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 Big

And BBC content is chosen 185 million times a day

07:45

BBC RADIO

12.7m

start the day with *BBC Radio*

08:00

500,000

browsers check the *BBC Weather and Travel* site

08:15

BBC BREAKFAST

3.8m

watch *BBC Breakfast*

09:00

BBC ONLINE

1.9m

browsers access *BBC Online*

09:15-12:00

BBC RADIO 2

5.1m

listen to *BBC Radio 2*

13:00

BBC ONLINE

2.0m browsers access *BBC Online*

3.3m watch the *BBC One o'clock News*

15:45

cbbc

On weekday afternoons:
500,000 watch *CBBC*

On Saturday pm in the football season:
2.8m listen to *5Live or BBC Local Radio*;
1.4m browsers check BBC Sport site

17:00

BBC RADIO

7.0m

listen to *BBC Radio Drivetime*

17:15

POINTLESS

3.5m

watch *Pointless* on *BBC One*

18:00

6.0m

watch the *BBC Six o'clock News*

18:30

LOOK NORTH

6.9m

watch *BBC Regional News*

18:45

CBeebies

600,000

get ready for bed with *CBeebies Bedtime Hour*

19:00

The Archers

1.2m

tune into *The Archers* on *Radio 4*

19:30-22:00

BBC

16.6m

turn on to *BBC TV*

22:00

6.3m

watch the *BBC Ten o'clock News*

23:00

BBC iPlayer

500,000

BBC iPlayer requests

z z z z

308m global audience

And really complex

The Masterbrand

Our service brands

Our content brands

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**

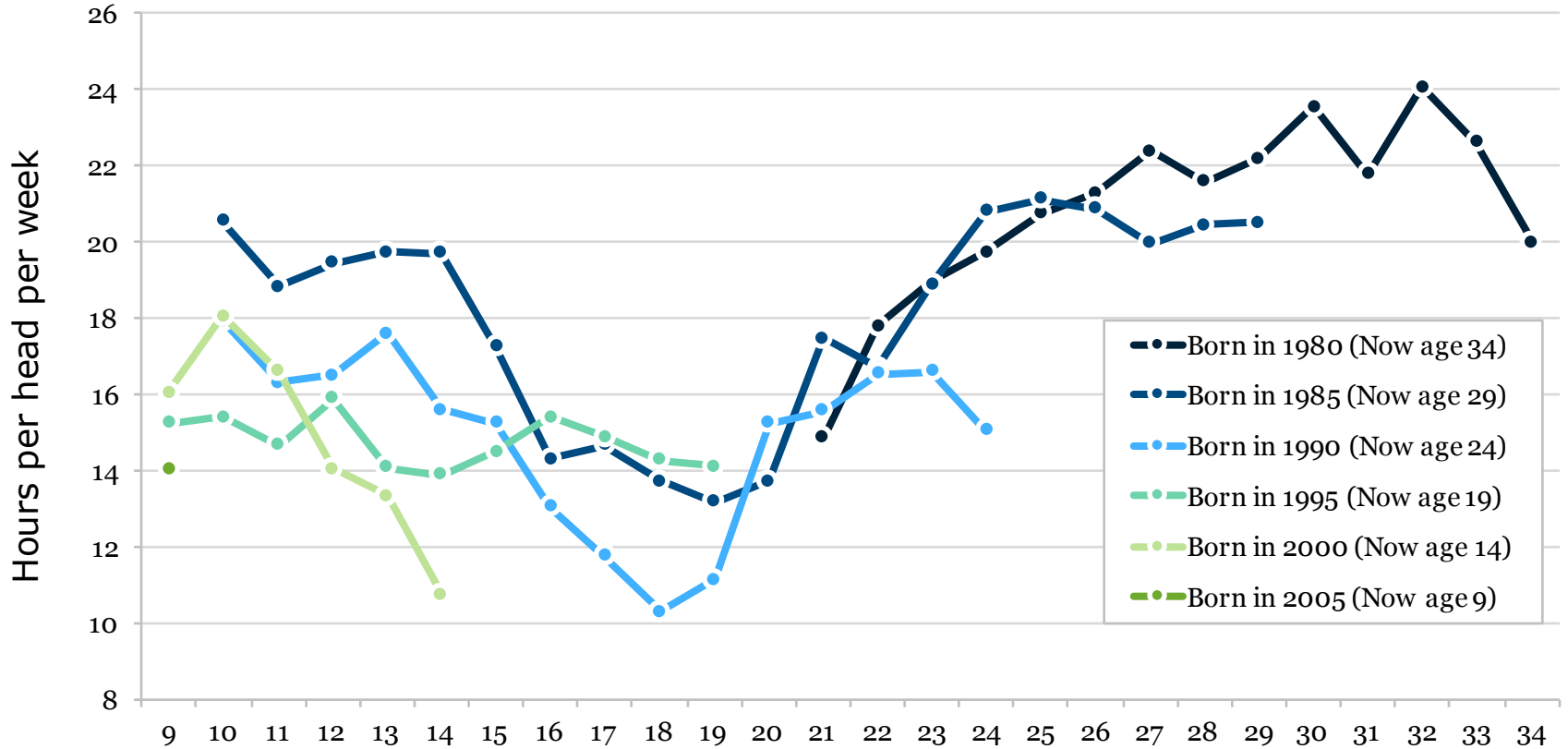Angry Birds Space app hit 50 million downloads in **35 days**

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 ...

HD 360°

6:04

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 ...

HD 360°

WATCHED **1:12**

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 ...

4K 360°

5:35

1:38 / 3:16

Strictly Pros perform 360 degree dance to Rihanna's Only Girl in The World - Strictly 2015

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.

BBC VALUES

- **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 their best.
- We are one BBC; great things happen when we **WORK TOGETHER**.

FOR INFORMATION IN AN EMERGENCY

Telephone: 0800 0688 159
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UX

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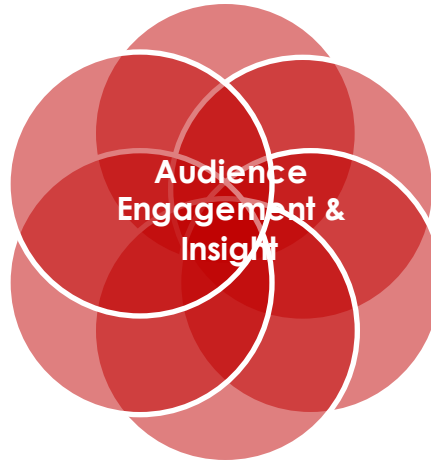
Who we work with

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...

Reach

Impact

Quality

Value

Doing the actual research and planning work is just half the challenge

Casting — Decision-Makers *and* Makers
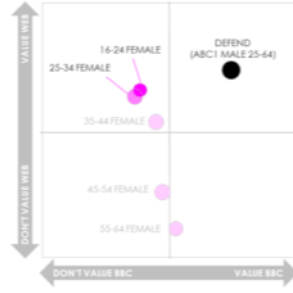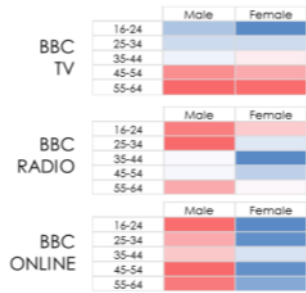
Timing — Key Moments *and* Continual Influence

Approach — Partner *and* Provider

Slide 1: Why women 16-34?

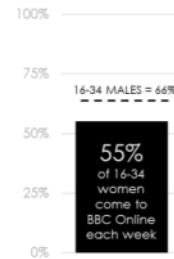AVERAGE WEEKLY REACH AMONGST USERS OF EACH MEDIUM (JUN-AUG 2014)

BBC TV / BBC RADIO / BBC ONLINE — Male / Female by age groups: 16-24, 25-34, 35-44, 45-54, 55-64

Quadrant chart: VALUE WEB / DON'T VALUE WEB (vertical), DON'T VALUE BBC / VALUE BBC (horizontal)
16-24 FEMALE, 25-34 FEMALE, 35-44 FEMALE, 45-54 FEMALE, 55-64 FEMALE, DEFEND (ABC1 MALE 25-64)

Slide 2: We do need to do something significant due to the size of the opportunity …

AVERAGE WEEKLY REACH AMONGST 16-34 FEMALES

16-34 MALES = 66%
55% of 16-34 women come to BBC Online each week

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

AVERAGE WEEKLY REACH AMONGST 16-34 FEMALES

NETFLIX — 870k
Spotify — 725k
Pinterest — 640k
tumblr. — 560k
asos — 462k

C . A . N . O . E

A non-traditional approach

INSIGHT &
ANALYSIS

AUDIENCE PERCEPTIONS
OF BBC ONLINE

DIGITAL NEEDS
ETHNOGRAPHY & QUANT

DIGITAL GENRE
SEMIOTICS

MARKET TRENDS

MARKET SIZING &
BEHAVIOURAL ANALYSIS

CODES OF DIGITAL
ENGAGEMENT SEMIOTICS

EXPERT INTERVIEWS &
SEMIOTICS OF FEMALE
EDITORIAL TRENDS

TOUCHPOINTS, BARB,
DAX, NEWSWHIP, CMI

A non-traditional approach

INSIGHT &
ANALYSIS

Moving into action

INSIGHT & ANALYSIS

CREATIVE BRIEFS

How the briefs stack up against these 'gaps':

Brief:	Demog.	Needs	Behaviour	Genre / format
Active & fulfilling lives	Older	Empower, manage	Self-tracking, services with intent	Health, culture
The lighter side	Younger, Female, C2DE	Relax, stimulate	Immediate, visual, short form	Comedy, lifestyle
Rhythm & mood	Older, C2DE	Relax, stimulate, reassure	Morning occasion	Format, tone, talent
Do make share	Younger, C2DE	Connect, empower	Co-creation, sharing, participation	Culture, comedy, format
Me we us	Younger	Connect empower	Participation, sharing, co-creation	Culture, review, tone

Add in reference/source here

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From this we've set 4 creative challenges

Brief 1: Little stories about me

Brief 2: Feeling your way
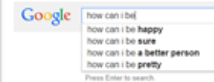
Brief 3: Personal, not just personalised

Brief 4: The future is female

With money!

INSIGHT & ANALYSIS

CREATIVE BRIEFS

Online Challenge
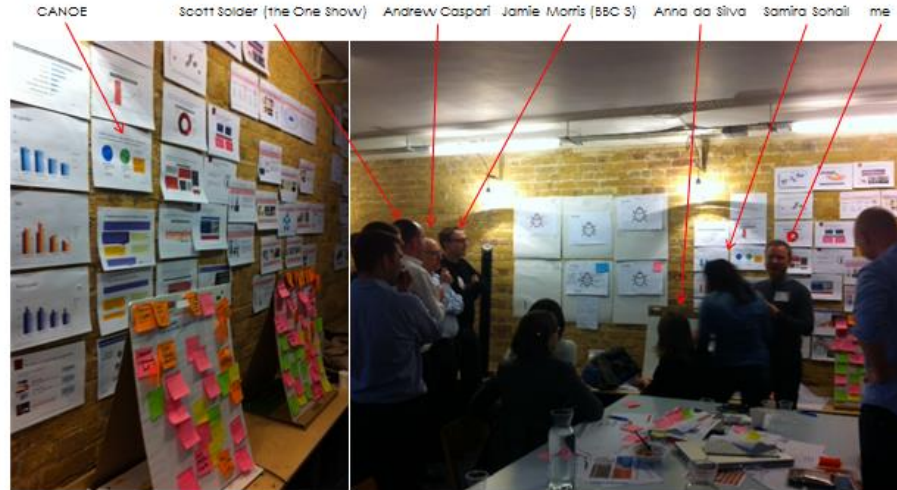
Creators from across the BBC worked with CANOE insights...

Testing and evolution ....

| INSIGHT & ANALYSIS | CREATIVE BRIEFS | CONNECTED STUDIO | *CONCEPT TESTING & FUNDING* |
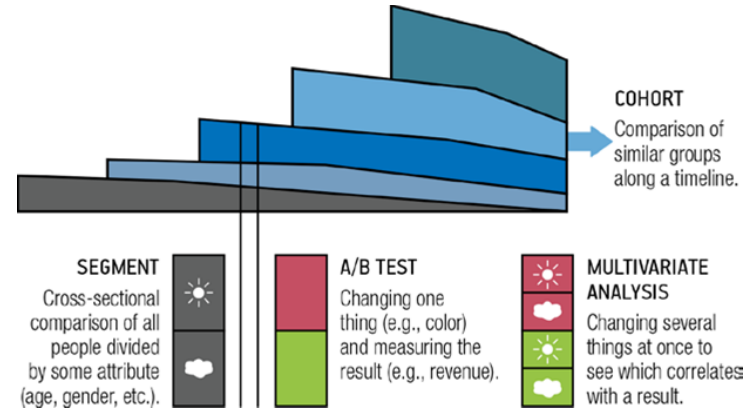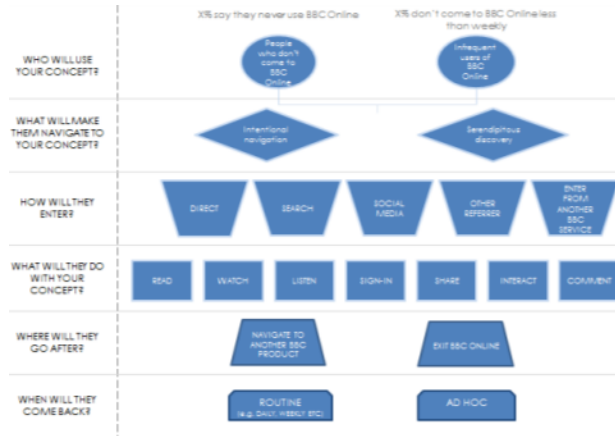
Future of TV formats

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?

Consuming media on-demand · Communicating frequently · Publishing, distributing & endorsing · Documenting experience · Interacting, participating & playing · Personalising & curating

6 x 'video + digital behaviours' formats

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

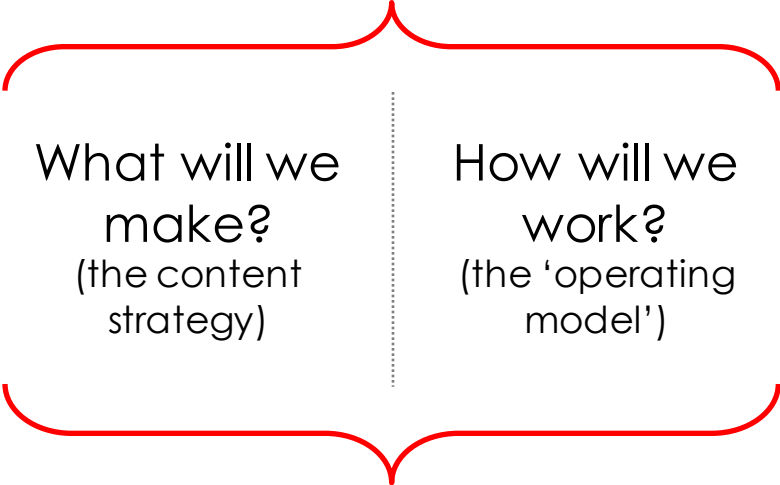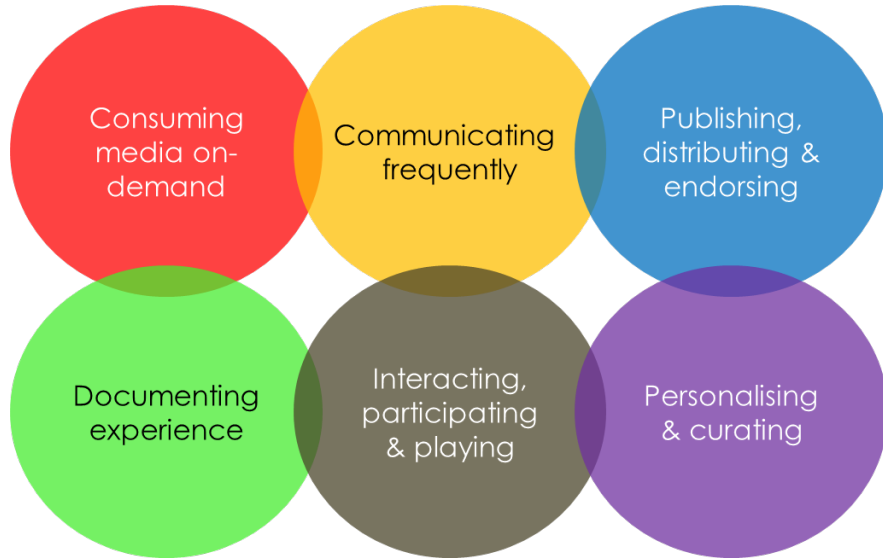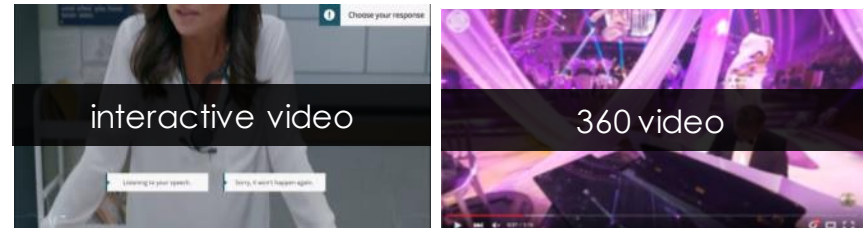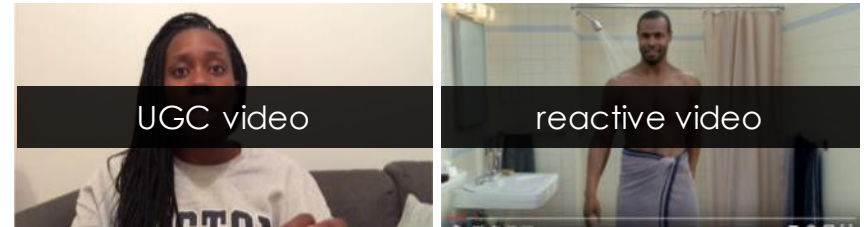| Behaviour	Total UK pop.	Demog. skew	Growth momentum	Relevance	Robustness
Consuming on Demand	?	?	?	?	?
Text	85%	universal	flat	8	8
Audio	20%	16-24	growing	8	8
Video	37%	16-44	growing fast (16-24)	8	8
Communicating frequently	72%*	16-44	growing fast	9	6
Publishing, distributing, endorsing	68%	16-44 (female)	growing	9	8
Documenting experience	48%	16-54	growing fast	5	5
Interacting, participating & playing	44%	16-64 (25% of 55-64s)	growing	5	5
Personalising & curating	59%*	16-54	growing (faster amongst older)	4	3

The brief that TV 'pilots' are working with:

Project KING digital experiment brief "bingo card"																				

v. brief description of Audiences	16-20		21-34				35-44				45-54+			
			no children		with children		no children		with children		no children		with children	
	male	female	male	female	male	female	male	female	male	female	male	female	male	female

Genres	v. focussed (e.g. astronomy)	v. broad (e.g. food)	blended (e.g. comedy meets science)

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

Digital Behaviours	publishing, distributing, endorsing	communicating frequently	personalising and curating	interacting, participating & playing	documenting and creating

Digital 'genres'	Cute	Win	Fail	LOL	OMG / WTF	Moving	Life-hack (learning)	Interesting / watercooler

Also important to think about…	can this approach/format work in other genres?	can this approach/format work for other audiences?	can we re-use this format?

Shakespeare 2016

Our aim

is to

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

by

Creating real impact and presence around Shakespeare 2016

so that

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 as 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 stamp of quality for audiences. There is pride 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 ~~good~~ ...ood at this kind of approach

...**thing different***

* More on this in the appendix

BB**C** | Marketing & Audiences

The BBC's overarching ambition for Shakespeare 2016:

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

BB**C** | Marketing & Audiences

Learning's draft strategy for Shakespeare 2016

is to

Make Shakespeare Irresistible

by

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

so that

Audiences are truly empowered towards a Life Full of Learning

meaning that

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

Slide 22

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Idea template

In 2016, BBC Learning will make Shakespeare irresistible for _____

by _____

_____ meets the _____

This _____

The idea in more detail:

Potential partners might _____
And we could work w_____

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

To help you along – You will have print outs of the creative themes, and Shakespeare themes and a set of 'audience pleas' for your audience target to inspire you. eg:

Physical
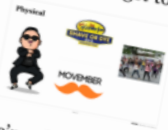
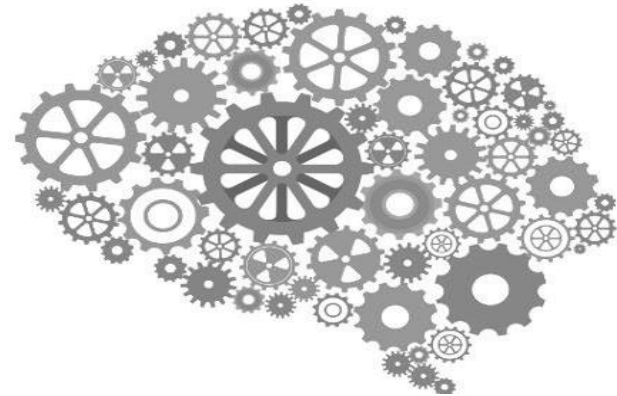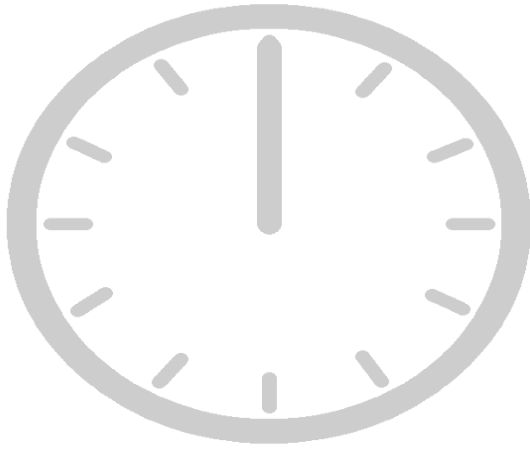+ Shakespearean Mystery + 'Reward me' = ?

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

If it helps, imagine you work for an organisation other than the BBC. What would Channel 4 do? What would google do? What would Coke do?
Nominate someone in your group to write your long list up on a flip chart

BBC | Marketing & Audiences

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?