Good Morning
culture eats strategy for breakfast
We reach 97% of the UK
Who spend on average almost 19 hours a week with the BBC
And BBC content is chosen 185 million times a day
And really complex
It took **75 years** for the telephone to connect 50 million people

It took radio **38 years** to reach 50 million listeners

It took TV **13 years** to reach 50 million viewers

It took the internet **4 years** to reach 50 million users

iPod reached 50 million users in **3 years**

Angry Birds Space app hit 50 million downloads in **35 days**
Hours per head per week

- Born in 1980 (Now age 34)
- Born in 1985 (Now age 29)
- Born in 1990 (Now age 24)
- Born in 1995 (Now age 19)
- Born in 2000 (Now age 14)
- Born in 2005 (Now age 9)

All data points are based on BARB Q4 1995 to Q4 2014 (Q4 2009 (exc. Wk 53). Total Television, whole day. Mon-Sun. Source: BARB/TRP
Calais Migrants: What's it like in the "Jungle"? (360 video) BBC News
by BBC News
2 months ago • 32,934 views
Stand at the roadside as migrants cut their way into lorries. Explore the Calais "Jungle" migrant camp and join migrants cooking ...

Calais: Migrant climbs into lorry (360 video) - BBC News
by BBC News
5 months ago • 14,888 views
BBC News filmed in 360 as migrants in Calais stopped a lorry and climbed into it. Keep your eye on the blue lorry. Down the bank ...

Seeking Home: Life inside the Calais Migrant Camp 360 Video
by AP Digital Products
3 weeks ago • 11,004 views
This 360-degree, virtual reality video documents the camp in northern France where migrants and refugees hope to make it ...
Strictly Pros perform 360 degree dance to Rihanna's Only Girl in The World - Strictly 2015
There's no business like blow business.

NARCOS

A Netflix Original Series
We see our challenge as finding ways to make sense of all of this. To communicate it and to use it to inspire and shape what we do.
TRUST is the foundation of the BBC, we are independent, impartial and

AUDIENCES are at the heart of everything we do

We take pride in delivering QUALITY and value for money.

CREATIVITY is the lifeblood of our organisation.

We RESPECT each other and celebrate our diversity so that everyone can give

great things happen when we WORK TOGETHER.

FOR INFORMATION IN AN EMERGENCY

Ceefax. Page 159
BBC Text. see Help menu

Telephone 0800 0688 159
BBC1: www.bbc.co.uk/159
BBC2: www.bbc.co.uk/2

The property of the BBC. If found please post (no stamp required) to:

159
STUDIO 159
10 LONDON ROAD
COVENT GARDEN
LONDON WC2 78R
Who we work with

Channel Controllers
Product Leads & Developers
Commissioners
Development Teams
Schedulers
Executive Producers
Marketing
Directors of Division
Strategy teams
Content-makers
Research and Development
Typical questions…

Who was watching?
How should our content offer evolve?
How do we create impact with this genre?

Why didn’t that programme land well with audiences?
What should the BBC be offering in this area?

How can we save money and still deliver to our objectives?
How have other channels been doing?
How are non traditional competitors affecting media behaviour?

How can we get more kids into coding?
What audiences should we target with our marketing?
But it’s not just about the big numbers...
Doing the actual research and planning work is just half the challenge.
We do need to do something significant due to the size of the opportunity...

We would need to reach an extra 880,000 women aged 16-34 every week to bring our reach in-line with their male counterparts.

*1%pt increase = 80k users
A non-traditional approach
A non-traditional approach

A study of digital ‘genres’ revealed content’s emotional role:

Vs.

cute
win
fail
omg-wtf
lol
moving

The way women are portrayed in society is changing

From: To:
unequal / passive → equal / assertive
demure → authentic
superficial → substantial
Traditional, conformist roles → Individual, self-defined roles
Moving into action

How the briefs stack up against these ‘gaps’:

<table>
<thead>
<tr>
<th>Brief:</th>
<th>Demog.</th>
<th>Needs</th>
<th>Behaviour</th>
<th>Genre / format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active &amp; fulfilling lives</td>
<td>Older</td>
<td>Empower, manage</td>
<td>Self-marketing services with intent</td>
<td>Health, culture</td>
</tr>
<tr>
<td>The lighterside</td>
<td>Younger, Female, C2DE</td>
<td>Relax, stimulate</td>
<td>Immediate, visual, short form</td>
<td>Comedy, lifestyle</td>
</tr>
<tr>
<td>Rhythm &amp; mood</td>
<td>Older, C2DE</td>
<td>Relax, stimulate, nurture</td>
<td>Morning, occasion</td>
<td>Format, tone, talent</td>
</tr>
<tr>
<td>Do make share</td>
<td>Younger, C2DE</td>
<td>Connect, empower</td>
<td>Co-creation, sharing, propaganda</td>
<td>Culture, comedy, format</td>
</tr>
<tr>
<td>Me we us</td>
<td>Younger</td>
<td>Connect, empower</td>
<td>Participation, sharing, co-creation</td>
<td>Culture, narrative, tone</td>
</tr>
</tbody>
</table>

From this we’ve set 4 creative challenges:

Brief 1: Little stories about me
Brief 2: Feeling your way
Brief 3: Personal, not just personalised
Brief 4: The future is female
With money!

Creators from across the BBC worked with CANOE insights...
Testing and evolution ....
Future of TV formats
Digital behaviours and future formats

What should BBC television look like in the future?

What will we make?
   (the content strategy)
How will we work?
   (the ‘operating model’)

Series of experimental ‘pilots’

We re-framed this question...

“What is the BBC going to be best in the world at in 10 years’ time?”

digital | video-based storytelling | participation
What did we come up with, and what did it do?

6 x ‘video + digital behaviours’ formats

- micro video
- Short-form video
- UGC video
- reactive video
- interactive video
- 360 video

---

<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Total UK pop.</th>
<th>Demog. skew</th>
<th>Growth momentum</th>
<th>Relevance</th>
<th>Robustness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consuming on Demand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td>85% universal</td>
<td>flat</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Communicating frequently</td>
<td>?</td>
<td>?</td>
<td>?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publishing, distributing, endorsing</td>
<td>?</td>
<td>growing</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Documenting experience</td>
<td>?</td>
<td>?</td>
<td>?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interacting, participating &amp; playing</td>
<td>85%</td>
<td>growing fast (16-24)</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Personalising &amp; curating</td>
<td>?</td>
<td>?</td>
<td>?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The brief that TV ‘pilots’ are working with:

<table>
<thead>
<tr>
<th>v. brief description of Audiences</th>
<th>16-20</th>
<th>21-34</th>
<th>35-44</th>
<th>45-54+</th>
</tr>
</thead>
<tbody>
<tr>
<td>male female</td>
<td>no children male female</td>
<td>with children male female</td>
<td>no children male female</td>
<td>with children male female</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Genres</th>
<th>v. focussed (e.g. astronomy)</th>
<th>v. broad (e.g. food)</th>
<th>blended (e.g. comedy meets science)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Examples of what we can make</th>
<th>Super short / Micro video for SMS or SM distribution</th>
<th>Fast Turnaround Video Production</th>
<th>Curated UGC Video</th>
<th>Immersive 360 Video</th>
<th>Interactive Video</th>
<th>Short Form</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Digital Behaviours</th>
<th>publishing, distributing, endorsing</th>
<th>communicating frequently</th>
<th>personalising and curating</th>
<th>interacting, participating &amp; playing</th>
<th>documenting and creating</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Digital ‘genres’</th>
<th>Cute</th>
<th>Win</th>
<th>Fail</th>
<th>LOL</th>
<th>OMG / WTF</th>
<th>Moving</th>
<th>Life-hack (learning)</th>
<th>Interesting / watercooler</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Also important to think about...</th>
<th>can this approach/format work in other genres?</th>
<th>can this approach/format work for other audiences?</th>
<th>can we re-use this format?</th>
</tr>
</thead>
</table>
Our aim

Reinforce or recalibrate the nation's experience of and relationship with Shakespeare.

Creating real impact and presence around Shakespeare 2016

Audiences engage in new and different ways with Shakespeare, creating an empowering legacy that audiences warmly attribute to the BBC.

Understanding the audience context around Shakespeare

Audiences love great stories

Through Hollywood and TV, audiences understand that Shakespeare is a wellspring of great story source material, and they're often fascinated by the mystery of the man.

Audiences recognise Shakespeare's significance.

Shakespeare has a strong appeal for audiences. There is dignity in his place in the world.

But, we create barriers between audiences and Shakespeare by treating him and his work as subject matter to be examined and understood -- something best done by experts and enjoyed by a cultured minority.

The BBC is traditionally known for being good at this kind of approach

Making Shakespeare Irresistible

What: Provide enjoyable experiences in and of Shakespeare

Why: Through pleasure comes reassessment, revelation and reinvention

How: Re-energised and unmediated immersions in Shakespeare
Learning’s draft strategy for Shakespeare 2016

Make Shakespeare Irresistible

Triggering new, happy associations with Shakespeare that continue to resonate in people’s minds and create confidence to explore further.

Audiences are truly empowered towards a Life Full of Learning

Audiences engage in new and different ways with Shakespeare, creating an empowering legacy that audiences warmly attribute to the BBC.

Idea template

In 2016, BBC Learning will make Shakespeare irresistible for

by

This meets the

The idea in more detail:

Potential partners might be

We’re after quantity not quality at this stage. Try to be ambitious.

It’s help. Imagine you work for an organisation other than the BBC. What would Channel 4 do? What would the Daily Mail do? What would people do? What would Coca-Cola do?

Nominate someone in your group to write your long list up on a flip chart.

Your task: Come up with a long list of potential ideas to meet your brief

Shakespearean Mystery + ‘Reward me’ = ?
BRITISH BOLD CREATIVE

The BBC's programmes and services in the next Charter.
Our north stars

Universal human needs will continue to drive behaviour

We are inherently social

We look for ways to put structure in our lives

We look for pleasure and usually see media as a leisure activity

We meet these needs in the easiest way to get what we want
Thanks
Questions?