape.”**

**John Gleeson**

Partner of media at Grant Thornton Ireland &  
Global leader of media



## Global industry trends

### Digital reaches the tipping point

It'll be a watershed moment when digital consumer and advertising spend finally overtakes spending on traditional media. And while it's still a year or so away, the industry is already dealing with the impact of the switch. New players, services and business models abound, putting incumbents under strategic and financial pressure. But ambitious media firms are rising to the challenge. They're using subscription models to make revenue streams more predictable. They're producing more content, and offering it more widely. And they're identifying the product and service mix that is right for them.

### Access over ownership

The accessibility and choice offered by streaming services has revolutionised the market. Do you really need to own a CD when you can choose from millions of songs on Spotify, any time you like? Millions of subscribers don't think so. But the swing from content ownership has had other effects too. It's changed producer revenue cycles, making it less about upfront revenue streams and more about smaller, recurrent, royalties. It's increased pressure on costs and the profile of performers. And it's given content a longer tail.

### Making the connection

In a world where anyone and everyone can be a content producer, the pressure is on to stand out from the crowd. It's all about reaching out. Delivering compelling content. And then boosting it with a physical interaction that can generate revenue. Musicians, footballers, celebrity chefs: today's typical media star must not only perform. You must join the conversation, stream a video demonstration, and then take it live as well. Interested in an esports boot camp, anyone?

### Brands seek to monetise content

It seems like every second company is a media company these days. Marriott Hotels is producing its own short films. One of GE's sci-fi podcasts hit the top of the iTunes charts last year. And Red Bull is generating revenue from its adrenaline focused TV network. It all makes for extra competition for content producers, spreading consumer spend and eyeballs more thinly than before. And it's driving down prices. The new mantra is 'do more for less', but ambitious content providers should be wary of that: it may be time to rethink and optimise instead.

### Technology is enabling personalisation

Big data, increased broadband speeds, sophisticated smart devices: technology is putting the consumer in the driving seat. It's giving them choice and purchasing power and, in a crowded marketplace, the race is on to catch their eye. If gripping, quality content is the lock, then personalisation is the key. So advertisers are investing in data analytics. Content producers are engaging directly with their fans. And broadcasters are now narrowcasting too.

### Skills mobility is a real issue

The media industry has a talent shortage and it's not going away anytime soon. In fact, as traditional content providers respond to the change in the way content is consumed and monetised, it's going to get worse. Different skill sets will be required, not only to create new content, but to digitise traditionally produced content and distribute it digitally too. But there is no pipeline of specialist digital content producers ready for the tapping. The available talent pool is small, mobile and project orientated. Media firms will have to work hard to attract the right people and keep them engaged.

"The media team at Grant Thornton in Montreal really have their finger on the pulse of worldwide trends in our industry. I was immediately put at ease by their skill, approach and in-depth knowledge."

Large international content producer

# Our clients

We coordinate, cooperate and communicate based on a shared global strategy. This ultimately leads to greater consistency and better quality for our clients.

From startups to medium-sized businesses to large private and listed companies, a broad range of media businesses come to us for our expertise. They value our extensive knowledge of the industry landscape and solutions that either meet or exceed industry standards. But above all, they value our open, accessible and no nonsense approach that leads to a deeper understanding and more relevant advice.

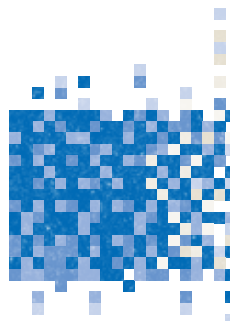
We're genuinely interested in your business, your challenges, your growth ambitions and your commercial context. We get closer to the issues that matter to provide more meaningful and forward-looking advice.

We bring collaborative teams, not just silo specialists. We work seamlessly across service lines, industry specialists and geographies to bring our best team to the table to support you. That means specialist understanding across tax, advisory, assurance and the media industry.

"We worked closely with Grant Thornton's Media and Entertainment division when considering our expansion into Ireland. Their knowledge of the local and global film and television sector is unrivalled."

Major International film studio

- Film studios
- Television studios
- Gaming studios
- Visual effects studios
- Animation houses
- VXF and post-production companies
- Large international toy companies
- Film and TV producers
- Large, medium and small independent producers
- Broadcasters
- Local and multinational media companies
- Studio infrastructure providers
- Content distributors



# Our solutions

We understand that every business has unique goals and faces a diverse set of challenges, so we're here to help you with whatever you need.

## Our approach

With 42,000 people in over 130 countries, we have true global scale, deep technical capabilities and extensive industry expertise. But this does not make us different. It's how we work with you.

### If it's important to you it's important to us

Our culture is built on a genuine interest in our clients – their challenges, growth ambitions and wider commercial context. You get the attention you deserve from approachable, senior professionals who ask the right questions, listen and provide real insight and a clear point of view.

#### The bottom line

**A relationship-led approach with more time and attention from partners and senior advisers**

**A deeper understanding of your business for more meaningful advice and recommendations**

### Agile and responsive advice

Our size and structure create advantages for you. We adopt a flatter structure, with shorter decision making chains, empowered teams and no complex chains of command. We have all the necessary processes and controls but they're streamlined and efficient. Our teams are more responsive.

#### The bottom line

**A faster response when you need quick answers and clarity**

**Anticipating the answers you'll need before you ask**

### Pragmatic solutions to help you improve

Put simply, our teams add value. We like to bring ideas to the table, going beyond the technical issues to recommend ways to make your business better. Whether your goals include cross-border expansion, improving operational efficiency or building investor confidence, we balance a desire to do what's best for you in the future with an experienced sense of what's going to help you now.

#### The bottom line

**Helping you think ahead and think more broadly**

**Proactively identifying opportunities for improvement and growth**

### Collaborative teams with a different mindset

Our people are open, accessible and easy to work with. We work through the issues alongside you, always with an independent perspective and challenging where necessary. Our collaborative style also enables us to assemble teams with a broader perspective – working across service lines, industry teams and geographies to tailor our capabilities for you.

#### The bottom line

**Teams and solutions built around your needs not our structures**

**A better working relationship with you and your team**



# Our services

Our firms offer a broad range of assurance, tax and advisory services to meet your needs.

Grant Thornton has made a strategic decision to focus on the technology, media and telecommunications (TMT) industries. Media is a sub-sector of the TMT group and our global strategy truly integrates our services on an international scale. We have a particular emphasis on content companies and production finance for film, television and gaming production.

We have come together as a global team of media partners from Canada, France, Germany, Ireland, the UK and the US to act in unison and offer our clients a seamless global service that provides innovative cross-border planning that is unique to this sector. We are market leaders in our respective jurisdictions.

We all agree that as media professionals, we are distinctly different to other firms who have traditional tax, audit and corporate finance partners. Media partners at Grant Thornton have in-depth knowledge and relationships in the sector domestically and worldwide, which means that we can deliver a combination of sector-specific services. We are the only international firm that is coming together in this way globally.

- Cross border film and TV production tax credit advisory, structuring and compliance
- Accessing bridge and gap funding
- Corporate finance and specialised media M&A work
- Accounting and specialised audit
- Strategic advisory and business consulting
- Local and international tax advice
- Outsourcing, production accounting and payroll

“We worked with the UK, Canadian and Irish media experts to devise the optimum international structure for our ever expanding business. Their integrated service offering is quite unique.”

Large international FVX company

# Our global media team

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"We decided to work with Warth and Klein Grant Thornton (Germany) corporate finance and legal team on our recent acquisition because we needed in-depth industry knowledge of our sector in order to maximise our output on the deal."

Large international B2B publishing company

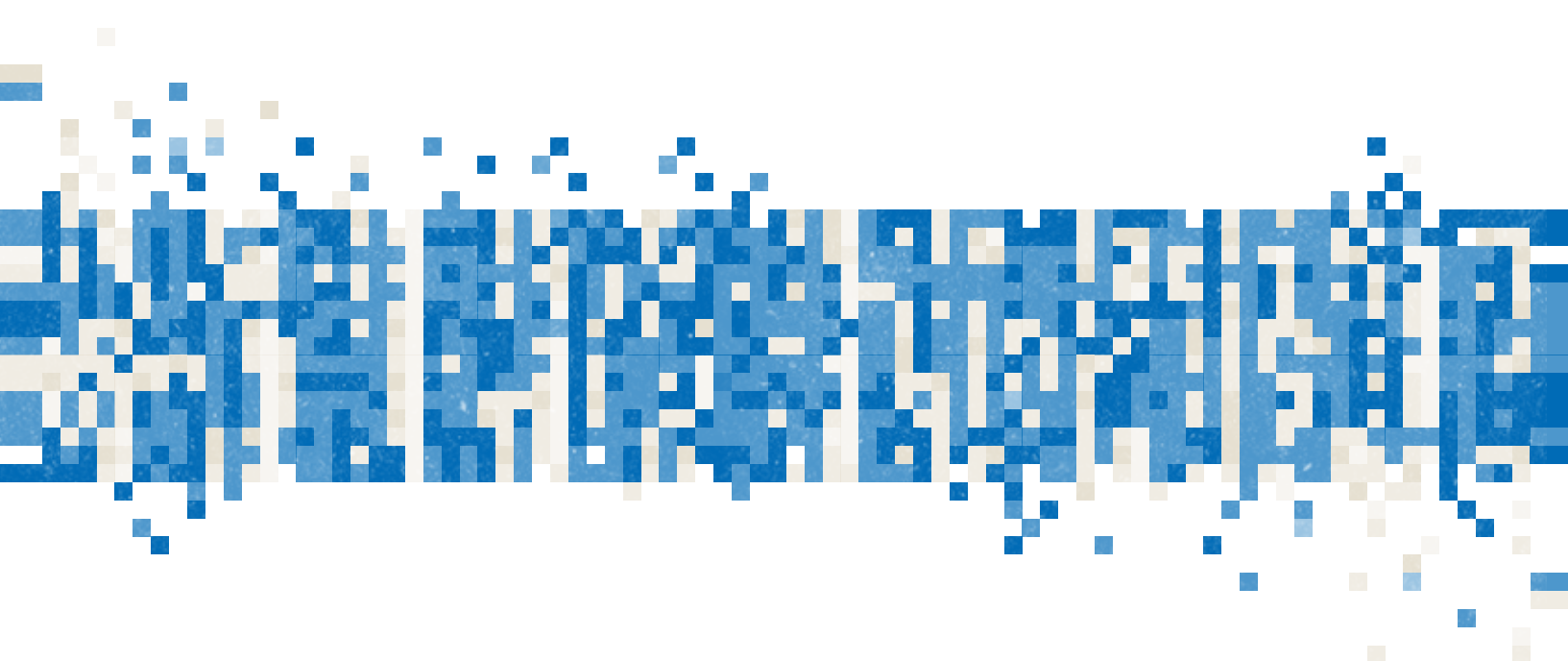
# About us

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms. We help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice.

Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions. More than 42,000 Grant Thornton people across over 130 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work.

To find out more or speak to any of our specialists, visit:

[www.grantthornton.global](http://www.grantthornton.global)



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