



The Marketing Society Awards

Best Brand Team

Main Entry

1) What was the challenge you faced?

One of the UK's most treasured brands, ITV, has been broadcasting content into our homes since 1955. Streaming some of the most iconic TV moments, from Royal weddings to World Cup nailbiters, we've proudly enriched our audience's lives with great content.

But accelerated by the pandemic, consideration of ITV had been in increasing decline. Known predominantly for live TV with a bolt-on catch-up offering, our streaming competitors were rapidly outweighing us with their depth of content and quality of product. **ITV Hub was becoming increasingly not fit for purpose, and our audiences weren't shy in telling us so.**

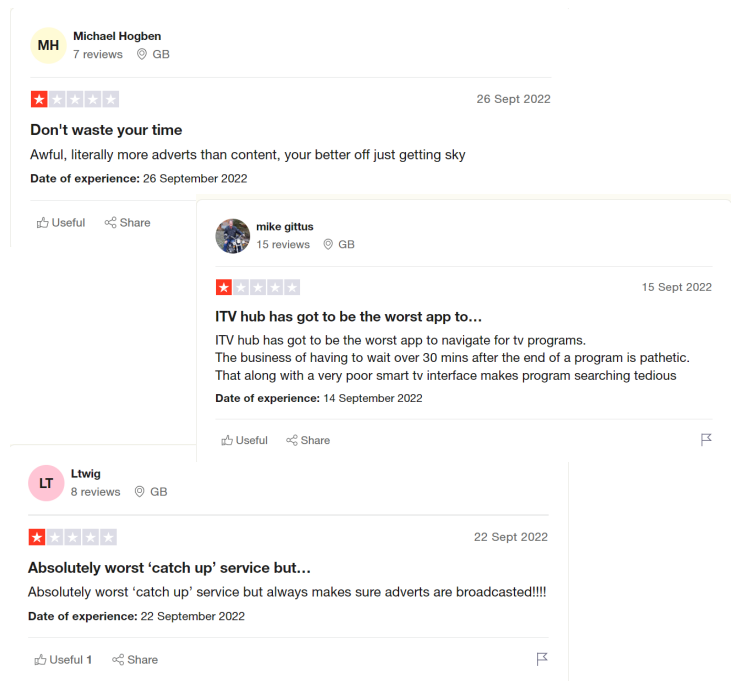
ITV needed to change dramatically just to survive.

As a Marketing Team, there was no escaping the challenge we had on our hands. We were guardians of a brand swiftly losing relevance in the market, and our competitors were trumping us from every angle.

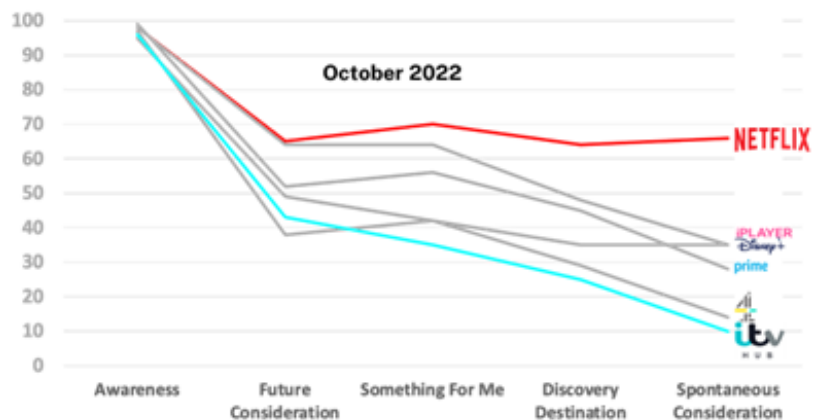
Even our own employees were turning to Netflix for their content needs.

So how do you shift a brand known as a safe-playing catch-up service to an entertainment destination that is the boldest on the market? One that doesn't just put us on the same playing field as the likes of Disney+ and Prime but leapfrogs our competitors.

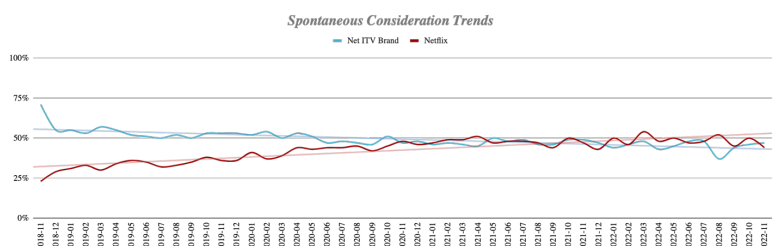
To future-proof the business, we had to overhaul it from the ground up. Our approach? We developed an audience segmentation, proposition, brand and positioning that was so compelling **ITV made their most significant multi-million pound investment in 30 years - the launch of ITVX.**



Viewers are well aware we have a streaming service - our challenge is that we're not considered as a regular destination to discover



ITV has slowly been losing relevance in the market



Across 18 months, the Marketing Team:

1.Undertook rigorous marketing training to support ITV’s most significant launch to date.

To deliver the brand revitalisation, we needed our Marketing Team at the top of their game. Formal marketing training was non-existent, and our employee engagement surveys reaffirmed this. Retention of our talent during this demanding period was integral to the campaign's success whilst also upskilling them to deliver our innovative new vision. We therefore significantly invested in structured marketing training. This included sending **90 employees on Mark Ritson’s Mini MBA in Marketing and implementing our 3% Club - a day a month dedicated to our teams’ career and personal development.**

“One of the main blockers has been about career progression. I've attended 3% club sessions and feel like there are now more opportunities for career progression”.

- EE Survey 2023

2.Commissioned two ground-breaking research studies that pioneered the launch of ITVX

- **Project Savanna:** An extensive research study that incorporated seven insight streams and identified how we would take ITV Hub from a catch-up service to the home of the **freshest content**. Our work not only supported Marketing but championed the wider business - directing individual roadmaps for our developers and content commissioners.
- **An innovative segmentation project:** To give us an unprecedented level of insight into who our audience was, we delivered an innovative segmentation project which combined first and third-party data. Conducted with our data science partner, YouGov, this identified a target market of 23 million people we dubbed “mainstreamers”: a predominantly GenY/Millennial ABC1 audience, familiar with VOD and watching some ITV – but not as much as we thought they could.

The segmentation was recognised in 2022 by the world’s leading research and business intelligence authority, the Market Research Society, **winning Best Application & Impact of Data at the MRS Awards.**

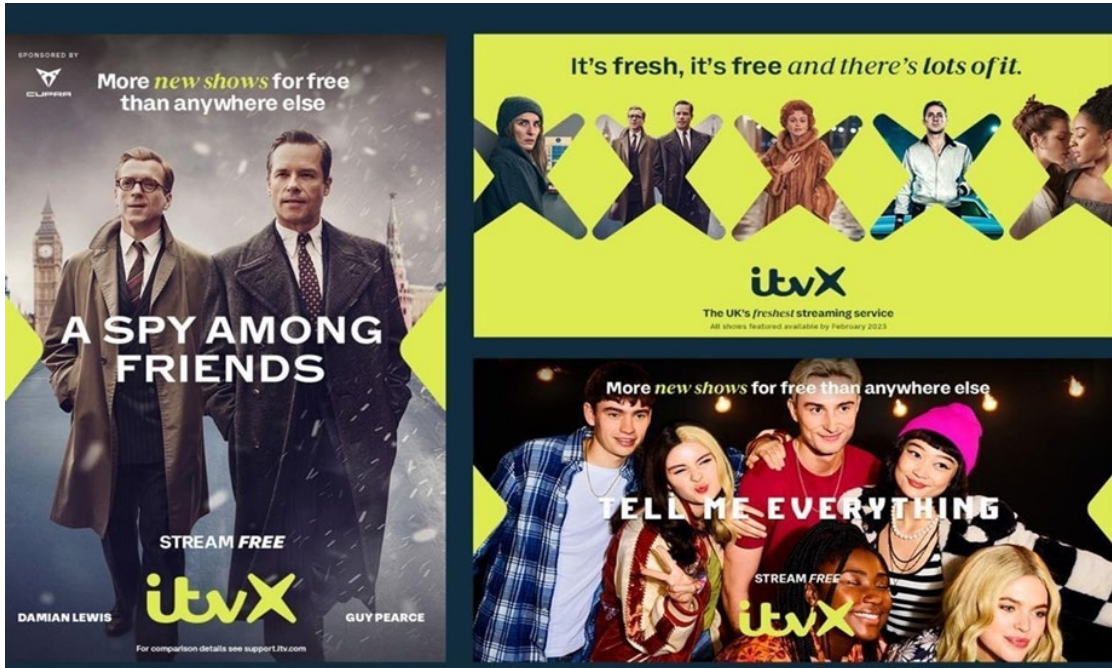
Together, project Savanna and the YouGov segmentation project helped set out the challenges for ITV, made the argument for increased content budget, showed which elements of the product roadmap gave most user value and, most importantly, helped get senior stakeholders across the line and get the ITVX ball rolling.

- Rufus Radcliffe, MD of On Demand, ITV.



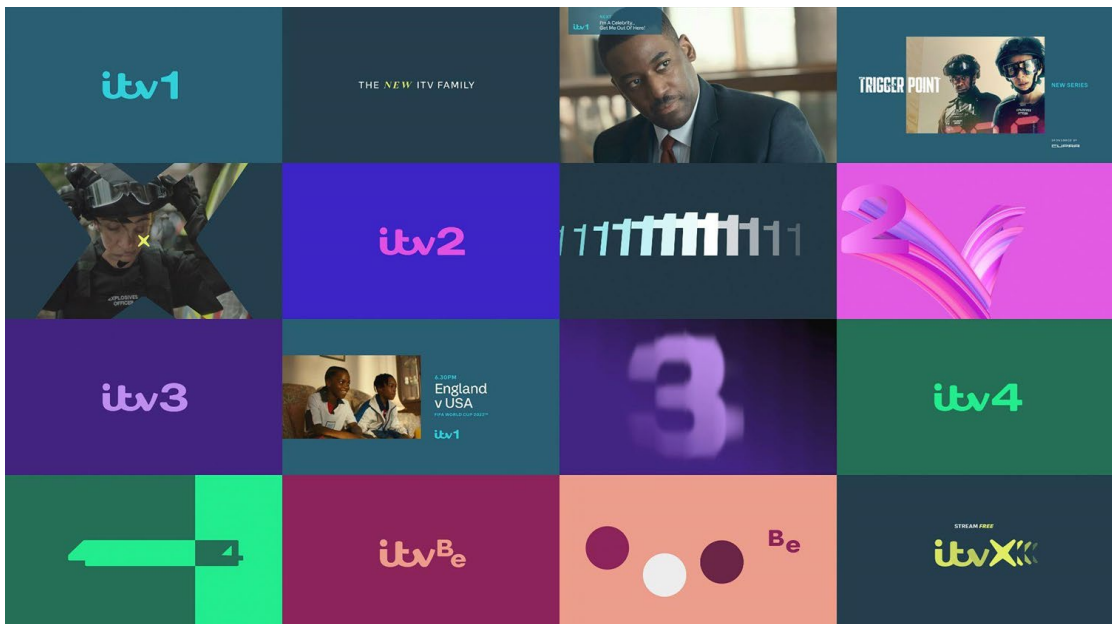
3. Convinced sceptical shareholders and investors to invest £165 million in increased content.

With ITV Hub offering slim pickings in relation to our competitor's huge catalogues of content, we knew we had to invest big to future-proof our business. We presented a business case backed up by hard data that told such a strong narrative we achieved sign-off on £165 million in new content - the highest investment in ITV's history.



4. Created a new brand identity that was as fresh and distinctive as ITVX's new service

This wasn't just a new lick of paint but a complete overhaul. We created and designed a brand identity that would position ITV as a cultural destination for the UK. To reflect our future strategy, ITV's consumer brand architecture needed to change from broadcast-centric to platform neutral. We, therefore, created a unified approach to logos, colour, typography, voice and motion that created a seamless experience across broadcast - all based on insights from our research and further market testing.





Handled a £45 million marketing budget, delivering a 360° integrated launch campaign

Using econometrics and predictive modelling, we understood what increasing and decreasing marketing investment would do to active users and streaming hours. This not only enabled us to know how to spend our marketing budget for maximum impact, it enabled us to secure a 60% increase in paid media spend from the board.

We implemented a highly effective marketing campaign to drive our target audience of mainstreamers to the platform. This involved a **complex launch of 1,000+ pieces of creative** - from branded experiences in the metaverse to multisensory popcorn dispensing billboards, train station takeovers, to bus wraps in major cities across the UK.

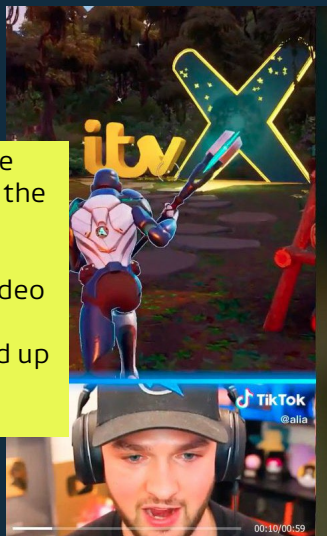
Driving Awareness

Click here to see a reel of our TV campaign



Our innovative, world first OOH popcorn billboard got picked up by national press

In an ITV-first, we boldly embraced the metaverse. This included using popular online video game, Fortnite, where we racked up 60,000 plays in a single week



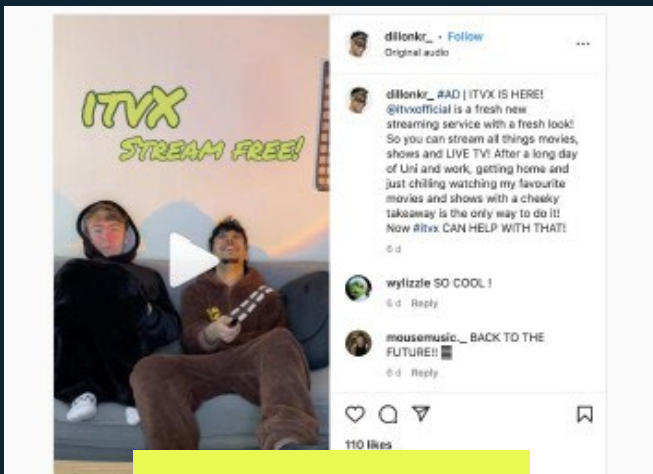
Twitter Trend & Timeline Takeover

Driving Consideration and Usage

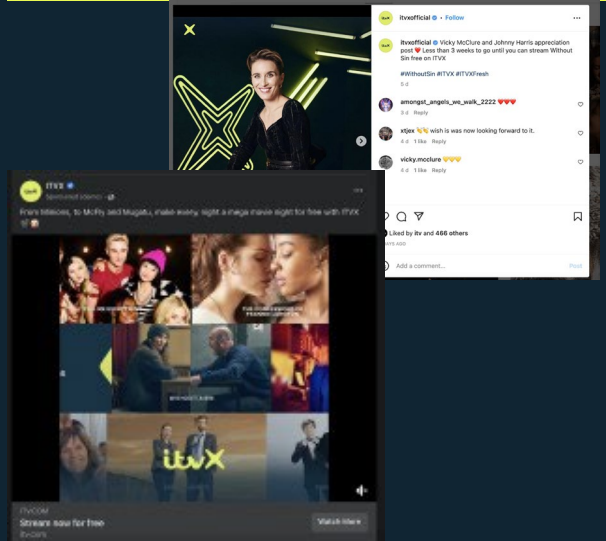


ITVX and our show launches received c.550 individual pieces of media coverage, exceeding all expectations

Cost per Stream from digital marketing has reduced by 30% since the launch of ITVX, driven by improved targeting and more compelling content



We achieved an estimated reach of 1.8billion across social media, with >48K mentions of ITVX



We couldn't afford for the launch to go unnoticed. So we took risks. And they paid off. Most notably, placing Matt Hancock in the jungle to increase the brand's salience and drive maximum viewing of ITV in the run-up to launch. We also recommended launching during two of our busiest times, the World Cup and Christmas - giving us mass reach from day one.

Our hugely successful marketing campaign has delivered a string of early successes for ITVX, including, for example, [REDACTED]

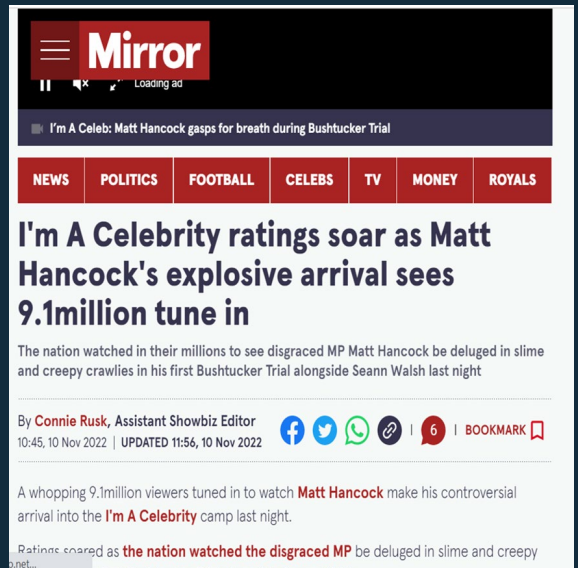
See the Results section for more.

Shook up the business dynamic, putting marketing front and centre

In a commercial TV environment, content and advertising usually lead the agenda. Our work as a team has been so pivotal to the business that we have completely repositioned our team from traditionally at the end of the chain to now proudly front and centre.

Our grit, determination and collaboration as a team have put ITV back on the map. So much so, we've already achieved [REDACTED]

[REDACTED] and increased spontaneous consideration more than four-fold, from 3% to 14% - 27% over target.



Content is at the heart of the ITVX strategy, and the marketing team have done a phenomenal job championing creativity and making sure the right content reaches the right audiences. They've felt like true partners as we've worked together to change how viewers perceive ITV.

- Managing Editor - ITVX.



2. What new creative approaches, marketing insights and data have you embraced to produce campaigns that push boundaries?

Requiring a multi-million-pound investment across product, content and marketing, we knew we would have to create a business case that would be irrefutable in both the eyes of the board and the wider ITV teams. To deliver on this, the Marketing Team commissioned two research projects.

Introducing Project Savanna

Conducted with research consultancy, Differentology, this piece aimed to understand the VOD market landscape, ITV's place in it, and our competitors. These insights would help to inform our primary question - how can we make viewers care about and consider ITV's VOD service?

We worked with seven existing and new insight sources, including VOD platform tracker surveys, qual online communities and quant 'Kano' analysis. The final project would require us to fuse these seven insight streams into a single narrative.

We established a clear hierarchy of importance:



We, therefore, created a clear roadmap for the business, setting out the steps for the brand to better align itself with its audience.



1. Content

We identified a required balance needed to both acquire and retain viewers:

1. **The Bonfires:** Content that is familiar, family-friendly and easy viewing.
2. **The Fireworks:** Fresh and new high-quality content with high talkability.

Our insights determined that to resonate with our viewers, we would have to put more new content for free on ITVX than anyone else in the industry. Our data resulted in an unprecedented additional £165 million content budget signed off. So **we boldly dropped 11,000 hours of new content** in a short time period, coinciding with our launch day – something no other broadcaster has done.

2. Product experience and features

Our findings uncovered that Hub was an environment that was easy to switch off from. Shows would finish and signal ‘time to leave’ rather than draw the viewer in to discover more. Therefore, we embarked on an analysis to set out how to retain viewers, honing in on features that would maximise time spent watching and minimise time spent choosing.

ITVX is now designed with features that eclipse our competitors. Underpinned by new technologies and user architecture, our research has powered a platform that champions our audience's needs.

3. Brand

Through our analysis, we identified brand is the most significant barrier with non-users. Whilst ITV isn't a rejected brand, expectations of ITV Hub were low..

In answer to this, our team created a strong and distinctive new brand identity with a bold colour palette and dynamic tone of voice - all based on insights from our research and further market testing. This also extended to our choice of name, ITVX - choosing to be an 'X' in a streaming world full of plusses. We also rebranded our entire estate. To undertake an activity like this in parallel with a major launch was a bold but necessary move.

itvX

DYNAMIC

Bold & unexpected

ALIVE

Fresh & excited



Combining our Third and First-Party Data to better understand our audience.

ITV Hub has 33 million registered users. However, the data is limited to viewing behaviours on ITV Hub itself. But as noted by brand strategy expert Mark Ritson, a true market segmentation needs to look at the full category, not just how people use your own brand.

Alongside our data science partner, YouGov, we, therefore, embarked on an innovative segmentation project which combined third and first-party data to give ITV the greatest understanding ever of the audience opportunity for growth.

YouGov has its own proprietary panel in the UK of 2.5m members, with robust, in-depth profiling information on 330k individuals (who have given explicit consent to share this data with ITV). By matching individuals in both datasets using e-mail address, name, address and postcode, we achieved a total matched basis of more than 160k. We then modelled this to the remainder of our 33 million users.

This data helped us identify a target market of 23 million people we dubbed 'Mainstreamers', and four further groups within our Mainstreamer segment: Armchair Explorers, Everyday Eventers, Savvy Streamers and Socialisers.

As a result, ITV now has a single source of insight helping everyone at ITV to use the same set of insights. Through this work led by the Marketing Team, for the first time in ITV's 67-year history, we have a segmentation that isn't just used within marketing - it informs the content we commission and how we can commercialise that content. It's become an internal lexicon, regularly quoted in meetings and shifting a cultural focus towards the pivotal role of content investment.

We can now understand how audiences use not just ITVX itself, or even all of ITV, but how people participate in the whole streaming category - a highly innovative first-party view. This allows us to tailor notifications and CRM based on segment, plus push these audiences into other digital platforms.

"We can now use the same pool of insight to inform both strategy and tactical activation - across product and marketing - leading to the kind of joined-up user experience that will be critical as we launch ITV's new streaming platform, ITVX.

Oliver Fisher, Director of Media & Capability, ITV



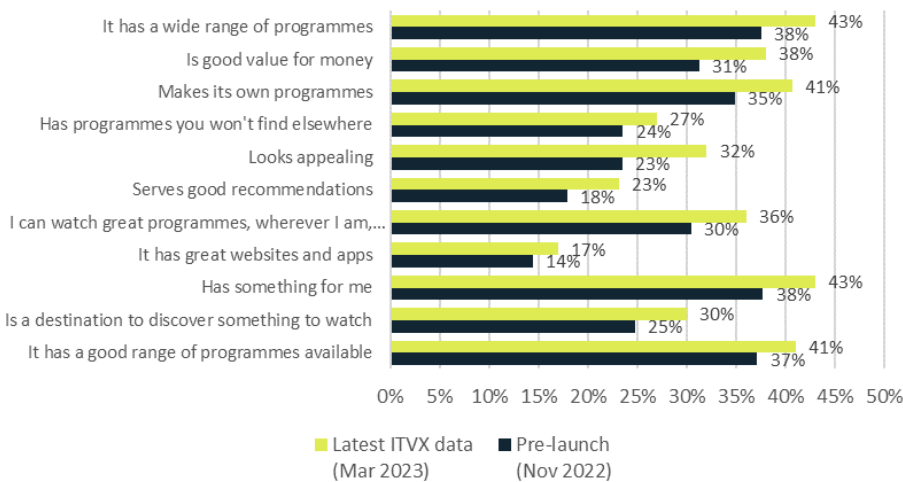
3) What were the measurable results?

Performance against our strategic objectives

In a few short months, we've seen:

- Prompted Awareness of ITVX more than doubling amongst mainstreamers, **going from 36% to 88%, 26% over target.**
- Prompted future consideration of ITVX **growing from 36% to 47%.**
- Spontaneous consideration, the toughest measure of all, **increasing more than four-fold, from 3% to 14%, 27% over target.**
- We've seen changed attitudes from our own employees, too; in a recent internal survey, **70% of our employees report feeling prouder to work for ITV**, as a direct result of ITVX.

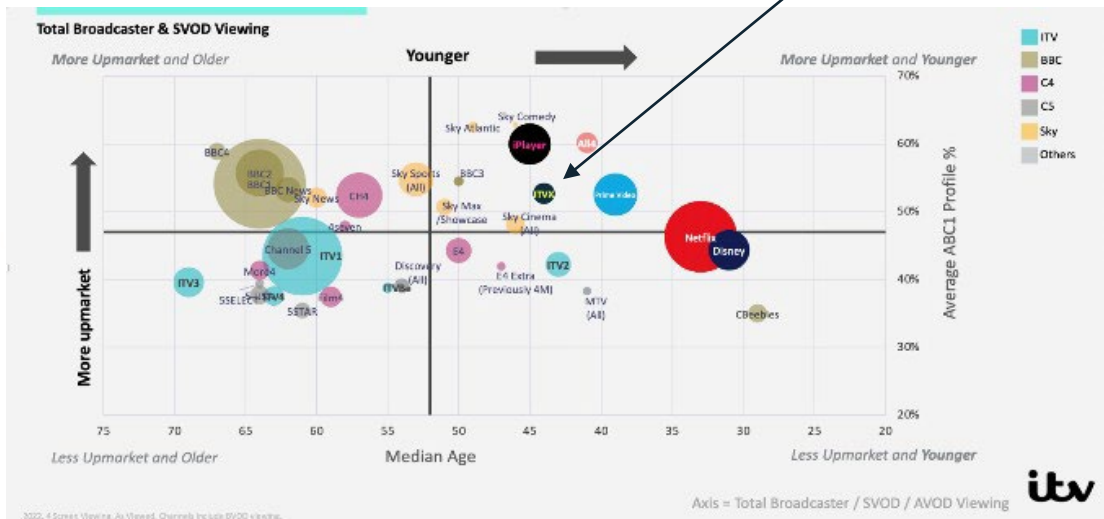
Increased brand perception post ITVX launch



ITVX has also landed really well with advertisers who see the increased value of the scale and reach of the audience they can now target in a high quality, brand safe and measurable streaming environment.

– Carolyn McCall, ITV CEO

Perhaps most excitingly, research has shown that through ITVX we are now capturing a share of the market (younger, more affluent) we had previously failed to exploit (in 2018, our brand had no notable presence in this quadrant):



Exceeding our business objectives



The UK's *freshest* streaming service

The screenshot displays the ITVX streaming service interface. At the top left is the 'itvX' logo. A vertical sidebar on the left contains navigation icons: a magnifying glass, a home icon, a signal strength icon, a grid icon, a list icon, a close icon, a play icon, and a settings icon. The main content area features a large promotional banner for the series 'A SPY AMONG FRIENDS'. The banner includes the title, the word 'EXCLUSIVE' in a red box, and 'DRAMA · SERIES 1'. Below this is a description: 'A period spy thriller set in London, Beirut, Washington and Moscow.' A 'WATCH NOW' button is prominently displayed. Underneath the banner are five small circular icons. Below these is a section titled 'Our top picks' which shows a row of five smaller promotional images for other content. At the bottom left, there is a 'SPONSORED BY' section with a logo. At the bottom center, the 'itvX' logo is repeated.

4) How has your team and the work they have done impacted the overall business?

As a team, we have created an entirely new trajectory for ITV. Leading this brave new change within the business, our innovative decisions have touched every part of the company, from content to development.

We've made our employees feel proud to work for ITV again

It wasn't just marketing that felt that ITV Hub wasn't fit for purpose. Countless company meetings stated the need for change, with increasing internal backlash around why we weren't responding to viewers' changing behaviours sooner. Morale was low, and our employees lacked pride in working for the company. So much so, they were turning to our competitors for their viewing needs.

The launch of ITVX has transformed motivations internally. It reaffirmed why ITV is a brand to be proud to work for, increasing job satisfaction and instilling a sense of excitement in our workforce. **So effective was our brand refresh; we decreased our marketing team turnover by 30% (monthly figures 2022 vs 2023), and 70% of employees across the wider business reported they now feel prouder to work for ITV - a direct result of ITVX.**

Our segmentation championed the wider business.

The segmentation we created was groundbreaking in terms of how it impacted the wider business. At ITV, we have a complex business model. We commission and market content, but we monetise this content through a commercial team. Our segmentation brought together the commercial opportunity, the content opportunity and the marketing/viewer opportunity for the first time. For the first time in ITV's history, it enabled us to have a common understanding of the viewer. We can now say, 'if we win these people in this volume, it will lead to a positive commercial outcome'.

Our media team can now be significantly more targeted with ad campaigns. With our ability to map to our first-party data, we can now make more strategic decisions with our targeting. This is revolutionary for our ad campaigns, ensuring we always get the greatest bang for our buck.



5) How does your work advocate the reputation/importance of the Marketing industry?

As a marketing team at one of the UK's most prominent brands, we have the opportunity to play a pivotal role in how streaming services are innovating and better answering users' needs.

In a time when a cost of living crisis bites and our audience is looking for light relief during a difficult time, ITVX's content can bring the nation together. Led by the Marketing Team's insight work, we can now confidently determine that we are bringing our audience segments the right content for their needs. We boldly launched and invested in a free-to-air content proposition at a time when the SVOD market is reaching saturation point. **This move towards accessible, affordable programming is especially timely, with the proportion of consumers planning to cancel one or more SVOD services rising still higher, to 12% in 2023, according to the research firm, Kantar.**

Marketing that champions diversity and inclusion

Marketing is an opportunity to influence people's behaviour for good. With our shift to diversity advertising, we can better connect with modern Britain. We purposely didn't opt for the biggest shows to flagship our ITVX launch. Instead, **we promoted diverse and inclusive content throughout the launch campaign, pushing content such as Riches (an all-black cast and majority-black production) and The Confessions of Franny Langton (female lead, race, LGBT).** By making strategic decisions to champion these types of content, we can help to play our small part in using marketing to support making the world a fairer place.



We're committed to placing great accessibility at the heart of ITVX, and our offering at launch represents significant progress on ITV Hub. – ITV's director of accessibility, David Padmore

Our work has placed a far greater focus on accessibility. **We pioneered launching the first British Sign Language (BSL) channel globally.** ITVX is now the only streaming service worldwide that hosts a dedicated stream for signed programmes.

A significant move for streaming services globally, where we'll undoubtedly see a shift towards competitors replicating this service - driving a significant step change in how streaming services will become more accessible for their audiences.

These principles are proof of how as a team, we've driven ITV's evolution and our ambition to champion our customers. We've proudly positioned ITV as changemakers, with a bolder brand that can break the norms. [c.2,900/3000]