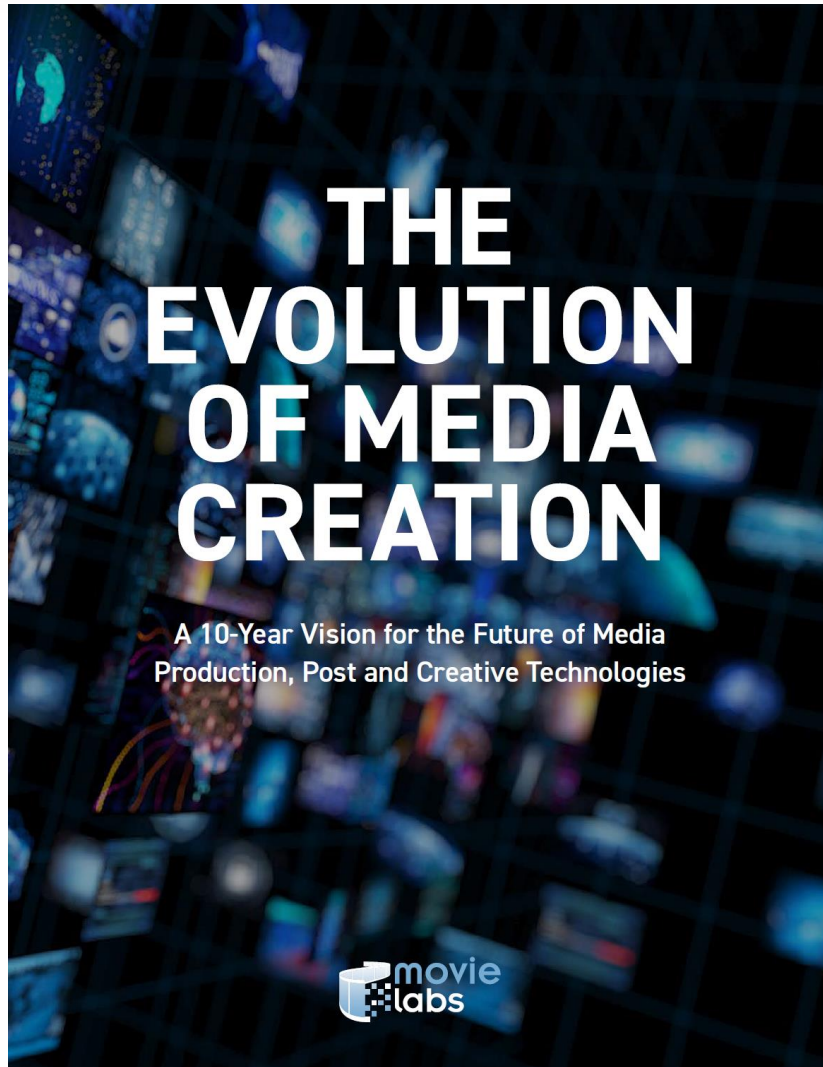


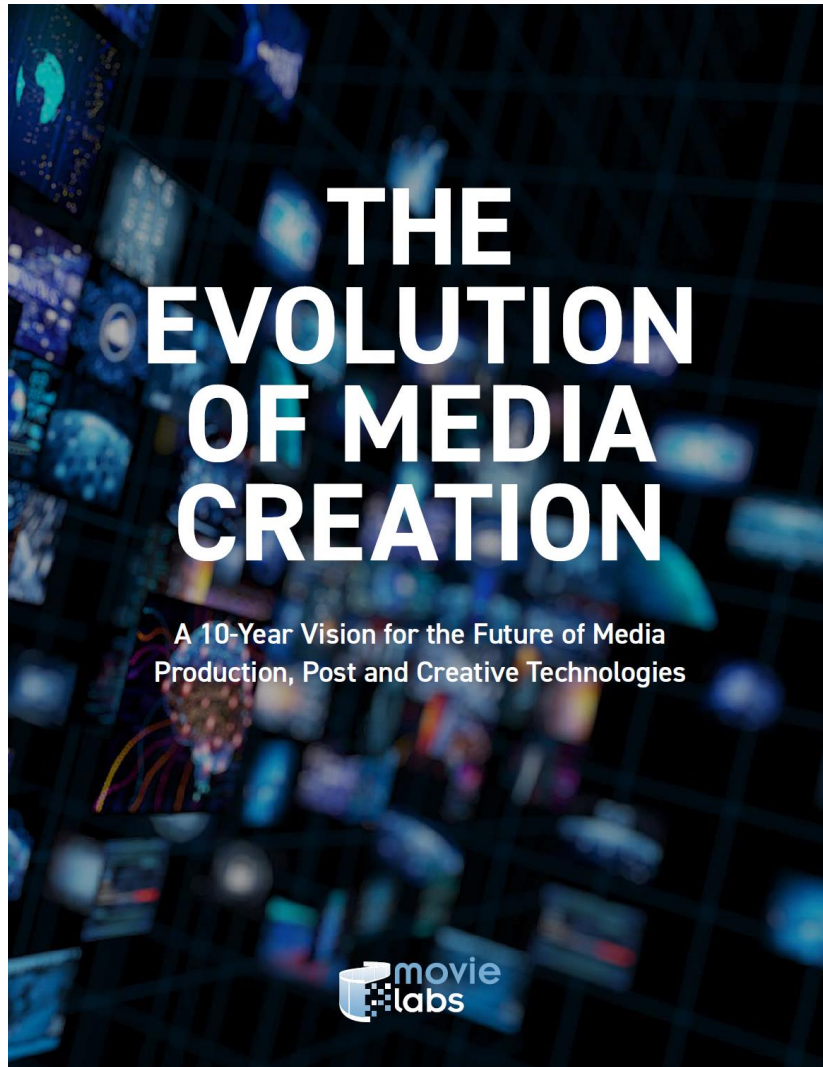


Josh Stinehour
Principal Analyst



Intended Audience of the Document

“This paper should be read by technical leaders at vendors, software and hardware producers, and other studio suppliers to understand where studios want to go in enabling new technical workflows.”



Business ‘Why’ of the Document

“The MovieLabs 2030 Vision foresees an industry that collaboratively addresses these challenges, **increasing efficiency, quickening production cycles, lowering costs, improving security and increasing profitability** while creating opportunities for storytellers to realize their vision and delighting audiences.”

Creating a Culture of Cost Transparency and Accountability

March 2018



“...your organization needs to clearly identify key performance indicators and success factors that are impacted by cloud adoption. **In the absence of well-identified metrics, determining success is complicated and it can be difficult to derive value.** Examples of categories that can help define success are business agility, operational resiliency, and total cost of ownership.”

Start ●

● End

Input

People

On-Air Talent Engineers

Equipment

Cameras Servers Cables

Budget

Support Cloud Travel
Licenses Bill

Real Estate

Leases Insurance Utilities

Operational

???

Output Metrics

Channels

Number Variety

Events

Number Variety

Volume

Assets Content
Processed Minutes

KPIs of Business

Viewership Revenue

NABSHOW®
Where Content Comes to Life

7 Days

668 Sessions

1086 Speakers

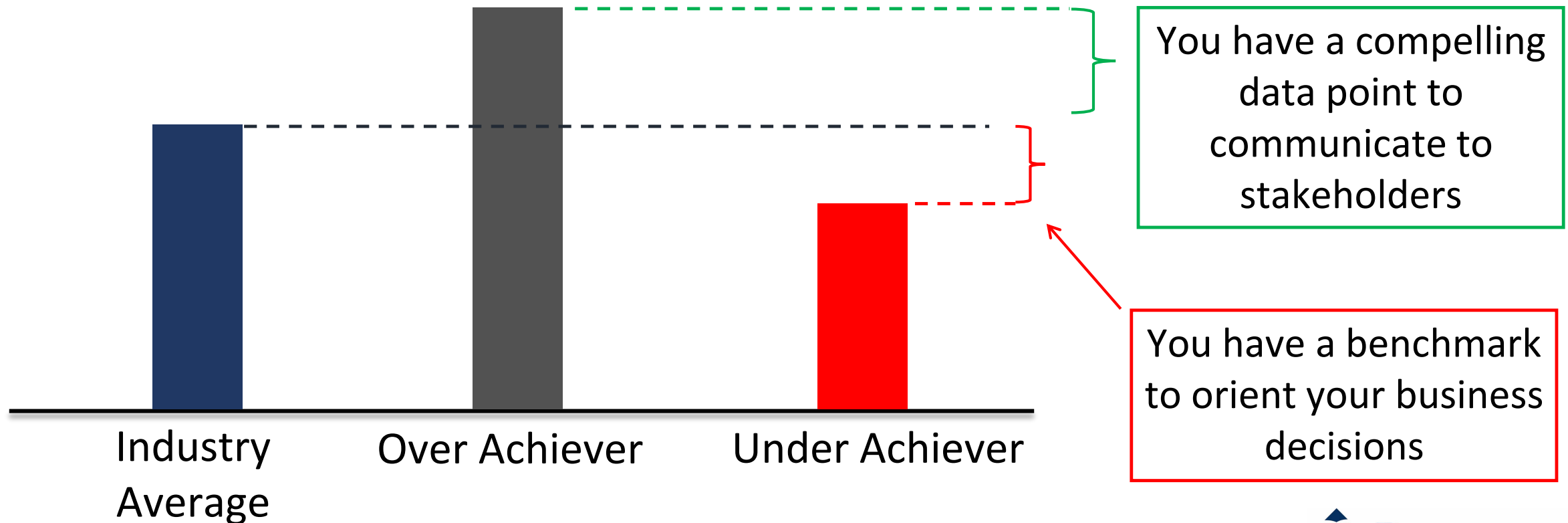
Number of Mentions

3 “Operational Metrics”

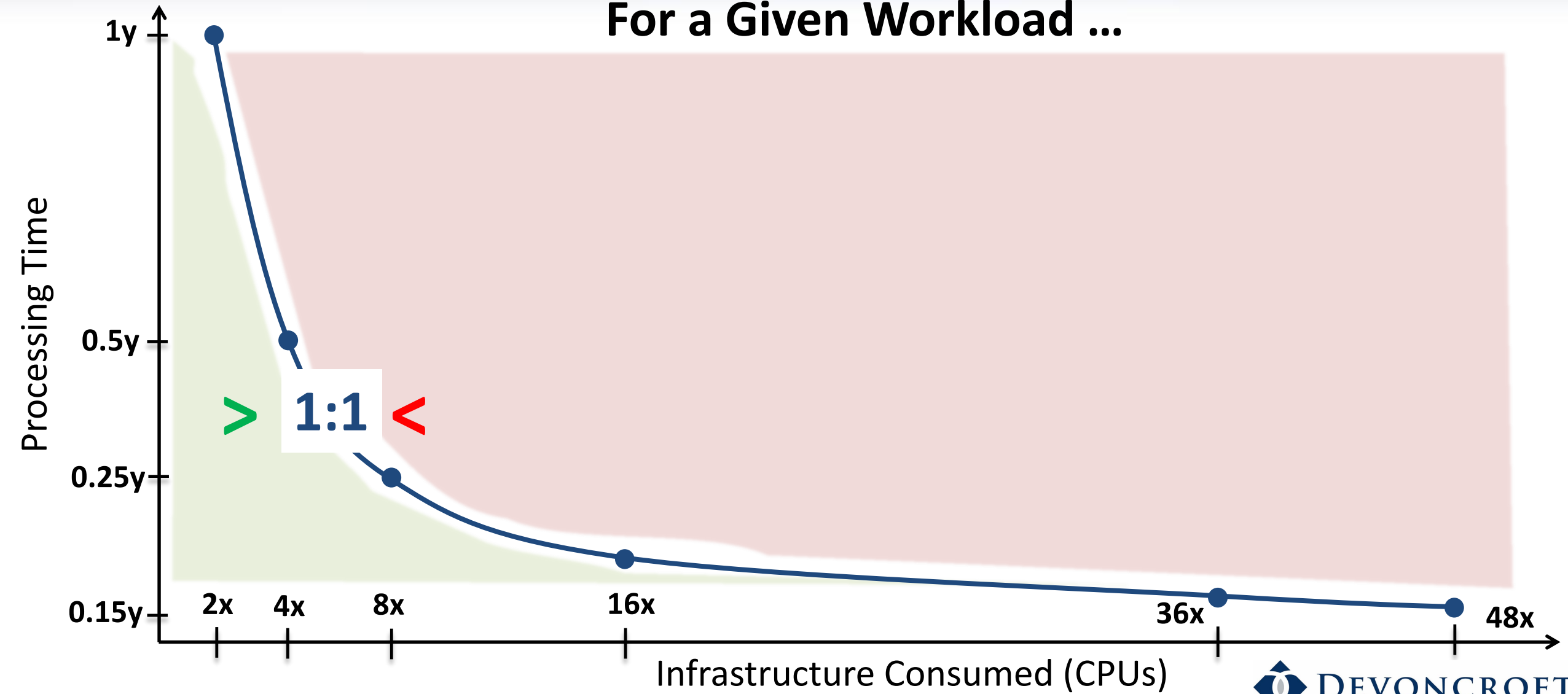
How Do You Recognize Good?

Representative Metrics

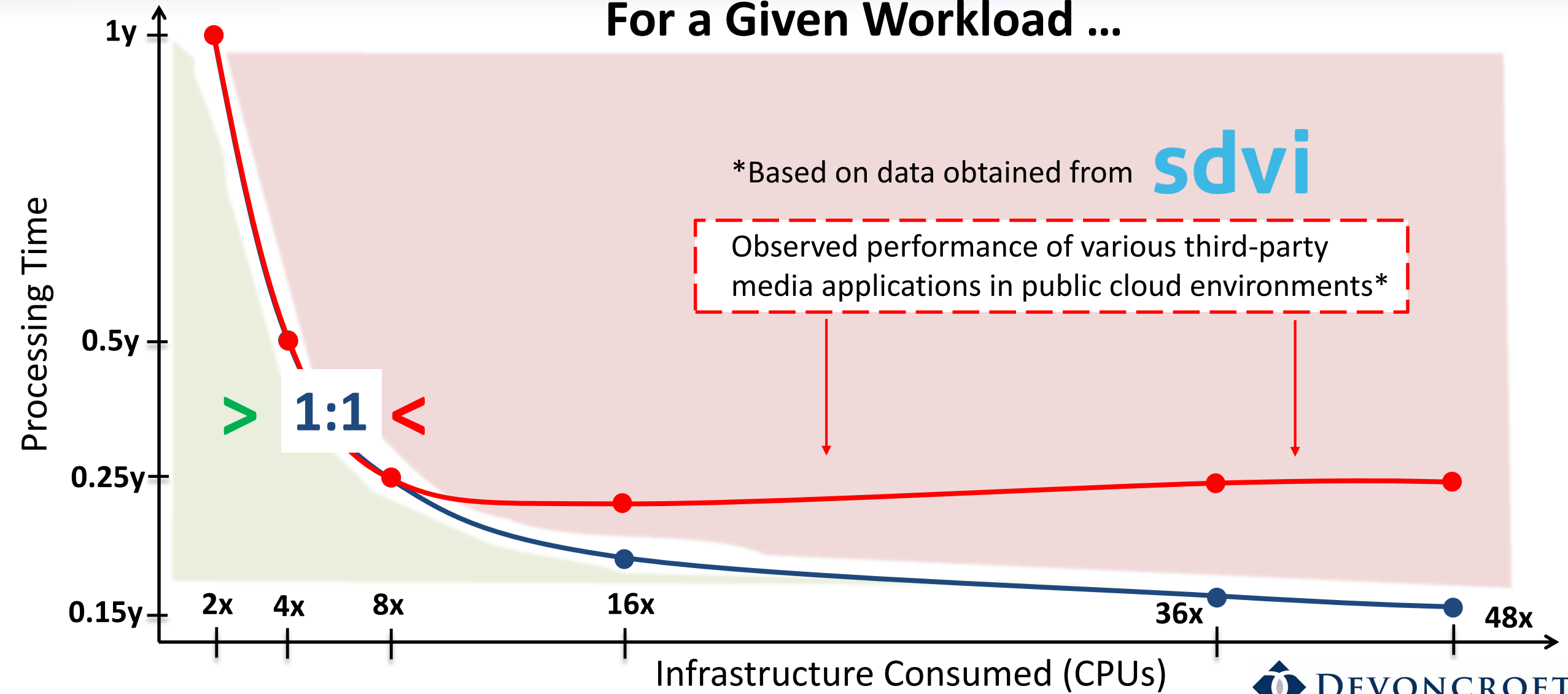
Assets Processed, Time-to-Market, Square Footage, Amount of Cabling, Team Morale, ...



For a Given Workload ...

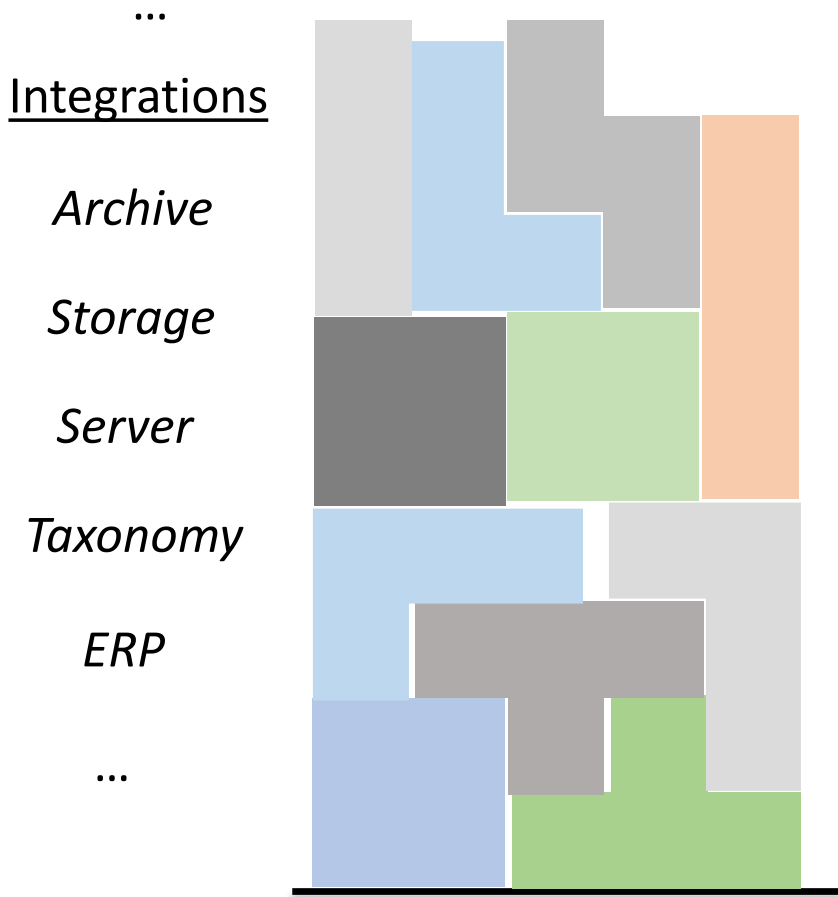


For a Given Workload ...



Renard's Theorem

Software Monolith



Modules

Search

Orchestration

Analytics

Archive Mgmt.

Transcoding

Ingest

Rights Mgmt.

...

Micro-Services



What is Novel?

What is Commodity?

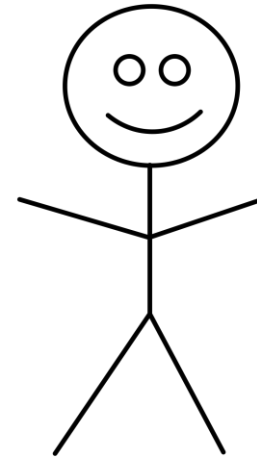
What is Unnecessary?


```
import sdvi_rally
import supplier_apis

todays_wkfl = new sdvi_rally()

for asset in asset_bucket:
    todays_wkfl.process(asset,
        # Supplier1
        Supplier2
        # Supplier3
        # Supplier4
    )
    .... ..
```

You are just a '#' from
being removed from
my workflow

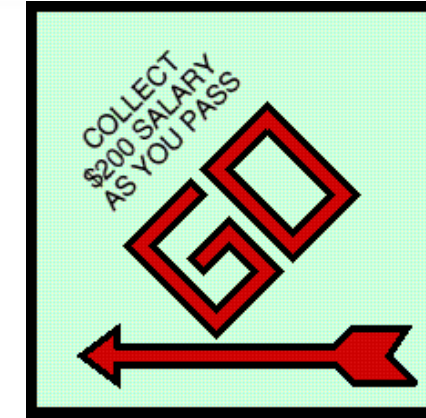


Customer



Supplier

Today's
Solution
Price



Tomorrow's
Micro-Service
Price

Variables

$P_t \Rightarrow$ Today's Price

$U_t \Rightarrow$ Current Utilization

$D_t \Rightarrow$ Deprecation life

$i \Rightarrow$ implied interest

Assumptions

$D_t \Rightarrow$ 5 years

$U_t \Rightarrow$ 30%

$i \Rightarrow$ 10%

Equation

$$= \frac{(P_t * U_t * (1 + i_t))}{(D_t * 12)}$$

BANKRUPTCIES

UNITED STATES BANKRUPTCY COURT, SOUTHERN DISTRICT OF NEW YORK

In re: DELUXE ENTERTAINMENT SERVICES GROUP INC., et al.,¹
Debtors.
Chapter 11
Case No. 19-23774 (RDD)
(Jointly Administered)

**NOTICE OF COMMENCEMENT OF
PREPACKAGED CHAPTER 11 BANKRUPTCY CASES
AND COMBINED HEARING ON DISCLOSURE STATEMENT AND
CONFIRMATION OF JOINT PREPACKAGED CHAPTER 11 PLAN**
**TO: ALL HOLDERS OF CLAIMS, HOLDERS OF INTERESTS, AND PARTIES IN
INTEREST IN THE ABOVECAPTIONED CHAPTER 11 CASES**

PLEASE TAKE NOTICE THAT on October 3, 2019 (the "Petition Date"), Deluxe Entertainment Services Group Inc. and certain of its affiliates, as debtors in the above-captioned chapter 11 cases (collectively, the "Debtors"), commenced chapter 11 cases in the United States Bankruptcy Court for the Southern District of New York (the "Bankruptcy Court") and filed a proposed joint prepackaged chapter 11 plan of reorganization (Docket No. 14) (the "Plan") and proposed disclosure statement (Docket No. 15) (the "Disclosure Statement") pursuant to sections 1125 and 1126(b) of title 11 of the United States Code, 11 U.S.C. §§ 101-1532 (the "Bankruptcy Code"). Copies of the Plan and the Disclosure Statement will be available for inspection at the Office of the Clerk of the Bankruptcy Court, on file with the Clerk of the Bankruptcy Court, 300 Quarropas Street, Room 248, White Plains, New York 10601, and the Bankruptcy Court's website, <http://www.nysb.uscourts.gov>. The Plan and Disclosure Statement also are available free of charge on the Debtors' chapter 11 website at <https://cases.primeclerk.com/deluxe>.²

PLEASE TAKE FURTHER NOTICE THAT a hearing (the "Confirmation Hearing") will be held before the Honorable Robert D. Drain, United States Bankruptcy Judge, in the United States Bankruptcy Court for the Southern District of New York, 300 Quarropas Street, White Plains, New York 10601, on **October 24, 2019, at 10:00 a.m., prevailing Eastern Time**, to consider the adequacy of the Disclosure Statement, any objections to the Disclosure Statement, confirmation of the Plan, any objections thereto, any objections to the proposed assumption of Executory Contracts and Unexpired Leases, and any other matter that may properly come before the Court. Please be advised that the Confirmation Hearing may be continued from time to time by the Bankruptcy Court or the Debtors without further notice other than by such adjournment being announced in open court or by a notice of adjournment filed with the Bankruptcy Court and served on other parties entitled to notice.

PLEASE TAKE FURTHER NOTICE THAT objections (each, an "Objection"), if any, to the Plan or the Disclosure Statement, or to the proposed assumption of Executory Contracts and Unexpired Leases must: (a) be in writing; (b) comply with the Bankruptcy Rules and the Local Rules; (c) state the name and address of the objecting party and the amount and nature of the Claim or Interest owned by such entity or individual; (d) state with particularity the legal and factual basis for such objections, and, if practicable, a proposed modification to the Plan that would resolve such objections; and (e) be filed with the Bankruptcy Court (contemporaneously with a proof of service) and served

so as to be **actually received** no later than October 21, 2019, at 5:00 p.m., prevailing Eastern Time, by those parties who have a filed a notice of appearance in the Debtors' chapter 11 cases as well as each of the following parties: (i) the Debtors: Deluxe Entertainment Services Group Inc., 50 Main Street, Suite 1014, White Plains, New York, 10606, 2400 West Empire Avenue, 3rd Floor, Burbank, California, 91504, Attn.: Stefanie Liquori and Eric Cummins; with copies to: (ii) Kirkland & Ellis LLP, Kirkland & Ellis International LLP, 300 North LaSalle Street, Chicago, Illinois 60654, Facsimile: (312) 862-2200, Attn: Joshua M. Altman, Email: josh.altman@kirkland.com -and- (iii) Kirkland & Ellis LLP, Kirkland & Ellis International LLP, 601 Lexington Avenue, New York, New York 10022, Facsimile: (212) 446-4900, Attn: Jonathan S. Henes, P.C., Email: jonathan.henes@kirkland.com; (iv) Counsel to the Ad Hoc Committee: Stroock & Stroock & Lavan, 180 Maiden Lane, New York, New York 10038, Attn.: Kristopher Hansen, Jonathan Canfield, and Gabriel Sasson, Email: khansen@stroock.com, jcanfield@stroock.com, gsasson@stroock.com; (v) Counsel to Existing ABL Agent, Senior Priming Term Loan Agent, Priming Term Loan Agent, and Existing Term Loan Agent: Cravath, Swaine & Moore LLP, 825 Eighth Avenue, New York, New York 10019, Attn.: Paul H. Zumbro, George E. Zobitz, and Sarah Rosen, Email: pzumbro@cravath.com, jzobitz@cravath.com, srosen@cravath.com; (vi) Counsel to MAFCO: Skadden, Arps, Slate, Meagher & Flom LLP, Four Times Square, New York, New York 10036, Attn: Shana Elberg and Mark McDermott, Email: shana.elberg@skadden.com, mark.mcdermott@skadden.com; (vii) U.S. Trustee: Office of the United States Trustee for the Southern District of New York, 201 Varick Street, Suite 1006, New York, New York 10014, Attn: Richard C. Morrissey, Esq.

UNLESS AN OBJECTION IS TIMELY SERVED AND FILED IN ACCORDANCE WITH THIS NOTICE, IT MAY NOT BE CONSIDERED BY THE BANKRUPTCY COURT AND MAY BE DEEMED OVERRULED.

YOU ARE ADVISED TO CAREFULLY REVIEW AND CONSIDER THE PLAN, INCLUDING THE RELEASE, EXCULPATION, DISCHARGE, AND INJUNCTION PROVISIONS IN ARTICLE VIII OF THE PLAN, AS YOUR RIGHTS MIGHT BE AFFECTED.

Dated: October 7, 2019, New York, New York, /s/ Jonathan S. Henes, Jonathan S. Henes, P.C., KIRKLAND & ELLIS LLP, KIRKLAND & ELLIS INTERNATIONAL LLP, 601 Lexington Avenue, New York, New York 10022, Telephone: (212) 446-4800, Facsimile: (212) 446-4900, Proposed Counsel to the Debtors and Debtors in Possession

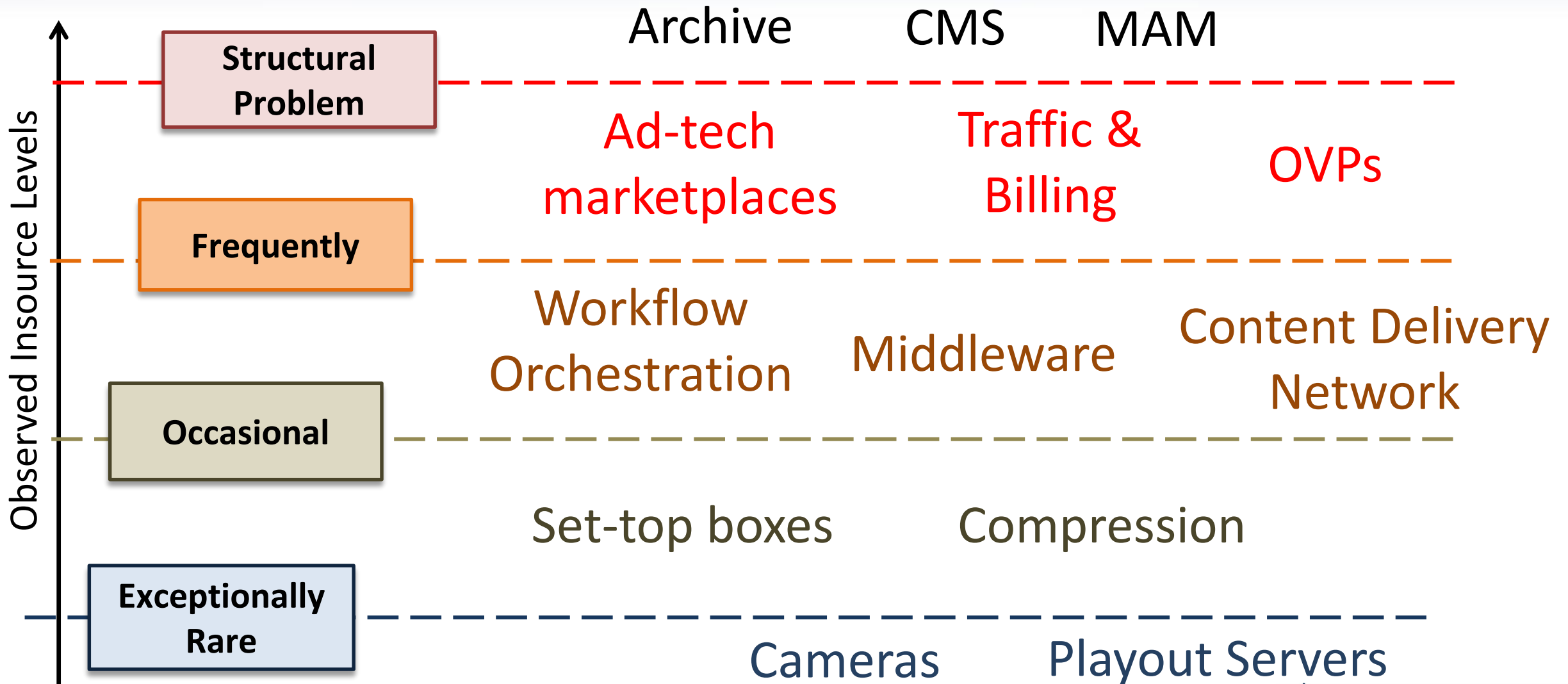
¹ The last four digits of Debtor Deluxe Entertainment Services Group Inc.'s tax identification number are 1725. Due to the large number of Debtors in these chapter 11 cases, for which joint administration has been requested, a complete list of the Debtor entities and the last four digits of their federal tax identification numbers is not provided herein. A complete list of such information may be obtained on the website of the Debtors' Solicitation Agent at <https://cases.primeclerk.com/deluxe>. The location of the Debtors' service address for purposes of these chapter 11 cases is: 50 Main Street, Suite 1014, White Plains, New York, 10606.

² Capitalized terms used but not otherwise defined herein have the meanings ascribed to them in the Plan.



Wall Street Journal Bankruptcy Notice

October 20, 2019



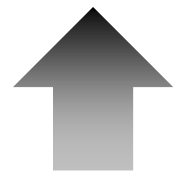
Source: Big Broadcast Survey, Devoncroe Estimates

Representative median salaries in the Los Angeles metro area

\$106,000

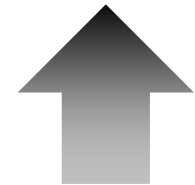
Broadcast
Engineer

\$124,740

 18%

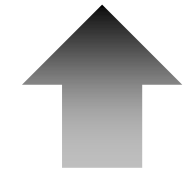
Cloud
Analyst

\$143,550

 35%

IT Network
Engineer

\$205,260

 94%

Big Data
Developer



Josh Stinehour
Principal Analyst