

# TURBOCHARGING MARKETING WITH BRAND LAB AND INSIGHT

BBC WORLDWIDE

## EXEC SUMMARY

The BBC's news services [reached an amazing 265 million people per week](#) around the world in early 2014, but our ambition is for the BBC overall to reach 500 million. How can BBC Worldwide leverage our huge portfolio of non-news genres to help achieve this?

It was clear that we needed to turbo-charge our marketing capability to be more consumer-focused and insights-driven. But, in a global business that's multi-genre and with many routes to the consumer (online services, owned channels, sales to partner channels, digital distribution, ...) that required building capabilities in lots of people in lots of teams in lots of departments in lots of countries.

At the core a capability-building program called Brand Lab brought together experts, case studies, masterclasses and tools to grow the skills needed to build consumer-led brands. And at the core of that, was a transformed insight capability with huge research, machine learning of emotions and custom-designed data visualization focused on growing capability in more than 27 countries. This turbo-charged our brand planning, marketing, sales and other activities. From the grassroots to the boardroom.

For example, we used these tools to quickly understand that drama, natural history and factual entertainment offered the biggest growth opportunities and to create, refine and build corresponding consumer-facing brands and services.

We're one year in and there is a long journey still to take, but early results are very encouraging. In the first six months, an additional 22 percent of staff in key BBC Worldwide departments around the world said that Insight had helped them do their jobs. BBC First successfully launched in Australia and BBC Brit plus BBC Earth successfully launched in Poland. We have more than doubled the value of some important sales deals. And we've grown established brands like Top Gear and Doctor Who.

Word count: 298 words

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*Note: Items in [square brackets] are sensitive and for the eyes of judges only please*

## THE OPPORTUNITY

The BBC's global news services [reached an amazing 265 million people per week](#) around the world in 2014. But we have an ambition to build on that strength and for the BBC overall [to reach 500 million people](#) per week by 2022.

BBC Worldwide, the main commercial arm and a wholly owned subsidiary of the BBC, had a strong business, but needed to turbo-charge its marketing capabilities if it was to properly leverage its huge portfolio of non-news genres, brands and shows to contribute to this bold growth plan.

We were skilled as a B2B company: distributing our content to other broadcasters, but to achieve this goal, we needed a boost in a range of brand-building skills as well as being more consumer-focused and insights-driven. We needed to better identify, prioritise and deliver against specific consumer opportunities brand-by-brand and country-by-country. But, in a business with over 40 channels alongside sales and distribution alongside digital services in 123 territories ... that required developing a brand-building, insight-driven marketing capability in a lot of teams in a lot of departments in a lot of countries to make better consumer-driven decisions. In insight, for example, no single team could generate the insights required to power all those business decisions. And in brand-building capabilities more broadly, training any one function in using insight would improve only a small part of the overall performance.

## PART 1: BRAND LAB (from May 7th)

The main vehicle for building capability was Brand Lab, a program to inspire, educate and grow brand-building capability. It launched in May with bold creative work that disrupted people's space.



What followed was a program designed to unite staff in their passion for amazing content, and to help them deliver more of what they are renowned for. Brand Lab is an investment in people, created to enhance capabilities and skills. Designed primarily for the Global Brands, Creative, Marketing and Audiences communities, but reaching much further by being open to all who are keen to learn more about how we can build our brands.

It was as much about tools and tactics as it was about changing our mindset and challenging ourselves: to make time to think, play and feed our curiosity, so we can consistently build brilliant brands that are admired the world over. It consisted of a huge range of activities that reached deeply into and across the organisation:

- TALKS: [REDACTED]
- TRAINING: [REDACTED]
- LIVE FOCUS GROUPS: [REDACTED]
- CREATIVE LEADERSHIP PROGRAM: [REDACTED]
- MASTERCLASSES: [REDACTED]
- BRAND IMMERSIONS: [REDACTED]
- CREATIVE SUMMIT: 2 day programme [REDACTED]
- REGULAR UPDATES to all staff around the world [REDACTED]
- AWARDS for displaying new brand-building skills [REDACTED]
- TOOLS [REDACTED]
- ONLINE: [REDACTED]

## PART 2: INSIGHT

Building brilliant brands all starts with understanding our fans and giving them more of what they want. This means expanding our knowledge, honing our skills and looking ahead. And it meant transforming our consumer insight capability and empowering people with tools to help them understand and engage with consumers.

Some of the usual tools were designed and used: massive global research (regular research in 27 countries), huge TV ratings databases covering 17 countries and a wealth of data on industry trends. The special part was that we used analytics like machine learning to tease out insights at huge scale, fed the data into highly custom-designed data visualizations provided to staff around the world in custom dashboards that led them step-by-step through the workflows that helped them make the decisions they needed to make.

## INSIGHT TOOLS

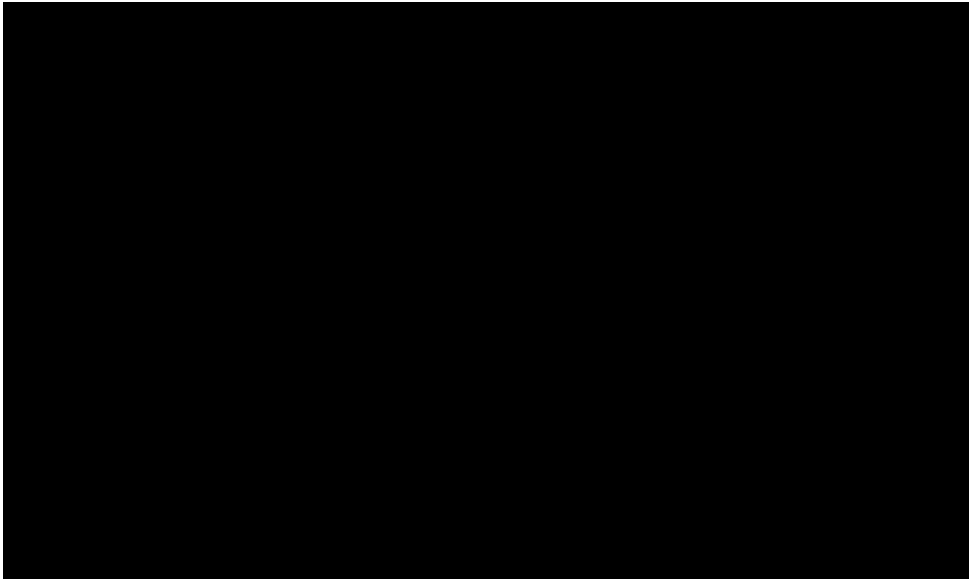
**NEWSLETTERS:** Our weekly InsightThisWeek newsletter (February) [REDACTED] and our monthly Straight Talking reports (October) [REDACTED] are simple tools that put bold insights and therefore power in the hands of people all around the business.

- **InsightThisWeek:** How are our shows really, honestly performing? What are the latest consumer insights from inside BBC worldwide and from the industry more broadly? Want insightful talking points to drop into external conversations? Want to know the latest insight projects you can use to help your brand? It built an 100% organically grown subscriber base of 400 staff (and growing), across both BBC Worldwide as well as other key people in the BBC family (Global News Ltd, World Service and the BBC itself).  
*"I love these weekly emails. Consistently high standard of insight and very well written"*  
- Paul Dempsey, President, Global Markets
- For staff members who like a more considered read we've developed **Straight Talking**. A monthly five minute thought piece, sharing often controversial insight into the hot topics that have an effect on our business. It cuts through the clutter to put our people at the forefront of the topics as well as delivering bold, actionable conclusions. Topics have included Cord Cutting, OTT, Time Shifting, Short Form and Netflix.  
*"Perfectly pitched as an insights piece that really just brought key issues to mind, formatted and chunked key data points associated with them and helped me formulate some big broad conclusions"*  
- Marcus Arthur, President, UK, Australia and New Zealand

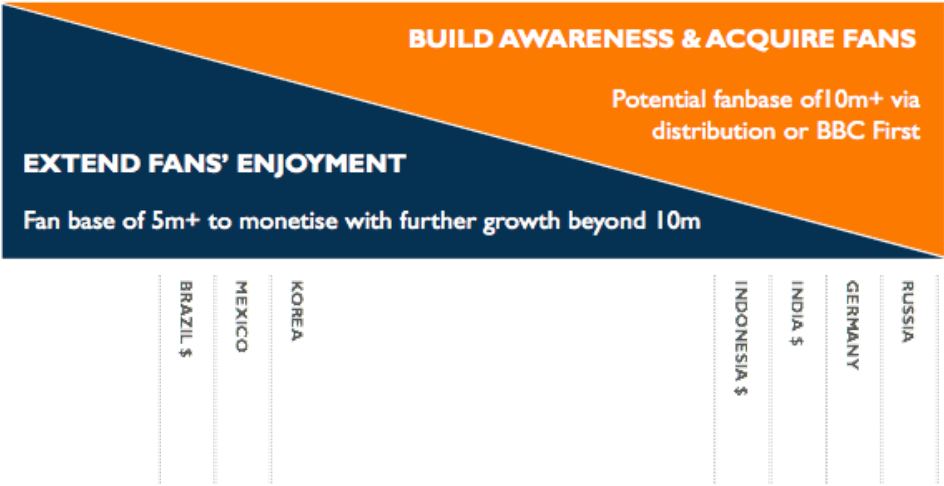


**BRAND OPPORTUNITIES TOOL (May)** helped to not only shape our strategy, but to empower and enable people on the ground in more than 27 countries to plan and deliver against the strategy day-in-day-out. Insight is turbocharging our brand planning, marketing, sales and other activities as a result, and it's doing so from the grassroots to the boardroom:

- Audience: Our worldwide executive team. The tool showed that, [redacted] drama, natural history and factual entertainment offered the biggest growth opportunities around the world. This, alongside the Brand Lab tools, helped us to create, refine and build consumer-facing brands and services against those propositions and refine them after launch (BBC First, BBC Brit and BBC Earth)



- Audience: Global brands and marketing teams. Enabled teams to prioritise which opportunities existed for a brand in which countries. [redacted]

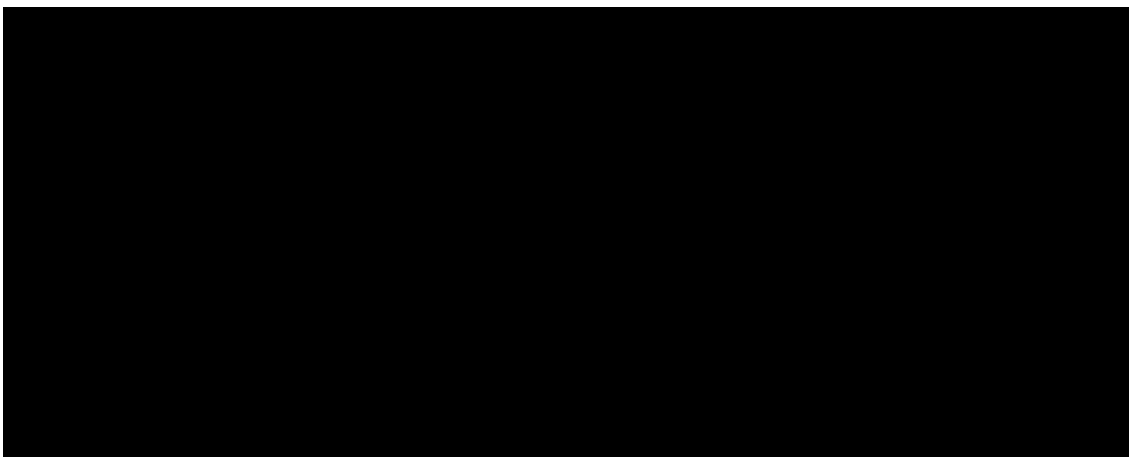


**GLOBAL CONSUMER SEGMENTS** (May) allowed in-country, in-department teams (for example, the consumer products team in the UK) to prioritise the precise type of consumers that were a merchandise opportunity for a specific brand.



**VIDEO OPPORTUNITIES TOOL** (August) helps content, planning and programming teams ...

- Can we better understand a show's potential even before it's launched? *We showed that we could bring a much better understanding in a cost-effective way.*
- Can our audiences' unconscious reactions lead us to creative success? *People often declare an unconditional love for history documentaries when actually contemporary constructive reality 'docs' are their guilty pleasure. We showed how reading emotional engagement gets to the root of consumers' true feelings*
- Our project used both appreciation scores and emotional reactions from massive, global, scalable online surveys and cutting edge machine learning to tackle previously unanswered questions about whether we should commission more episodes of a show, how to determine the types of people we should market the show to, also the scale of the marketing we should put behind each show.
- [REDACTED]
- This truly cutting edge, industry first project won us the Nimbus Ninety [Consumer Insights and Analytics award](#), enjoyed tons of press including [Marketing Magazine](#), got us a [case study on Marketing Society](#) and earned us [prestigious speaking slots](#) at leading conferences



## IMPACT

As a result of the Brand Lab and the Insight toolboxes we build marketing capability not just in a central teams and not just in people who thought of themselves as being in 'Marketing'. We built marketing capability in people of all kinds and in all parts of the business around the world. The tools are truly democratised and live in day-to-day conversations in the corridor as much as they do in meetings and in formal presentations and pitches.

This is bigger impact than building a strong central team of experts. And it was achieved at much lower cost. We have just one and a half people officially devoted to Brand Lab and just ten people devoted to the insight transformation in a business of 1,800 people. With that, we have built capability in many hundreds of people and had an impact with all 1,800.

## KEY RESULTS

We're one year into the transformation and there is a long journey still to take, but early results are very encouraging. In just the first six months, 22 additional percent of staff in key BBC Worldwide departments around the world said that Insight had helped them to do their jobs (e.g. brands team and the global leadership team - the top 100. 80% said this in June vs 58% before transformation).

- **Growing already strong global franchise brands:** Doctor Who's 12 month rolling reach globally was up 17% for 2014 vs 2013. Top Gear's most recent season's reach was up 16% on the previous season and Sherlock up 5% from season two to season three
- **BBC First in Australia:** The most successful non sport channel launch since 2006. On average Foxtel has launch at least 2 new channels a year. In the first 4 months BBC First has reached 43% of Australians and is continuing to grow. BBC First has had a successful sponsorship strategy with a target in year 1 [REDACTED] achieved in 3 months and revenue still growth strong
- **BBC Brit and BBC Earth launches:** The targets we set both channels was to break into their respective top three competitive sets. I am pleased to report that BBC Brit's share put it first amongst its competitive set and BBC Earth was second in its competitive set. The Top Gear Simulcast helped Brit to become the sixth best performing channel overall in Poland (males 16-44) reaching a share of 4.8% (amongst males 16-44). These figures were achieved in the face of tough local competition

