

**+CORPORATION FOR PUBLIC BROADCASTING**  
**Request for Proposals for**  
**Digital Broadcast Technology Market Analysis**  
**RFP Release Date: 7/31/06**  
**Deadline for Proposals: 9/22/06**

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Senior Director, Media Technologies

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## **INTRODUCTION**

As a result of public broadcasting's transition from analog to digital broadcasting, public television stations have the ability to transmit significantly more content than in the past and the opportunity to rethink how public broadcasting fulfills its public service mission. The objective of this RFP is to explore opportunities to utilize public broadcasting's digital infrastructure to enhance public television's educational mission with the goal of identifying successful business models. More specifically, the purpose of this RFP is the following:

1. To conduct a market analysis of public and commercial broadcasting's use of digital infrastructure for educational purposes, with the goal of identifying the most effective use of digital broadcasting for educational purposes;
2. To determine if there are new delivery platforms and/or devices that can further expand public television's services to educational institutions;
3. To create a product development plan for new delivery platform and/or device (if applicable).

## **WHO SHOULD RESPOND TO THIS RFP**

While CPB welcomes all proposals, ideally it is looking for a vendor with the following expertise:

- Digital and public broadcasting market research
- Educational technology market research
- Design, development and delivery of new digital devices

## **KEY QUESTIONS TO ANSWER**

The goal of this RFP is to answer the following questions:

1. What is the most effective use of digital broadcasting to achieve the mission of public broadcasting?
  - a. Are there positive examples in the system today that can be leveraged?
  - b. Or should public broadcasting look to new devices or platforms to effectively use digital broadcasting technology?
2. What are the core elements of a new business model? Does it rely on a new device and/or platform? Why?
3. Who is the target market?
4. What is the lifespan of this project?

## **PROJECT DELIVERABLES**

The successful firm will provide a Market Analysis and a Product Development Plan, if applicable. Details for the deliverables follow.

1. The Market Analysis will achieve the following objectives:
  - a. Assess public and commercial broadcasting's use of digital infrastructure for educational purposes.
  - b. Identify and evaluate public and commercial broadcasting's best practices.
  - c. Determine if there is a new, more effective use (i.e. platforms and/or devices) of digital broadcasting technology for educational purposes.
  - d. Based on research of current and possible future marketplace opportunities, suggest several options for effective digital broadcasting technology use. Each scenario should include a business plan and cost/benefit analysis for recommended device and/or platform.

- e. Identify the best choice of the three options suggested above. Provide detailed explanation and analysis for selected option.
2. The Product Development Plan will achieve the following objectives:
    - a. Define the device and/or platform and explain how it meets user needs, based on the market analysis.
    - b. Translate the business requirements into technical terms, describing the hardware, software and service delivery model.

### PROPOSED RESPONSE TIMELINE

July 31, 2006	RFP posted
August 11, 2006	Questions on RFP due
August 18, 2006	RFP resubmitted with answers to questions
September 22, 2006	Deadline for proposals
October 6, 2006	Project award
January 15, 2007	Project complete

### EVALUATION CRITERIA

- Projective narrative response which includes:
  - project goals,
  - how the goals relate to the priorities of this RFP,
  - project timeline, including feedback milestones
- Functional expertise in market research and new product development
- Industry acumen in public broadcasting and educational technology
- Feedback from references
- Total project cost

### QUESTIONS

CPB welcomes your questions or requests for clarification. Please submit any questions by 5pm ET on August 11, 2006 to the contact listed below. We will collect all questions and submit a revised RFP with answers to all questions on August 18, 2006. Please submit questions via e-mail to:

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### APPLICATION PROCEDURES

Apply at <http://www.cpb.org/grants/digitaltechmarket/application.html> or send application materials via e-mail to [lchadwick@cpb.org](mailto:lchadwick@cpb.org). Proposals submitted by fax or mail will not be accepted. Applications must consist of:

- **Application Form**, filled out in its entirety.
- **Project Narrative**, a written (maximum of ten pages) description of the project that clearly articulates:
  - project goals;
  - how the goals relate to the priorities of this RFP; and
  - project timeline, including feedback milestones.
- **Client References (3)**, with contact information, and a brief description of relevant project work. References for companies being considered *will* be contacted by CPB.
- **Biographies** of those who will be consulting on the project.

- **Itemized Project Budget**, the financial plan for the project presented in spreadsheet format and inclusive of all travel and expenses.

Applicants are responsible for providing all required materials. CPB may, at its discretion, initiate discussion with any applicant to obtain clarification or additional information. Proposals must be submitted electronically via e-mail. Do not submit proposals by fax or mail. They will not be accepted. Any submission to CPB will become the property of CPB (not including any intellectual property rights contained in such submission). Each applicant guarantees that the full and complete rights to all information and materials have been secured. Each applicant also guarantees that all such materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party. CPB is not responsible for any violation of copyright, trademark, patent, trade secret, or other rights that may result from disclosure made by response to this RFP.

By submitting a proposal in response to this RFP, each applicant grants to CPB the right to duplicate, use, disclose, and distribute all of the submitted materials for purposes of evaluation, review, and research. CPB will not consider the proposal or any of its supporting materials to be confidential. CPB intends to disclose the materials to various employees and possibly to experts outside CPB's employ to determine the merits of the proposal. It is understood that no confidential relationship is entered into by reason of CPB's consideration of the proposal or any of the materials. CPB is not responsible for loss or damage to the materials submitted to CPB, or for any unauthorized use or misuse of the submitted materials by any third party. CPB is not required to return any submitted materials to any applicant. Applicants may withdraw a proposal at any time by written notice to CPB. Solicitation of proposals by CPB does not constitute an agreement by CPB to extend funding to any party under this RFP. CPB may, in its sole discretion, elect not to pursue projects under this RFP in any manner.

#### **DEADLINE**

Receipt, via e-mail, at CPB by 5pm ET on Friday, September 22, 2006.

#### **REVIEW AND SELECTION**

The process will begin with CPB staff review, after which applicants may be invited to submit additional detail and to provide content samples, if appropriate. CPB may forward such additional materials to outside experts, who will advise CPB regarding each proposal's merits and consistency with the Request for Proposal. While we seek input and advice, funding decisions are CPB's alone.

#### **OTHER**

Projects selected for funding may receive requests for additional detail, including project timeline and cash flow projections. CPB may ask applicants to work with other individuals or institutions to achieve proposed outcomes. Applicants may neither begin work nor announce funding before a grant document or contract has been executed. When CPB selects a project, CPB will require the applicant to sign a binding CPB grant document or contract containing terms acceptable to CPB. Until a grant document or contract is signed by both the applicant and CPB, CPB makes no express or implied commitment to support a project financially. CPB cannot authorize applicants to commence work on a project until the grant document or contract is fully executed. If an applicant opts to commence work, it will be at the applicant's own financial risk, and CPB will not reimburse any expenses if CPB elects not to enter into a contractual relationship with the Applicant. No oral or written statements other than the signed, written grant document or contract will govern or modify the relationship. Those receiving funds from CPB must be able to comply with a number of requirements that will be included in the operative agreement. All Applicants are advised to familiarize themselves with these [Grant Requirements](#) before applying.

## QUESTIONS AND RESPONSES

Thank you to everyone who sent questions. Below you will find a summary of the relevant questions we received and our answers to those questions. If you need further clarification or had a question that is not answered below, please contact Lynn Chadwick at the above contact information.

### Project Background

**1. *What was the institutional mandate that identified rationale for the Digital Broadcast Technology Market Analysis RFP?***

Early this year, the Digital Consultation Panel met in Washington, DC to recommend allocation of the FY 2006 CPB Digital Appropriation. The Digital Consultation Panel consisted of a diverse set of representatives from various public television stations throughout the country. Given the uncertainty posed by the digital age, the panel recommended that CPB conduct research to better inform current and future investments. In accordance with the Panel's recommendation, CPB released the Digital Broadcast Technology Market Analysis RFP.

**2. *Can you describe the current state of public broadcasting's transition from analog to digital broadcasting?***

As of July 2006, approximately 93% of public television stations are DTV active. The remaining 7% are expected to become DTV active by the February 2009 deadline. Assuming that this deadline remains in place, the use of the analog spectrum for public broadcasting purposes is scheduled to be discontinued by February 2009.

**3. *How is the digital broadcast spectrum currently being utilized by public broadcasting?***

Stations across the system are currently making individual choices about how best to use their digital spectrum to serve their local communities. Some uses being explored today are multicasting, HD, and datacasting.

**4. *Can you provide further information about existing or planned launch of programming services in wireless; broadband internet; IPTV or other alternate distribution platforms?***

Existing or planned launch of programming services varies by public television station.

**5. *Can you describe ways in which CPB has supported the move to digital broadcasting (TV and radio) in the past, particularly as regards to the funding of initiatives; the deployment/implementation of new technologies, platforms; and the development of new business and operating models? What challenges were encountered?***

CPB has provided funding to assist public television and radio stations, regardless of their location or size, in the transition to digital broadcasting. The majority of this funding to date has been to support infrastructure investments so that all television stations in the system will be prepared for the federally mandated digital transition in 2009. Given limited funding, the primary challenge has been to ensure that funds are allocated appropriately to public broadcasting's diverse set of stations. CPB is currently investigating the deployment/implementation of new technologies, platforms, and the development of new business and operating models and is hoping that the RFP results can provide more answers.

**6. *To what extent has CPB embraced digital content management and in what ways does CPB share content across platforms and mediums?***

CPB recognizes the importance of this area and efforts are currently underway both at CPB as well as other organizations across the public broadcasting system to further investigate the most effective uses of digital content management.

**7. What is the current set of services provided to educational institutions?**

These services vary widely across the country. One of the goals of this project is to assess current services.

**8. What role do stations play in planning and adopting new technology platforms? Are there mandatory standards, planned mandatory standards, or is it a decentralized environment?**

The station's role in planning and adopting new technology platforms varies by platform. The transition to digital broadcasting was federally mandated and as such, stations are required to transition to this new technology.. Other platforms, such as the use of iPods, are implemented on a station by station basis.

### Project Objectives

**9. The RFP places emphasis on “..the goal of identifying successful business models..” product development plans so is it correct to characterize this effort as primarily a Strategic Planning exercise, (“Which products and services should I offer my viewers?”) as opposed to a Technology Strategy (“Which gear should I buy?”); Technology Implementation (“How do I put together this gear that I have bought?”) or Operations (“How do I make things work better?”) project?**

All questions mentioned above remain key issues to be explored. Given the strengths of an individual applicant, you may chose to focus more on some areas than others. We are interested in receiving proposals that tackle any or all of these elements.

**10. The RFP asks “what is the lifespan of this project?”. Does this refer to the project being discussed or the potential project recommendations coming out of the study?**

The RFP refers to the project recommendations coming out of the study.

**11. Responses can be derived primarily from user studies of and experiences with actual prototypes and deployments of technologies that address the subject space, or primarily from market analysis studies. Which of these approaches best fits what CPB is looking for?**

Both studies are applicable.

### Project Scope; Definition of Terms

**12. Can you define in more detail what you include in your usage of the following terms?**

**- “Digital Infrastructure”**

“Digital infrastructure” refers to the technology, equipment, hardware, software, and operating systems required for digital broadcast..

**- “New delivery platforms and/or devices” (Particularly with regards to devices, are you referring to consumer-facing devices (set-top boxes, cell phones) or production and operations infrastructure?**

“New delivery platforms and/or devices” is referring to consumer-facing devices (set-top boxes, cell phones).

**13. Organizational Scope: Which public broadcasting entities are within the scope of this analysis?**

**- Television: the PBS Network and/or individual member stations?**

**- Radio: the NPR network and/or individual member stations?**

**- CPB itself?**

The scope of this analysis includes public television stations, regardless of PBS membership.

**14. Does the scope for “positive examples (of digital broadcasting) in the system” include international examples in both public and commercial broadcasting?**

Yes. The scope includes international examples in both public and commercial broadcasting.

**15. Is the main focus for this proposal education? At some points, there is emphasis on the education aspects, while in others, the focus is on the mission/business of public broadcasting.**

The main focus is education, which is part of CPB’s mission – “to be accountable to the public for investing its funds in programs and services which are educational, innovative, locally relevant, and reflective of America’s common values and cultural diversity.”

**16. When referring to “your customer” is it intended to mean end users (viewers and listeners) or your affiliated organizations, such as PBS and NPR?**

The customer is intended to mean viewers, stations and educators. PBS is a stakeholder, but not a customer. Radio is outside the scope of the RFP.

**17. What is the forecast horizon for this market analysis as it relates to emerging technologies/platforms/devices/business models in the market place as well as recommended solutions?**

The forecast horizon is five to ten years.

#### **Project Approach, Activities, Deliverables, Timeline**

**18. Does CPB anticipate participating in the adviser’s decision-making process to narrow the “long list” of marketplace opportunity options/scenarios (described in deliverable 1.d) down to the “short list” of three “best choice” options (described in deliverable 1.e)?**

Yes, CPB, in consultation with a station advisory panel, will be participating in the process of narrowing down the “long list” to the “short list” of three “best choice” options.

**19. Similarly, does CPB anticipate making an active “GO/NO GO” decision on each of the three “best choice” options before commissioning the Product Development Plans?**

Yes. CPB, in consultation with a station advisory panel, will make a “GO/NO GO” decision on each of the three “best choice” options before commissioning the Product Development Plans.

#### **Project Budget**

**20. Does CPB have a budget approved for this project, and if so, what is the level of funding?**

CPB has an approved budget for the project, but is looking for the proposals to help us assess the appropriate level of funding.

#### **Application Procedures & Other**

**21. Can you provide some indication of the number and duration of site visits (for example, to significant local public broadcasting stations or operations not located in the Washington, DC area, or to commercial broadcasting outfits) that are anticipated or required?**

A minimum of five to ten station visits are anticipated, but not required.

**22. There appear to be two main types of deliverables, Market Analysis and Product Development plans. These typically come from different types of organizations. Is CPB willing to consider pairing of vendors (Market Analysis and Product Development) to fulfill the project or is the desire to award the project to one entity?**

CPB is willing to consider pairing of vendors.

## **Implementation of Project Recommendations**

***23. How does the CPB plan to implement the project recommendations?***

Implementation of project recommendations will vary based on the RFP deliverables.

***24. Is implementation within the project's scope?***

Implementation is not within the project's scope.