TV MEASUREMENT, METRICS AND DATA CONSORTIUM

Priorities for the European TV industry

Final report
January 2019
At a glance

Europe’s commercial TV industry has experienced a period of sustained success, strongly supported by the maintenance of robust, high-quality, industry-standard audience measurement currencies, administered by Joint Industry Committees in many markets. These currencies play a vital role, supporting large-scale investment in programming and advertising across Europe’s TV industry.

A period of dramatic change
There is a strong consensus that the principles underpinning the operation of these currencies have stood the test of time and remain as relevant as ever, continuing to command the confidence of the industry.

However, the TV market is experiencing a period of significant and accelerating change, as linear TV consumption declines and broadcast TV transitions into multi-platform TV. TV is becoming more fragmented and widely distributed, and new services are making their way onto TV screens across Europe, stimulating competition for audiences, advertising budgets and customers – creating challenges for TV audience measurement solutions and shared trading currencies.

At the same time, broadcasters, TV platforms, agencies and advertisers have more and more access to proprietary data sets and rich consumer data from other sources – creating opportunities to establish new forms of targeting and audience buying, new trading models, and better consumer experiences.

The industry is responding – but more is needed
Across Europe, the TV industry is generally well advanced in responding to these developments and opportunities – industry-owned audience measurement solutions are being upgraded and major broadcasters are offering increasingly sophisticated multi-platform TV products. However, there is a strong consensus that the industry needs to do more, over and above these investments – collaborating to maintain a strong, competitive industry and to manage the transition to a multi-platform, data-enabled TV market, without duplicating investment or diminishing trust in TV’s measurement services and currencies.
Priorities for the industry
During the course of our work, we have identified five main priorities:

**Priority 1**
Ensure that TV Audience Measurement (TAM) solutions remain the gold standard in media measurement

**Priority 2**
Support the development of scalable, consistent pan-industry advanced TV and video advertising solutions

**Priority 3**
Develop the industry-wide data assets and capabilities required to cater to new advertiser needs

**Priority 4**
Maintain TV’s status as a brand-safe, fully viewable, and effective advertising medium

**Priority 5**
Invest in training the next generation of data scientists to meet TV’s needs

A call to action
These priorities will be debated in more detail at two industry events in early 2019 when senior European executives will come together to form a plan for moving forwards.
Introduction

In February 2018, four leading industry participants – Adobe Advertising Cloud, Alphonso, Sky and TVbeat – formed a research Consortium to explore the challenges and opportunities facing the European TV industry, in relation to measurement, metrics and data.

Building collaboratively on the work of Europe's JICs and TV Audience Measurement providers, the Consortium, working with research and strategy consultancy MTM, facilitated an extensive programme of research, dialogue and engagement with the European TV industry, through working sessions, seminars and interviews in five major European TV markets: the UK, France, Germany, Italy, and the Netherlands.

The Consortium has also spent time exploring developments in the USA – a very different market, but home to a range of important industry initiatives, as US broadcasters look to respond to many of the same challenges and opportunities facing their European peers.

In undertaking this work, the Consortium has been supported and advised by egta, the European trade association for television and radio sales houses, and EACA, the European Association of Communications Agencies. We are grateful for their support, advice and contributions during the project.

This report summarises the Consortium’s findings and identifies a set of priorities for the European TV industry. It is intended to highlight the urgency of addressing some of the challenges facing the industry, as the rate of change in many European markets accelerates. It seeks to stimulate a discussion about how best to move forward, together, at a time when many executives are concerned about fragmentation and are keen to see greater collaboration and cooperation, both within individual European markets and across Europe. Inevitably, given limited resources and a wide brief, it provides only a partial view of a highly-complex industry and a challenging set of issues. Ultimately, the report aims to contribute to the development of a consensus about how best to support and grow the TV industry, at a time of tremendous change and disruption.
Acknowledgements
The Consortium has undertaken an extensive programme of industry engagement, with over 150 executives taking part. We would like to thank everyone who contributed their insights and expertise to the study.

Participants in the study

The views expressed within this paper are solely those of the authors and do not necessarily represent the views of the interviewees and contributors. All interviews were completed under the Chatham House Rule and, as such, have been attributed directly to specific individuals only when they have provided permission. We have identified the country and category of industry participant. The project team has also drawn upon and synthesised research and analysis from a wide range of industry sources. All sources have been attributed.

Any errors or mistakes that remain are, of course, entirely the responsibility of the project team.

We would also like to give special thanks for their time and contributions to: Katty Roberfroid and Anne-Laure Dreyfus (egta), Jon Chase (EACA), George Ivie (MRC), Jane Clarke (CIMM), Justin Sampson (BARB), Julien Rosanvallon and Bertrand Krug (Médiamétrie), Sjoerd Pennekamp (SKO), Jan Isenbart (AS&S), Robert Schäffner (RTL), Paola Colombo (Publitalia ‘80), Neil Mortensen (ITV), Susan van Geenen (FOX Networks Group), Matt Hill (Thinkbox), Chris Le May (EBX), Simon Thomas (GroupM), Martin Greenbank and Sarah Rose (Channel 4), Rich Astley (Finecast), Christian Brent and Will Davies (FOX Networks Group), Klaus-Peter Schulz (OMG), Michel van der Voort (Screenforce), Laura Francia (Rai Pubblicità), Fabrice Mollier and Virginie Dremeaux (Canal+ Regie), Toni Petra and Terrie Brennan (Nielsen), Nick North (BBC), Matt Green and Robert Dreblow (WFA), Michael Bologna (one2zone Media), Mike Sainsbury and Richard Marks (asi), and Justin Lebbon (Mediatel).
This is a pivotal moment for the television industry. Major changes in technology and consumption habits are changing how people interact with content and advertising. Digital touchpoints continue to proliferate, and consumer expectations continue to rise: just as digital gives broadcasters and advertisers more choice about how they engage with consumers, it also gives consumers more power to engage on their own terms. Across touchpoints, these newly-empowered customers now expect experiences that are tailored to their individual tastes and needs.

The TV industry urgently needs to adapt to this new world. All the markets covered by this report have seen declines in linear TV viewership in favour of new platforms, with advertising spend threatened by the growth of mediums that deliver better targeting and relevance. Advertisers are demanding more efficiency as they look to scale audience-based buying across inventories with measurement more precisely tied to business metrics.

In this environment, data is becoming the lifeblood of TV. The challenge is now to serve the right content to the right customer at the right time – personalization at scale. To successfully continue to use the power of TV to reach consumers, the entire industry – broadcasters, technology platforms, and agencies – needs to embrace data-based approaches in order to improve targeting and drive growth.

Improving measurement is a critical priority along this path. In recent years the industry has invested in upgrading measurement models, with the rollout of hybrid solutions fusing panel and census-level data. But innovation needs to accelerate as requirements become more complex. TV is now competing with digital on attribution and performance measurement – a tall order. The challenge is compounded by TV measurement solutions being in various stages of development across Europe, with limited agreement on standards.

A major shift is underway: historically TV audience measurement has been about mass, but now viewers have a capacity to pick and choose their ad-supported environments. When an environment is not relevant to them, they will keep migrating to mediums that can deliver more relevant messaging – and advertisers will keep shifting their budgets to reach the right audiences more effectively.

As they seek to grow the advertising value of their content, a second critical challenge for European TV companies is enabling audience-based buying across their inventories. Many are investing in data solutions to support offerings around connected, OTT, addressable and linear TV. But as data complexity grows, so does the challenge of managing ballooning volumes of data to serve a longer tail of audience segments and environments. This will require moving beyond transactional data solutions to more automated, platform-based approaches that help simplify the buying experience for advertisers, standardize data management and enable activation at scale.

As the industry adapts, broadcasters ultimately need to keep moving towards an operating model that places advertiser needs front and centre. This is in turn reflective of the reality that consumer needs – the need for brands to stay relevant with consumers – are themselves at the centre of everything advertisers do.
As a relative newcomer to the European marketplace, the TV Data and Metrics Consortium efforts afforded Alphonso an opportunity to do a lot of listening among well-established and respected media and marketing organisations.

Expectations from all involved have never been greater. Brands and agency partners expect improved efficiencies and effectiveness from their TV spend. Conversely, publishers seek maximum value from their content investments as new digital competitors encroach. In between, the fundamental mechanisms of traditional TV Audience Measurement strain to keep pace. Evolving multi-platform consumption, programmatic automation, and other industry stressors further complicate matters.

Despite some opposing views between TV buyers and sellers, we surfaced common themes that could be considered foundational requirements for improvement: to build on existing standards, to actuate deeper data sharing, to reconcile linear and digital consumption, to name a few. However, across all markets, two issues became abundantly clear:

- No single organisation or data source will fully define TV Audience Measurement (TAM) in the years ahead. It will require a “chorus of voices” from all sides for next-gen TAM to effectively work in Europe (and perhaps in most markets worldwide).
- No singular measurement methodology will work uniformly across all European markets including those directly involved in the Consortium project – Germany, France, Italy, UK and the Netherlands. Markets possess varying sets of needs based on varying factors such as population, number of TV and video players, and the strength of local joint industry committees.

Differences aside, Consortium efforts point to an emerging, collaborative TV measurement evolution over any risk of abrupt revolution.

We see part of that evolution taking root in a shift from pure audience-based buying to outcome-based buying; and this is where Alphonso is particularly excited for what may emerge from the Consortium’s efforts. In our view, an evolution in TV measurement means developing new use cases that further integrate TV data into media planning, segmentation, targeting as well as performance analysis.

An enhanced use case, for example, is business-results-oriented TV attribution, directly linking TV ad exposure to desired viewer or customer outcomes including program tune-in, store or website visits, and purchases. Not only as a means of measuring success, but in planning for success in the beginning of the campaign cycle. Data providers and owners, of all types, ranging from location data to point-of-sale data to e-commerce data to first-party customer data, can work together to standardize the ways in which TV ad efficacy is demonstrated, well beyond current standards.

This is a “today” TV industry capability, not a “tomorrow” concept. It is already becoming a standard, if still nascent, add-on to measurement practices in the US, – albeit a region with its own particular ecosystem and nuances. It’s but one example of how the TV ecosystem broadens its views of measurement and adapts to new inputs resulting from the ubiquity of highly valuable data across devices and platforms.

We were honoured to join the Consortium, and to collaborate closely with so many important industry voices, all charged with charting the best pathways forward for TV and video measurement. Our participation in the Consortium sparked important dialogue we look forward to continuing. Building consensus and trust among industry stakeholders will take much more time and effort, but we are optimistic at the level of consensus already apparent at this juncture. As we collectively share Consortium findings with industry colleagues and partners, Alphonso looks forward to furthering the cause through research and testing, adding our collaborative voice to the problem-solving effort, and forging the next generation of TV data and metrics.
Today’s TV industry is fast evolving with more connected devices and availability of on-demand TV services, which is resulting in fragmented TV consumption, notably amongst the younger cord-cutting audience segments.

Advances in data capturing technology has made it possible to gain access to limitless amounts of TV data, including census-level viewership, advertising and customer data drawn from every device. This opens up a vast opportunities and new challenges for TV media broadcast companies such as TV platforms, broadcasters and emerging OTT players.

TV Audience Measurement can adapt to shifting TV consumption patterns by using comprehensive granular data. Embracing this, media companies can better understand and address fast growing audience segments and deliver and build relevant content strategies. This is achieved by understanding TV consumption behaviour across every device, leveraging state-of-the-art statistical modelling and data science to draw out new audiences and insight required to engage them, with the ultimate aim of effectively improving customer retention.

Granular TV data can also provide insight into new business opportunities, such as niche VOD premium packages or engaging presentation and navigation features. It can also inform sales and marketing strategies, by identifying future market trends and how new initiatives influence customer behaviour over time.

In addition to creating a more relevant cross-device TV consumption experience, census-level TV audience data has a huge impact on TV advertising - traditional and advanced. The insights gained from granular census-level TV data unlock the opportunity to forecast and plan unified TV ad campaigns across all TV properties, and to offer enhanced targeting capabilities to optimise cross-device TV ad campaign results through fully granular targeting and retargeting features, to create a sequential TV ad experience.

Combining TV audience and advertising data with sales data from agencies and advertisers also unlocks the potential for true attribution, allowing platforms, agencies and advertisers to have complete visibility of the ad serving process. This insight allows for new levels of optimisation at the creative, planning and ad serving level.

This type of progress is important. Media agencies are starting to re-assess how their TV ad budgets are allocated, as it becomes increasingly challenging to effectively target desirable audience segments through one TV medium. The digital ad space has offered granular audience data, (re-)targeting and tracking options for over a decade, which has left marketers wanting the same from TV. By uncovering the uniqueness of their viewers and their behaviour, TV media broadcast companies can support more effective media plans, create more relevant TV ad experiences, and deliver an increased ROI for their advertisers.

TV platforms and broadcasters are in the best position to deliver on this opportunity as, by collaborating, they are able to offer combined planning and booking of TV campaigns across their linear and non-linear TV properties, allowing non-TV advertisers to shift their ad budgets to the cross-device TV opportunity and to target niche audiences while still reaping the benefits of TV advertising, such as scalable reach and effective brand protection.

To deliver on this potential, the European TV industry needs to collaborate and define a sustainable solution for census-level TV data integrity and universal data standards. This would help TV maintain its dominant media consumption and advertising position.
TV has never had a brighter future, the revolution in consumer freedom has been grasped with open hands – and the quality of TV content continues to reach new heights. As an advertising medium TV delivers both brand fame and performance marketing. The beauty of TV is that it works in the both the long and short-term. TV delivers reach and scale. It offers mass reach and amazing targeting. And of course, it’s brand-safe. However, the digital giants give advertisers and agencies consistency; you integrate once or at least consistently across multiple territories. TV developing a common view is going to be fraught with commercial challenges... however, the time for starting the conversation is absolutely right now. In terms of viewing, fragmented audiences make it essential that everyone masters multi-screen marketing. The data-enablement of TV across platforms makes the new viewing model a massive opportunity, not a threat. It will deliver brands greater control, greater flexibility and ultimately greater advertising impact. We need to start with the use cases we are trying to solve first. We don’t need to agree technical or commercial terms yet, we should build principles for data matching before starting to define any technology requirements.

I absolutely believe that the European TV industry is well positioned to thrive in a more competitive multi-platform TV and video market. It’s encouraging to see a growing consensus to leverage audience data at scale to deliver a broader portfolio of customer focused solutions. We have a unique opportunity to bring new advertisers to TV and to harness new technologies like addressability and advanced planning & analytics to become indispensable to brands - the priority now is for collaboration and consistency.

It is my view that TV is well-positioned to deliver even more impactful, joined-up, independently-verified campaigns and the priority now is to work together to ensure it’s as simple as possible for advertisers!

As an organisation which represents a very wide network of TV and radio sales houses, egta is ideally positioned to represent the TV ad sales industry, to voice its concerns, promote its interests and help structure its future actions but also to trigger cooperation with all stakeholders in the industry. When it comes to measurement, egta – its members and Board of Directors – is convinced that building bridges is what our industry most needs: between industry partners, between continents, between media, devices and platforms, between content and advertising, between various fields of expertise, between individual initiatives, methodologies – older and widely accepted ones as well as newer and equally valuable ones.

We were thus happy to support the Consortium and welcome its key findings on the next generation of TV metrics and data strategies.
As reported in egta’s Insight ‘Advances in Hybrid Television Audience Measurement’ last published in January 2018, in our constantly developing industry, it has been very exciting to follow the evolution and fine-tuning of some of the most advanced hybrid audience measurement models across Europe and beyond.

TV is the world's favourite and most trusted medium. TV content is also the most consumed across screening devices. While online players are being challenged on the reliability of their data and the safety of their systems, it is important to reassess that one pillar of television's success is built on the accuracy and accountability of its audience data. That being said, the industry's general consensus is that the lack of harmonization in standards and metrics must be addressed and using the quality of the well-trusted European TV Audience Measurement as a benchmark for the measurement of online video only seems logical.

To help marketers make more informed media-investment decisions as well as support them in strengthening their brand's connection to consumers, the TV industry must take a pioneering role to foster improvement in this field. Through various initiatives, egta's goal is to continuously contribute to the ongoing discussions and monitor the new generation of TV Audience Measurement.

The Consortium report you are about to read does make a clear point: TV Audience Measurement (TAM) solutions must remain the gold standard in media measurement.

We do however feel the need to simultaneously build a more extensive media accountability toolbox and encourage broadcasting companies and their sales houses to also consider the use of different tools with the aim of improving and assessing viewers’ attention, viewability, full-funnel attribution, audience targeting, transparency while making use of new sources of data such as telco data, TV analytics, ACR and possibly exploring innovative concepts.

The time for action is now. Not only is the overall level of satisfaction with today’s TV and digital video ad measurement quite low, but there is also a growing demand from advertisers and agencies alike for greater simplicity, comparability and consistency in the market place. The hurdles are plenty but the urgency (and the momentum) is there to finally seek and come to solutions that would include the measure of net reach and frequency but also the deduplication of audiences across platforms and devices.

As far as egta is concerned, there are four areas for action in which TV needs to make further progress in order to secure a bright future for the industry and maintain high quality of services to both viewers and advertisers. Those areas are:

- The evolution towards a holistic audience measurement and the need to make further progress to allow for the proper media planning of all forms of video inventory across platforms.
- Improvements to the ad buying infrastructure and commercial innovations to gain in efficiency. TV needs to make the ad-buying process easier and increase the accessibility of inventory across different channels, publishers and markets. Comparability and harmonisation seem key.
- The deployment of new data sources and new technologies that will help ultimately improve viewers’ experience, in particular by reducing the ad load and making ads more relevant and targeted. This will eventually increase the effectiveness of ads and will drive performance for advertisers.
- Addressing the attribution challenge. To do so, TV needs to enrich its first-party data to allow for the measurement of its direct impact on business KPIs such as performance, sales, ROI in addition. This alone will help television prove that it is efficient on both sides of the funnel: branding and business results.

To address the many demands of the market, egta will, in cooperation with all interested partners and as a continuation to reports such as this one, further explore and develop a collective action plan for its members in the broadcast and ad sales industry, identifying immediate actions, short to medium-term needs and potential solutions. We strongly encourage all stakeholders to work together and to test these solutions, improve them and get them to the market as quickly as possible.
Until recent years, TV Audience Measurement practices were largely perceived as rigorous and robust – in many respects, the gold standard within our industry.

The advent of smart devices, online video, digital audience measurement techniques, connected TVs, programmatic, social media, AI etc......has, however, not only led to the explosion of audience fragmentation, but has also immeasurably changed expectations from advertisers and agencies.

The demand for personalised content; detailed audience data, analytics and insights; highly targeted communication messages; outcome-based measurement metrics; and optimal ROI attribution - continue to grow exponentially.

In trying to adapt to these rapid and continuous changes in technology and viewer or advertiser demands, the TV industry faces a series of transformational challenges. Establishing innovative and collaborative audience measurement techniques, metrics and partnerships will be crucial to ensuring our whole industry and individual businesses are effectively future-proofed.

Progress has already started in developing new models for cross-platform Audience Measurement and addressable targeting solutions, but more concerted cross-industry and cross-border efforts are required to further enhance and harmonise measurement standards and practices.

One of EACA’s MAC representatives - Simon Thomas, Director of Global Audiences at Group M - expands further below:

“The challenges of Video Audience Measurement continue to be debated in the marketplace with little consensus reached to date. GroupM, as an advisor EACA member to this Consortium, welcomes both this Report, and other current studies and projects across TV, OTT, and streamed digital viewing.

Across Europe, and in the US, time-based viewing metrics are beginning to emerge in the OTT and streamed video channels, in support of the traditional TV reach- and ratings-based planning and trading currencies. In some countries industry bodies and research vendors are releasing on-demand multi-screen viewing analyses alongside their traditional TV ratings.

As consumers’ viewing habits continue to change reflecting the availability of premium content across multiple screens and devices on demand, more industry co-operation and agreement is needed across geographies to consolidate time-based viewing metrics and drive the availability of advanced targeting, dynamic ad insertion, and sophisticated brand building and outcome-based analytics for marketeers.

This Report is a key foundation on which the industry can build international and integrated measurement metrics, data acquisition, and monetisation models for media channels, media agencies and advertisers.”

To conclude, EACA are supportive of the findings of this illuminating, well-researched Report and are committed to helping collaborative efforts to positively evolve audience measurement techniques and data across the TV / video ecosystem. Whilst media metrics will continue to play a baseline role, we must ensure a clear shift towards measuring business related KPIs – across all platforms and geographies.
Europe’s TV industry is competitive, dynamic and innovative. Roughly twenty years since the launch of the first digital television channels and broadband internet services, TV’s importance in Europe remains undiminished, sitting at the heart of popular culture across the continent, dominating media consumption, expanding across multiple platforms, and offering more to advertisers than ever before – a high-quality, high-reach, brand-safe, highly effective, trusted and increasingly data-driven medium. As online media has struggled with issues around fraud, brand safety, privacy, measurement, data integrity, transparency, viewability and effectiveness, TV’s unique strengths and capabilities have become even clearer, in an increasingly fragmented media market.

It is also extremely diverse, with significant variations across the major European markets in terms of their scale, market structure, competitive dynamics, and the types of solutions being adopted by industry participants. In the Netherlands, TV advertising now accounts for only 24% of total advertising spend, whereas in Italy it still captures 47% of total ad spend. Online advertising has also evolved at different rates, accounting for 32% of total advertising spend in Italy and as much as 56% in the UK. While advanced TV advertising solutions are now available in all major European markets, their capabilities tend to vary significantly by company and market.

1. TV Audience Measurement has played an important role in the industry’s success

“The joint industry currency principles that underpin BARB – independence, objectivity, transparency – have stood the test of time. Recent consultations with broadcasters, advertisers and agencies confirm they are as relevant now as ever before. We have invested and will continue to invest, in techniques that reflect the many new ways people can watch their favourite television programmes. The integrity and robustness of our data collection and reporting methodologies can’t be compromised.”

Justin Sampson, Managing Director, BARB, UK

“TV and online video ad spend by market, € (2017)²

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>5,832</td>
<td>2,217</td>
</tr>
<tr>
<td>Germany</td>
<td>5,158</td>
<td>420</td>
</tr>
<tr>
<td>Italy</td>
<td>3,776</td>
<td>572</td>
</tr>
<tr>
<td>France</td>
<td>3,627</td>
<td>604</td>
</tr>
<tr>
<td>Netherlands</td>
<td>178</td>
<td>912</td>
</tr>
<tr>
<td>USA</td>
<td>7,500</td>
<td>1,393</td>
</tr>
</tbody>
</table>

TV ad spend CAGR (2010-17)

<table>
<thead>
<tr>
<th>Market</th>
<th>CAGR (2010-17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>+2%</td>
</tr>
<tr>
<td>Germany</td>
<td>+2%</td>
</tr>
<tr>
<td>Italy</td>
<td>-3%</td>
</tr>
<tr>
<td>France</td>
<td>-1%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>+3%</td>
</tr>
<tr>
<td>USA</td>
<td>+4%</td>
</tr>
</tbody>
</table>

TV ad spend as % of total ad spend

<table>
<thead>
<tr>
<th>Market</th>
<th>% of Total Ad Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>24%</td>
</tr>
<tr>
<td>Germany</td>
<td>24%</td>
</tr>
<tr>
<td>Italy</td>
<td>47%</td>
</tr>
<tr>
<td>France</td>
<td>27%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>24%</td>
</tr>
<tr>
<td>USA</td>
<td>33%</td>
</tr>
</tbody>
</table>

¹ WARC ad spend data (2017)
² WARC, IAB Netherlands, IAB UK, IAB Europe, IAB Italia, IAB US (2018)
Across Europe, TV Audience Measurement (TAM) services, administered by Joint Industry Committees (JICs) and delivered by contracted research companies, have made an important and ongoing contribution to TV’s success and resilience. TAM services deliver credible, high-quality, panel-based viewing figures, measuring not only what programmes and adverts are being viewed but also who is viewing them.

There is a strong consensus that industry-standard TAM services have played an important role in supporting the TV industry. Audience data from TAM providers helps broadcasters understand the viewing behaviours and preferences of their audiences, allowing them to assess the performance of programmes and channels, optimise their output, manage their portfolios of channels and digital products, and informing programme scheduling and commissioning decisions. TAM data also helps broadcasters determine where best to place programme trailers and promotions, to ensure that audiences are aware of upcoming shows, helping to retain viewers and maintain loyal audiences.

Perhaps most importantly, TAM data acts as a currency for trading advertising in the industry it supports. Industry participants and JICs maintain currencies across many European markets, with advertisers, agencies and media owners working together to deliver a credible, objective trading currency for each advertising medium. In the UK, for example, the Joint Industry Committees include BARB (for TV), ABC (for print, digital and events), JICMAIL (for mail media), JICPOPS (providing compatible population and household universes for the British media research currencies), JICREG (providing audience data for local media in print and online), JICWEBs (which sets industry standards for providing audience data for the digital advertising industry, run by four trade bodies – the AOP, IAB, IPA and ISBA), PAMCO (for published media), RAJAR (for the radio industry) and ROUTE (which measures advertising in public spaces, for the outdoor industry).

However, not all countries and not all media have a JIC: in some cases, the industry currency is overseen by a MOC – a Media Owner Committee, without advertisers being directly represented; In others, the industry currency is provided directly by an audience research company like Nielsen, Ipsos MORI, Kantar and GfK, which may or may not be established as a de facto industry standard; and in some markets, the industry currency is operated by a government agency, like Singapore’s SG-TAM, run by IMDA, the Info-communications Media Development Authority, a statutory board in the Singapore government. Similarly, some of these industry bodies focus primarily on setting standards and best practice principles, whereas others are more directly involved in delivering an industry currency, commissioning research companies to collect data from panels.

What most of these bodies share is a commitment to maintaining an audience measurement currency that is trustworthy, robust, transparent.

---

3 Richard Marks, Piecing measurement together – how does UKOM fit into the currency JICsaw? (October 2018)
and accountable, capable of commanding the confidence of the industry, buy-side and sell-side: “Measurement has never been more important. This is an age where transparency and accountability are ever more valued, and the survivors will be those who can prove the value of their inventory with integrity while enabling it to be tracked and monetised wherever viewing takes place.”

Historically, the core of most TV Audience Measurement services has been a representative panel, carefully designed to reflect the composition of the national TV audience in each market, in terms of (e.g.) ownership and usage of TV-related equipment, the demographic composition of TV households across the market, and the penetration and reception method for different TV distribution platforms and channels. Measurement data is captured through a combination of meters (e.g. people meters, router meters, set meters, software meters, mobile passive meters, browser extensions) and content recognition technologies (e.g. audio matching, watermarking, content tagging, service information codes), used to identify the content being played on the relevant device. In some markets, return-path data and online census data are also used to provide additional insights and calibration. Across Europe, TAM services now provide detailed measurement of a range of TV viewing behaviours, including viewing on the TV set, time-shifted and catch-up viewing via PVRs and TV player apps, and, increasingly, out-of-home viewing on mobiles and other devices.

As the TV market has become more fragmented, with TV content consumed across a growing number of devices (for example, 16-34 year olds in the UK spend 41% of their broadcaster VOD viewing time on non-TV devices, such as PCs, tablets, and smartphones) and platforms, and with a far wider range of video services available to consumers, TAM service providers have had to evolve their approaches. Although TAM panels in most major markets have increased in size during the last 5-10 years, larger panels generally cost more to operate and most providers argue strongly that it is simply not practical to keep growing panel sizes, especially when traditional linear TV services continue to account for the large majority of total viewing in most markets: “The big challenge is that it costs more and more to measure a pretty small portion of total viewing, which isn’t very practical or economic.”

In most major European markets, JICs and TAM providers are looking to incorporate third-party data sets into their currencies, using data fusion and integration techniques, and complex statistical calibration and modelling exercises to provide greater visibility of multi-platform TV viewing. These new approaches are complex and require close cooperation and collaboration, with the JICs carefully defining and setting standards for the use of third-party data alongside their own panel data sets. For example, BARB in the UK collects data about the consumption of tagged broadcaster video services on tablets, PCs and smartphones, providing a census-level measurement of multi-platform

---

4 Sarah Rose, Chief Consumer and Strategy Officer, Channel 4, A broadcaster’s survival guide (September 2017).
6 MTM interview (Broadcaster, UK).
TV consumption on these devices. This data is combined with BARB’s panel data using a process called Dovetail Fusion.

The fusion of datasets to provide better hybrid measurement of multi-platform TV audiences has been underway since the early- to mid-2010s, although it remains at different stages across Europe – some markets are already releasing data, whereas others are still at the testing stage.

---

**Exhibit: JIC developments in major European markets and the USA**

<table>
<thead>
<tr>
<th>JIC</th>
<th>UK</th>
<th>Germany</th>
<th>Italy</th>
<th>France</th>
<th>Netherlands</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TV panel operator</strong></td>
<td>BARB</td>
<td>agf</td>
<td>AUDITEL</td>
<td>M</td>
<td>SKO</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>TV HHs (m)</strong></td>
<td>27.5</td>
<td>39.3</td>
<td>25.1</td>
<td>29.6</td>
<td>7.7</td>
<td>121.1</td>
</tr>
<tr>
<td><strong>TV panel size (k)</strong></td>
<td>5.1</td>
<td>5.0</td>
<td>16.2</td>
<td>5.0</td>
<td>1.2</td>
<td>42.0</td>
</tr>
<tr>
<td><strong>% in TVHH</strong></td>
<td>0.02%</td>
<td>0.01%</td>
<td>0.06%</td>
<td>0.02%</td>
<td>0.02%</td>
<td>0.03%</td>
</tr>
<tr>
<td><strong>Developments</strong></td>
<td>Launched daily, multi-screen, programme viewing figures in 2018, covering TV sets, smartphones, tablets and PCs (part of Project Dovetail)</td>
<td>Launched multi-screen measurement in 2017, providing the joint reach of content on TV and PCs on a monthly basis at the format or genre level</td>
<td>The Super Panel increased the TV panel size to c.16,000 and became currency in 2017</td>
<td>4-screen single source panel developed in partnership with Google. Set up in 2013</td>
<td>Next steps are to incorporate multi-screen measurement by adding census measurement using ComScore’s tags</td>
<td>In 2016, was the first organisation to produce an online video currency, using a hybrid model</td>
</tr>
<tr>
<td></td>
<td>Next steps are to provide multi-screen reach and time spent viewing across the reported channels, and to measure ad campaign performance</td>
<td>Next steps are to include mobile and tablet streaming data and increase the speed of delivery from c.40 days</td>
<td>Next steps are to provide 4-screen programme ratings daily in 2016</td>
<td>Began providing 4-screen programme ratings daily in 2016</td>
<td>In 2016, was the first organisation to produce an online video currency, using a hybrid model</td>
<td>Developing a hybrid methodology based on its people meter panel, as well as data from partners, such as Roku, Facebook, and Experian</td>
</tr>
<tr>
<td></td>
<td>Currently working to integrate YouTube</td>
<td>Currently working to integrate YouTube</td>
<td>The Super Panel increased the TV panel size to c.16,000 and became currency in 2017</td>
<td>Next steps are to provide 4-screen GRPs for media planning and buying</td>
<td>Next steps are to provide 4-screen GRPs for media planning and buying</td>
<td>Jointly launched a tender for Total Media Audience Measurement (TMAM) in July 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Announced an SVOD Content Ratings service in 2017, which claims to be able to measure viewing on services such as Netflix</td>
</tr>
</tbody>
</table>

---

However, turning device ratings into people or audience ratings remains time-consuming and complex, involving the use of various modelling assumptions sourced from the relevant audience measurement panel, with fusion approaches varying market by market. Moreover, census-level data from tagged broadcaster OTT services and set-top boxes typically provides information about what content was watched on a particular device but does not provide any data about the number of people who were watching or who they were. TAM services will continue to rely primarily on panel data for information about audiences. Fusion also relies on accurate content identification, which remains problematic for the major internet platforms, which support user-uploading and tagging by uploaders – which may or may not be consistent or accurate. As such, TV Audience Measurement will continue to require active collaboration and concerted efforts by media owners and platform operators to support and maintain the industry currency.

It is also important to note that fusion is a technique for improving TV audience measurement, not for providing addressability or enhanced audience targeting, and it tends to be incomplete, typically providing better visibility only of certain parts of the TV market, those which are providing census-level data. Although many industry participants argue that a comprehensive pan-industry solution that fused panel and census data from all broadcaster video products and TV platforms would be an extremely attractive, it is difficult to see this as a practical solution in the short to medium term.

Some executives also argue that the industry is focusing too strongly on delivering hybrid solutions that ultimately amount to a more robust planning currency, rather than solutions for trading and targeting: "JICs may find that their ability to cover both planning and trading becomes increasingly difficult with the rise of addressable advertising and digital exchanges. Increasingly the data used for trading will already exist at

**The challenges of achieving industry standard hybrid TAM solutions include:**

- The speed of delivery – as broadcasters and content owners need to configure their players to make data available which involves changes to multiple technology roadmaps, oversight of more data inputs and creation of new solutions to gather viewing data.
- The complexity of the data – crashing panel and census data together in a meaningful way is difficult to get right.
- Investment return – single source representative data is remarkably cost-effective, given the population it represents. Using hybrid methods, the resources required to describe a relatively small, but still sizable proportion of viewing, is less efficient than single source panels.
- Co-operation – some parts of the wider TV industry are unwilling to be measured. This creates a significant challenge when reporting what the market defines as “TV”.

Martin Greenbank, Head of Advertising Research & Development, Channel 4, UK
“JICs help to create trust in a market. Historically, this has been done by providing measurement that both the buy-side and sell-side agree on. For new metrics and new business models, this could be done in different ways. However, I do believe there is a role to play for independent and transparent parties such as JICs, to facilitate trust between different sides of the market.”

Sjoerd Pennekamp, Managing Director, SKO, Netherlands

As a further complication, it is also important to note that changing the structure and composition of an audience measurement panel can have important implications for the TV industry’s trading currencies and advertising revenues. Although agencies and advertisers are keen to move quickly to improve measurement, broadcasters often stress the need to move carefully, assessing the nature and extent of changes and ensuring that the currency remains robust. As a result, industry tensions are increasing, with some participants emphasising the importance of speed, while others stress the need to get it right.

Put another way, TAM providers generally argue that almost all video viewing on every device can technically be measured, but note that solving these challenges in their entirety will involve increased investment and cooperation from broadcasters, online video businesses and other industry participants, which may be challenging to secure.

Despite these challenges, Europe’s JICs and their contracted measurement service providers remain, in many respects, the gold standard for modern media measurement, providing robust, effective data for trading and planning purposes, widely trusted and supported by broadcasters, advertisers and agencies alike. Importantly, the JICs are also long-standing examples of successful pan-industry collaboration, committed to transparency and delivering robust, auditable measurement services.

2. TV is experiencing a period of rapid change – and needs to adapt

- Despite its undeniable strengths and strong position with audiences and advertisers, it is clear that the TV industry is experiencing a period of significant change.

The growth of multi-platform viewing and growing pressure on linear TV

Across Europe, the proliferation of high-speed broadband networks and connected media devices has allowed viewers to engage with TV content across a variety of platforms and devices. Broadcast TV is transitioning into multi-platform TV, becoming more diverse, with broadcasters increasingly operating a growing range of digital products and distributing their content across multiple platforms.

In most markets, overall viewing has remained relatively robust, and many broadcast programmes still deliver large concurrent audiences, but linear viewing is declining across most of Europe, especially for younger audiences.

**New competitors entering the TV and video market**

The growth of connectivity has also dramatically lowered barriers to entry, allowing a wide range of new digital competitors to compete with broadcasters for audiences and advertiser investment. For agencies and advertisers, the new digital platforms create additional options and new opportunities for communicating effectively with consumers and have important strengths: they are ubiquitous, easy to invest in, highly scalable, have unique and vast data assets, support consistent data applications across multiple territories, have embraced programmatic trading and self-service solutions, and are often performance-driven, delivering well against short-term sales objectives.

During the course of the programme, many industry participants noted that the rate of change appears to have accelerated during 2018, as new services and non-linear offerings make their way onto TVs and gain traction with audiences. The consumption of TV and video content in ad-free environments is also on the rise, primarily driven by subscription OTT services like Netflix, but also new, ad-free services from broadcasters. For example, digital video ad spend has grown more than threefold in the UK between 2014 and 2017, from c.€650m to c.€2,200m.9

---


Changing buy-side expectations and needs

As broadcast TV has evolved into multi-platform TV and economic activity has shifted to online channels, advertiser and agency expectations have shifted. Marketers look for a better, more balanced ecosystem that works better for brands and consumers.

Increasingly, major marketing organisations have access to large customer datasets and expect to be able to leverage these datasets to support their advertising and marketing activities across different channels. At the same time, advertisers are looking for better measurement and accountability, to ensure that trading data, the foundation of commercial media, central to decision-making and media investments, are understood and trusted. This means basing media measurement on common, agreed industry standards, accountable and auditable, with high levels of transparency = maintaining the high standards of the JICs: “Only though objective and independent measurement can advertisers and agencies feel certain that they are getting what they pay for. […] The principle of joint industry oversight of the research underpinning media is fundamental to confidence in advertising.”12 An added complication is that the majority of major advertising campaigns are delivered across multiple media channels, many of which can involve video, making it important to deliver more consistent approaches to measuring video views and exposure across different media channels.

Against this backdrop, marketers have a range of priorities for TV audience measurement, data and metrics:

“TV might be in a strong position at the moment – advertisers need TV, and you can’t avoid it in your budget. Having said that, I think TV could face major challenges in the coming years. It’s becoming easier for agencies to spend money with one big platform, especially given that they are managing large numbers of advertisers that invest in multiple media channels. In that sense, Google and Facebook are a big threat to TV, and that’s where both marketers and audiences are moving.” Emmanuel Crego, Deputy General Manager, Values.media, France

---

12 IPA and ISBA, A Matter of Fact (October 2018).
“We know that TV isn’t dying: it’s being consumed differently, but it still delivers content and environment that pull in viewers. Broadcasters are still in a great position in the UK, as demonstrated by the World Cup and Love Island viewing across the summer. The challenge is how you take brilliant broadcaster content and generate data and insights that are valuable to advertisers and clients.”
Ruth Cartwright, Head of AV, Amplifi, UK

1. **Transparent, objective, accurate measurement of multi-platform TV:** “Every advertiser knows that TV has changed – and that there’s a lot of video out there. We want TV measured accurately, across different platforms and devices, to the same high standard as today, so we know who’s watching, when and where, and can plan and buy TV accordingly.”

2. **Improved multi-platform video measurement:** “Digitisation is rapidly transforming the TV industry. It is, therefore, crucial for advertisers and agencies to have better insights into how linear and non-linear video is consumed on all platforms and what is being delivered in terms of reach, audiences and impacts. We’re looking for consistent measurement of video across different platforms and devices, not just TV.”

3. **Richer audience data:** “TV still only gives us the basic demo data which isn’t comparable to the rich behavioural and interest-based data we get from Facebook and Google. Broadcasters could be a bit more forthcoming given the granularity we get in the reporting and tracking provided by digital players.”

4. **The ability to leverage advertiser data assets:** “Many of our clients have invested a lot of money in large pools of customer data, and they want to be able to leverage them in advertising, for example, by targeting customers who are about to renew or identifying lookalike audiences and driving a particular decision or action.”

5. **Automation:** “TV advertising is a highly manual and labour-intensive process. There’s a stark contrast between how we plan and buy TV and digital. Major internet platforms are integrated with our own systems through APIs, while each TV sales house requires a different approach.”

6. **Premium environments:** “We have a very clear distinction between premium and non-premium video. The majority of our advertisers are only interested in placing their ads in premium places, particularly to avoid issues relating to brand safety, fraud and transparency.”

7. **Better attribution and a focus on business outcomes:** “We’re moving towards more results-based advertising. A car dealer might come to us saying they need us to deliver 800 test drives, regardless of which channel we use. Addressable TV can help us deliver this, provided we can get the right data.”

8. **More evidence of both short- and long-term effectiveness:** “Advanced marketers are taking a step back and asking how their advertising investments create value for their businesses. As a result, we’re increasingly asked to help our clients provide evidence that their campaigns delivered the intended business results [...] Although we know and can prove that TV ads deliver long-term return on investment, demonstrating short-term performance of TV is challenging – and that’s where TV loses against digital.”
“Getting new trading currencies in place that include multi-platform TV viewing and addressable TV is challenging because you need consensus across the industry on a measurement methodology. However, the requirement to have a solution in place has become so urgent now that a lot of advertisers are willing to accept modelled or fused measurement solutions that are not ‘currency grade’ because there simply is no alternative. TV viewing behaviour is changing faster than measurement providers can keep up with.”
Rich Astley, Chief Product Officer, Finecast, UK

Some of these changes in media agency and advertiser expectations relate to the shifts in the wider economy, as consumer activities, from media consumption to shopping, migrate to connected platforms, allowing marketers to collect, analyse, and act on different kinds of data.

These developments create new challenges for the TV industry

Growing difficulties in delivering large-scale ad campaigns on TV
Some media buyers also note that it is becoming harder to deliver high-reach, high-frequency campaigns on TV, as linear viewing gradually declines, creating additional pressures for broadcasters. Ultimately, if this trend continues, media buyers could start moving more of their ad spend into easier-to-access pools of ad inventory, particularly the major internet video platforms, which are already often used by marketers to target hard-to-reach, light TV viewers. As a result, it is becoming increasingly important for broadcasters to integrate different pools of inventory, delivering targeting and measurement solutions that can allow buyers to plan, buy, and measure de-duplicated campaigns across multiple media channels.

Increasing distribution costs
As broadcasters distribute their content across an ever-growing range of devices and platforms, distribution costs are piling up. Each new platform requires additional resources for software development and maintenance. Though the European TV industry has transitioned from analogue to digital TV distribution in the past, the key difference today is that any new IP-based distribution platforms are additions to broadcaster portfolios rather than replacements for legacy technologies (analogue signal was being switched off when the transition to digital was completed): “the general trend is that the old doesn’t go away, it is not replaced by the new, and the fixed costs keep piling up.”

As a result, broadcasters have to find ways to better monetise their content on new distribution platforms or face a long-term decline in profitability.

The growth of unmeasured TV and video viewing
When TV was mostly viewed on TV sets, at home, with a limited number of broadcast channels, panel-based, nationally-representative measurement solutions provided a robust solution to TV audience measurement. However, as egta notes in its recent report on ‘Advances in Hybrid Television Audience Measurement’, viewing behaviours have been changing faster than the measurement techniques that form the basis of the advertising transactions that underpin the industry. More and more viewing on TVs is unmatched, typically because it falls outside of a certain window or is being provided by a video service that is not currently being measured by the local TAM provider – creating measurement ‘black holes’. In the UK, for example, unmatched viewing amounts to more than 40 average daily minutes per person, although recent improvements to BARB will help to address this issue.

---

Challenges in understanding and managing product performance

Many broadcasters have noted that although multi-platform distribution is an exciting opportunity, it is becoming increasingly difficult to understand the performance of their content and channel and product portfolios effectively: “We have more insight into some areas, but we are losing sight of the big picture – a joined-up, holistic view of our content.”

However, these developments do present compelling new opportunities for commercial broadcasters

Although changes in consumer behaviour and the competitive environment create new challenges, they also create new opportunities for broadcasters. Broadcasters can develop new multi-platform ad products and solutions and leverage new types of data to provide more granular targeting and improved attribution, in addition to delivering mass reach advertising. These new capabilities can help broadcasters to supercharge TV as an advertising medium that is mass reach, multi-platform, data-driven, premium and highly creative. There are exciting and promising opportunities ahead, but broadcasters must get it right.

---

22 BARB defines unmatched viewing as when the TV is on but the content was not broadcast as part of a linear schedule in the last 28 days. This includes gaming, viewing to SVOD services and shows that have not been broadcast in the previous four weeks.


24 MTM interview (Broadcaster, UK).
3. Priorities for the European TV industry

Given these, and other, important developments, what steps does the European TV industry need to take to manage the transition to a more complex and competitive multi-platform TV market?

During the course of our work, we have identified five main priorities.

**Priority 1**
Ensure that TV Audience Measurement (TAM) solutions remain the gold standard in media measurement

**Priority 2**
Support the development of scalable, consistent pan-industry advanced TV and video advertising solutions

**Priority 3**
Develop the industry-wide data assets and capabilities required to cater to new advertiser needs

**Priority 4**
Maintain TV’s status as a brand-safe, fully viewable, and effective advertising medium

**Priority 5**
Invest in training the next generation of data scientists to meet TV’s needs
Priority 1: Ensure that TAM solutions remain the gold standard in media measurement

“We have three priorities for developing our measurement of television audiences. First, to provide multiscreen viewing figures, covering TV sets, smartphones, tablets and PCs. Secondly, to provide better reporting of the growing range of unidentified content being viewed on TV sets, such as SVOD services. And third, to maintain our reporting of new addressable advertising products, such as Sky AdSmart. More than ever, audience measurement is a team sport. Collaboration and cooperation is needed from many industry participants - broadcasters, platforms and research agencies – if we are to continue meeting the standards expected of BARB.”
Justin Sampson, Managing Director, BARB, UK

Measuring consumption across a growing range of devices and platforms, while maintaining a nationally representative panel and providing upgraded tools, presents important methodological and technological challenges for the industry, requiring considerable investment to address.

The European TV industry is widely aware of these challenges – and has for some years been taking steps to upgrade TV Audience Measurement, rolling out a new generation of hybrid solutions, fusing panel and digital usage data to provide greater granularity and better measurement of multi-platform TV consumption. Media usage data sets from set-top boxes, distributed automatic content recognition (ACR) solutions and other platforms and products are an important complement to panel-based solutions, providing granular insights into consumption on certain platforms and devices, either from a sample or from an entire population or universe, delivering a census.

These new data sets are not a panacea – they tell us what was consumed, but generally not who was watching, and do not provide a comprehensive picture of the entire TV market, only of activity on a particular device or platform.

Exhibit: Overview of JIC roadmaps in major European markets

<table>
<thead>
<tr>
<th>Core TV: Broadcast linear, time-shifted, and recorded TV</th>
<th>Extended TV: + broadcaster VOD on other devices</th>
<th>Total video: + non-broadcaster video content (e.g. YouTube)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>NL</td>
<td>NL</td>
</tr>
<tr>
<td>DE</td>
<td>IT</td>
<td>FR</td>
</tr>
<tr>
<td>IT</td>
<td>DE</td>
<td>FR</td>
</tr>
</tbody>
</table>

Panel-based solutions available in each market
Broadcasters VOD already measured in most of the markets
Non-broadcaster video content not measured yet, but on the roadmap in DE and NL
In general, the next-generation hybrid TAM services are not entirely new solutions, but represent a significant evolution and investment by the TV industry, addressing many of the current measurement challenges and delivering important benefits, including:

- Better measurement of multi-platform and non-linear TV viewing and advertising
- A reduction in the proportion of measured TV viewing that is unmatched
- Improved measurement of long-tail channels
- Improved planning across multi-platform TV and, in some cases, online video.

In developing these solutions, Europe’s JICs need to ensure that both panel and media usage data continue to conform to the same high standards of transparency and objectivity, with JICs overseeing the trading data, or through some other impartial, independent validation.

Across Europe, JICs are also exploring how best to take account of the wider video advertising ecosystem. There is a strong consensus that not all video is the same and, as a result, creating consistent approaches to measurement can be challenging. Similarly, agreeing common approaches to duration weighting for video adverts on different platforms, to allow for better cross-media measurement, has also proven problematic. However, these difficulties do not imply that more integrated, consistent cross-media measurement is not desirable or achievable and cross-platform measurement does not suggest that all forms of video should be treated in exactly the same way. There are recent examples of initiatives intended to support more extensive, inclusive measurement in some European markets – and it is clear that buyers are looking for improved approaches.

During the research, the Consortium has engaged widely with executives across Europe – and it is clear that next-generation hybrid TAM solutions represent a best-efforts approach to resolving many of the measurement challenges facing the TV industry, commanding the confidence of a vast majority of senior industry participants in most European markets. TAM upgrades do take time to roll out and create challenges, given the complexities of fusing panel and census data, substantial investment requirements and the need for collaboration and consensus, but this is widely regarded as a price worth paying:

“The next generation hybrid TV audience measurement will leverage new measurement capabilities enabled by connected devices. They will provide very accurate data, combining high-quality panels with big data sources and overcoming the intrinsic limitations of each approach. To do so, JICs will need to deal with more restrictive privacy regulations, find reliable and auditable big data sources and define appropriate models to compensate for big data biases.”

Davide Crestani, Technical and Scientific Director, Auditel, Italy

“A hybrid solution is now essential to plug the gaps in understanding of audience behaviour beyond the TV screen. A JIC-supported hybrid system has the advantage of, independence and transparency, as well as being structured in a way which can evolve with future viewer behaviour. Hybrid solutions, therefore, build on the established single source panel-based solutions, which fundamentally lie at the heart of any robust hybrid measurement system.”

Martin Greenbank, Head of Advertising Research & Development, Channel 4, UK

“We currently have metrics in the online world, and we have metrics in the TV world that are very different. I think this will remain the case over the next 3-5 years, with both worlds co-existing. We will continue to use panels to measure TV consumption, but at the same time, we will work hard on developing the new world of digital measurement, focused on understanding how media spend impacts sales.”

Klaus-Peter Schulz, Managing Director, OMG, Germany
It is imperative that the TV industry continues to support, maintain and invest in upgrades to current TAM solutions, to provide better measurement of multi-platform TV as broadcasters continue to invest in their video players and digital offerings. In some markets, planned TAM upgrades will deliver the required measurement services. In other markets, broadcasters are exploring the opportunities to establish common broadcaster online video platforms, which could deliver a similar level of insight into multi-platform TV consumption.

Some industry participants have also suggested that the ultimate goal for the TV industry should be to build common data platforms that underpin all broadcaster offerings in a given market, similar in some respects to the European Broadcaster Exchange (EBX) initiative that is currently rolling out across some European markets. However, there is limited consensus about the desirability and feasibility of creating these kinds of platforms. It is unlikely that a one-size-fits-all solution will emerge in the near future.

Moreover, many industry participants note that there is little alignment across the TV industry about how best to fuse panel and census data, with approaches varying by market. As the European TV industry looks to deliver greater consistency and transparency, it will become increasingly important to agree clear common principles for fusion – and to explore opportunities to deliver greater consistency across different European markets. However, given the diversity of Europe’s TV markets, TAM solutions are likely to remain divergent for the foreseeable future.

It is clear that TV Audience Measurement will increasingly be a team sport, requiring TV industry participants to actively collaborate with measurement providers by sharing data, tagging content, and supporting other initiatives to ensure effective measurement of TV consumption across multiple platforms and to maintain TAM’s status as the gold standard in media measurement.

“There is an arms race going on in digital video businesses: while this business will continue to grow, there is also a clear need for pan-industry collaboration on the strategic level. Individual publisher’s digital data don’t fit together. They are not comparable; they don’t provide measured cross-platform information and least of all an unduplicated overlap with linear TV viewing. Only a JIC can fill those gaps and provide advertisers and publishers with a holistic picture.”

Robert Schäffner, Head of Convergence, Mediengruppe RTL, Germany

“Trusted and efficient advertising ecosystems rely on audience measurement solutions that have a currency status. Building such ecosystems requires a collaborative approach with commonly accepted rules. The new perspective of TV advertising that includes digital and addressability requires us to adapt the model for audience measurement. However, the core of the model should remain the same – a common data/measurement platform built with commonly accepted rules. This requires pan-industry collaboration and, in France, Joint Industry Committees play a key role in developing a consensus. That is why a year ago Mediametrie set up the Data Committee, whose objective is to develop a common data/measurement platform for the new TV advertising ecosystem.”

Julien Rosanvallon, Senior Vice President – TV & Online, Médiamétrie, France
Importantly, Europe’s TV companies can no longer focus solely on the measurement of TV alone. TV, like other media, is part of a wider media ecosystem, with the majority of major marketing organisations delivering campaigns across multiple media channels. Increasingly, advertisers are looking for JICs and relevant industry participants and bodies to develop open, comparable approaches to measuring exposure across different channels.

The TV industry is in a strong position to lead the development of suitable cross-media measurement initiatives, given advertiser and agency wariness, suspicion and scepticism about online measurement: “Metrics should be the most real thing on the internet: They are countable, trackable, and verifiable, and their existence undergirds the advertising business that drives our biggest social and search platforms. Yet not even Facebook, the world’s greatest data–gathering organisation, seems able to produce genuine figures.”

Clearly, a range of initiatives is already underway in this area, with the Media Rating Council (MRC) and the Coalition for Innovative Media Measurement (CIMM, now part of the Advertising Research Foundation (ARF)) leading noteworthy initiatives. In some European markets, industry participants are looking to develop better solutions for Total Media Audience Measurement – for example, SKO, NLO, NOM and VINEX in the Netherlands issued an RFP in July 2018 to bring together “viewing”, “reading” and “listening” of media, leading to a new, shared standard for measuring and reporting media and advertising reach. The opportunity for the European TV industry is to push for more active collaboration and cooperation across different media siloes and to develop standards and principles that clearly define video views and viewability and help to demarcate premium broadcaster video viewed in brand-safe environments from sub-prime video advertising.

Beyond TAM upgrades, industry executives see a need for further initiatives and greater collaboration

The European TV industry has a long track record of successful collaborations, bilateral agreements and harmonising, coordinating initiatives, intended to promote consistent implementations of standards and guidelines, both within individual European markets and across Europe as a whole. These activities have played an important role in helping to ensure the successful operation of a competitive market that works in the best interests of all industry participants, covering everything from the transmission of broadcast services to the design of Smart TVs.

In the TV advertising market, key bodies supporting the industry include egta and the EACA, who have been closely involved in this study, as well as the European Advertising Standards Alliance, which brings together advertising standards bodies and self-regulatory...
“Globally the TV advertising market is worth hundreds of billions of pounds. Therefore it is essential to get measurement right for the digital age. A trusted solution is key, for both short-form and long-form content across devices. Although data sets that can improve measurement are proliferating, they are likely to be siloed and have limitations to be shared among different parties. Therefore, it’s more important than ever before to have more collective, collaborative conversations with data providers, content owners, advertisers and agencies to agree on the best possible measurement solutions going forward.” Charlotte Putnam, Global Data Strategy Director, Dentsu Aegis Network, UK

Alongside these organisations, recent years have seen a growing range of new initiatives, alliances and collaborative ventures designed to strengthen and support the competitive positioning of key industry participants: “[A]n increasing number of broadcasters are joining forces with their competitors to protect and further enhance their position in the video marketplace.” Notable collaborative ventures include La Place Media (formed in 2012 in France), the European Broadcaster Exchange (EBX), OpenAP (established in the USA), the European Media Alliance (EMA) and the Ad Alliance (in Germany).

As noted earlier, TV Audience Measurement is already a collaborative activity, with Europe’s broadcasters coming together in JICs to manage and maintain high-quality, robust industry currencies. As connected devices proliferate and fragmentation increases, hybrid audience measurement solutions will only become more important to the European TV industry, fusing third-party datasets from multiple sources with panel data to deliver accurate measurement in a multi-platform TV market.

However, there is a strong sense that the need for greater collaboration and cooperation around measurement, data and metrics goes further than upgrading and maintaining TAM services as best-in-class measurement offerings:

- **Scale**: Many European broadcasting industry participants acknowledge that competition from the major international internet platforms is set to intensify, and note that these companies have far greater investment capabilities than individual European broadcasters: “[D]igital advertising spend is growing inexorably, and the share prices of Facebook and Google simply demand that growth must continue. And they have thousands upon thousands of highly motivated engineers who will find a way ... [N]ow there is little left in print to steal, but the beast must still be fed, and the next big pot to start raiding is TV.” To compete effectively, national broadcasters, especially in smaller markets, are keen to pool resources, developing common platforms and capabilities rather than duplicating efforts and investment.

- **Unlocking new budgets**: Relatedly, some industry executives argue that the development of pan-European platforms and solutions could help to unlock new advertising budgets: “The big internet platforms offer consistent, easy-to-use targeting capabilities across multiple European markets, making it easy for advertisers to execute pan-regional campaigns. Joined-up offerings like the EBX can help broadcasters unlock similar budgets, if we get it right.”

---

27 Katty Roberfroid, egta, Stronger Together: Collaborations & Alliances in the TV/Video Ecosystem (May 2018).
28 A more comprehensive list of European collaborations and alliances can be found in egta’s Stronger Together report.
29 Mike Darcey, Winter is Coming: the emerging profit squeeze in television (November 2018).
30 MTM interview (Broadcaster, UK), organisations, and the World Federation of Advertisers (the WFA), with local members in key European markets.
• **Consistency**: Although most individual broadcasters in different markets are well advanced in rolling out streaming media services and advanced advertising offerings, many industry participants acknowledge that there is a risk of creating a fragmented multi-platform TV landscape, a patchwork quilt of different advanced audience targeting solutions that makes it more difficult for advertisers to achieve their reach and frequency objectives across different pools of inventory: “It is very important to avoid fragmentation and confusion with addressable TV. We want to ensure that we share the same way of measuring and reporting addressable advertising across the different TV sales houses and distribution platforms.”

Cooperation and coordination can address this challenge, aligning the industry around common metrics, attributes and approaches, helping to deliver an advanced TV advertising market that is as consistent as possible, in relation to planning and buying. Relatedly, most marketers are looking to reach the largest, most relevant audience possible, which generally means buying across multiple channels or media owners. Media alliances can support this objective, helping broadcasters to increase their collective scale and better deliver against advertiser requirements: “A shared TV industry data pool is an opportunity that’s been flagged by many broadcasters [...]. The main benefit would be for agencies to have a single unified way of buying audiences across multiple BVOD services.”

• **Visibility**: As noted above, TV Audience Measurement plays an important role in helping broadcasters to manage and assess the performance of their output and to determine where best to place programme promotions and trailers. Some industry participants argue that the development of common data, registration and identity platforms could deliver similar benefits for multi-platform TV services, making it easier for service providers to understand the behaviours of audiences across different TV players and OTT services. The same platforms could also make it easier to plan advertising campaigns and measure unduplicated reach.

• **User experience and data protection**: In some markets, industry participants argue that broadcasters should go one step further and develop common OTT platforms, aggregating their programmes in a single destination to offer audiences a more seamless user experience and greater transparency and simplicity about the use of personal data, organising information about the user’s consent and opt-ins in a GDPR world: “TV has to be easy to use in the digital age – nobody wants to use dozens of different TV apps with different log-ins and consent agreements. We could make the market much simpler for consumers by doing things together.”

The European netID Foundation is a good example of this kind of initiative. In some markets, even industry regulators have joined the call for this kind...
of collaboration: “The iPlayer, ITV Hub, All 4 and My5 have tens of millions of registered users between them. A common platform could combine the pulling power of Broadchurch, Blue Planet and Bake Off. It would make it easier for viewers to access content across a range of devices, with a single login. Sharing data could provide unprecedented insights for investors, commissioners and advertisers. It could place them at the forefront of the technological revolution that is transforming TV. Nobody can question our broadcasters’ aptitude to innovate. But at the moment, they are taking different paths.”

Despite these benefits, it is important to note that meaningful collaboration can be challenging. Many European broadcasters have already invested in data strategies, streaming services and advanced targeting offerings and these investments are generally sunk costs. Executives are understandably cautious about writing off these investments and starting again, especially when the benefits of collaboration may be relatively intangible. Moreover, cooperation and collaboration inevitably involve compromises and a loss of overall control, while some industry ventures have been plagued by slow decision-making, complex processes and an inability to resolve disputes. Successful ventures require a strong strategic foundation, clear objectives, secure funding, healthy integration and solid ongoing management.

It is also important to note that the US TV industry is facing many of the same challenges and is increasingly looking for collaborative solutions, in relation to data, currencies and addressability. Many of these initiatives are developing rapidly and will bear fruit in 2019, which is likely to be a pivotal year in the evolution of the US TV industry.

---

34 Sharon White, Chief Executive of Ofcom. Riding the waves of change: how British TV can be stronger together (November 2018).
Next-generation TV metrics and data strategies / Priorities for the industry

Going forward, TV broadcasters will be managing more complex portfolios of channels and digital products, delivering content to multiple connected platforms and devices, developing and scaling new ad products and solutions, such as addressable and programmatic TV solutions, and building out the data assets required to support new audience profiling and targeting capabilities. Developing these capabilities will require significant investment in new advertising technologies and data platforms.

**Priority 2: Support the development of scalable, consistent pan-industry advanced TV and video advertising solutions**

"Addressability can help broadcasters respond to consumers' expectations for personalised communication both from an editorial point of view and from an advertising perspective, with customised and more suitable advertising messages.

A year ago, we started offering addressable TV campaigns on free-to-air broadcast TV to learn together with the market how this new approach could benefit the TV ecosystem. Addressable TV opens up new markets and makes TV attractive to those advertisers who turn to digital as the only way to reach specific consumers – and they are very enthusiastic about the idea of being able to do this on TV. Addressable on free-to-air linear TV is particularly powerful as it ticks all the boxes of the three Vs of the Big Data world: unparalleled Volume that comes with our reach, a unique Variety of data thanks to the full spectrum of audiences that we cover through generalist and thematic channels, while connected TVs deliver the third V – Velocity – by enabling real-time data collection and delivery.

We have started with a small pool of advertisers and are now growing the number of campaigns and brands that are willing to test and embrace this new approach to TV advertising. The products and volumes might not be mature and perfect now, but they will evolve over time, and we believe it is important to hit the ground running and to gain the know-how."

Paola Colombo, General Manager, AdTech and Business Development, Publitalia ‘80, Italy

In most markets, broadcasters are already well advanced in rolling out sophisticated OTT services and advanced advertising offerings (for example, All4 by Channel 4 and 6play by M6), often using registration or log-in data, combined with data on individual or household attributes and, in some cases, purchase information. However, there is little standardisation or commonality across these advanced advertising offerings, across different broadcasters, sales houses and countries, resulting in a patchwork quilt of fragmented offerings — making it harder for agencies and advertisers to plan and buy addressable campaigns. There is also a lack of consensus and consistency on the buy-side,
“At the moment, we have many ways to measure digital advertising. It can be hard to know what you’re buying in digital because everyone is buying and selling different things. Also, we don’t want to have as many datasets as distribution platforms, so we’re trying to define a system where we could access homogenised datasets. This is a big ask for the market.”

Virginie Dremeaux, Director of Digital Marketing, Canal+, France

“Addressable TV advertising is not likely to attract significant ad spend in Italy in the near future, because we still have strong traditional linear TV viewership and TV viewing is not as fragmented as in some Northern European markets. Nonetheless, some of our competitors have started selling addressable TV advertising and we are promptly working on it as well.”

Laura Francia, International Relations Manager, Rai Pubblicita, Italy

“The main challenge with developing new broadcaster OTT and catch-up platforms is to aggregate all user data into a single global cross-device and cross-publisher audience pool.”

Franck Litewka, Head of Business Development, RTL AdConnect, France

with some sales houses noting that expectations and requirements for multi-platform measurement and advanced TV advertising solutions vary widely, across different agencies and advertisers. There is a strong consensus that this fragmentation is impeding the development of the multi-platform TV advertising market, resulting in inconsistency and, in some cases, duplicated investment.

In some markets, buy-side industry participants have taken the lead in developing capabilities and solutions that look to join up a fragmented pool of addressable advertising inventory across the TV market, helping advertisers to target audiences consistently across different broadcaster products – for example, WPP’s Finecast and Modi Media businesses and Cadent’s one2one Media. Although these initiatives have generally been welcomed, especially in larger markets like the USA, some sell-side industry participants in Europe believe that broadcasters should be doing more themselves to simplify the addressable market.

Importantly, the majority of TV viewing still takes place on TV platforms – terrestrial, satellite, cable and IPTV – rather than on OTT services delivered over broadband networks. To deliver advanced advertising on TV platforms typically requires some form of vertical integration and commercial agreement between the platform operator and the broadcaster, but these agreements have often proven difficult to strike. Largely as a result, addressable TV advertising in many European TV markets is nascent.

Greater collaboration, to support the roll out of new advanced advertising offerings and to reduce fragmentation, could play an important role in supporting the industry. The roll-out of standardised audience segments and targeting attributes could help broadcasters deliver greater scale across TV households to marketers (particularly when competing against the major internet video platforms), improving comparability across different broadcaster ad inventories, and potentially helping to reduce the individual broadcaster investment by pooling resources to create common metrics.

There will be different routes to achieving this standardisation in different markets. In some territories, the main opportunity for standardisation will relate to broadcaster OTT video products, where common registration initiatives, such as the European netID Foundation in Germany, could be a potential solution. In other markets, broadcasters and TV platforms could work together to develop common standards for audience segments spanning both linear and on-demand propositions, while in markets where collaboration between broadcasters and TV platforms is difficult, broadcasters could still roll out standardised audience segments across their linear and on-demand propositions by adopting solutions, such as the OpenAP initiative in the USA.
“I believe a shared TV industry data pool should be the top priority for the industry. For common audience segments to be a reality, you need to establish a common data source – a TV industry data pool could be that source. However, the industry needs to answer some important questions: who takes on the role of collecting and distributing this data and how can market participants access it?”

Emmanuel Crego, Deputy General Manager, Values.media, France

The development of common industry audience segments would not prevent individual broadcasters from developing proprietary data assets, audience segments and targeting attributes that help them differentiate their propositions from other broadcasters, but would make TV more accessible to advertisers and agencies: “A degree of standardisation would provide scale and make the TV ecosystem more accessible. It would create a layer on top of which broadcasters can innovate and compete.”

Industry participants note that EU’s General Data Protection Regulation (GDPR) and the cost of migrating from existing technology solutions may make it more difficult to move towards common, scalable solutions – and the goal of achieving a consistent pan-European addressable TV market may be out of reach. However, industry participants acknowledge that pan-European standards and principles would be highly beneficial.

Priority 3: Develop the industry-wide data assets and capabilities required to cater to new advertiser needs

“New trading metrics such as location, proximity, or lifestage segmentation could attract incremental ad budgets to TV.”

Rich Astley, Chief Product Officer, Finecast, UK

“Addressable TV advertising, if finally legalised in France, will help drive new advertisers, who have smaller budgets, to TV – especially thanks to location data.”

Philippe Boscher, Head of Digital Marketing, Data, Research, Addressable TV and Innovation, TF1, France

As the pressures on the traditional TV advertising market continue to intensify, many executives believe that the industry needs to do more to bring new advertising budgets – from both existing and new advertisers – to TV. Currently, only a small proportion of European advertisers place their ads on TV – only 3-8% of advertisers across the five major European markets covered in this study have done that in 2017. There is a growing range of opportunities for broadcasters to tap into the budgets of smaller advertisers, digital businesses looking to grow their brands, and more performance-driven advertisers.

Historically, many of these businesses have invested heavily in digital channels – but there are clear opportunities to bring these advertisers to TV, leveraging the capabilities of connected platforms and multi-platform TV services. Developing the data sets and metrics required to cater to these new advertiser needs will be important to the TV industry as it aims to unlock new budgets and to demonstrate measurable business outcomes.

In the short-term, the scope for supporting new data-driven audience-buying capabilities may be restricted to broadcaster OTT services, given the nascent state of addressable TV advertising on TV platforms in many European markets. However, the market is developing rapidly, with common solutions being rolled out across TV platforms in some markets and legal restrictions on addressable advertising on TV platforms under review.
Across the market, industry participants are also aware of a wide range of data-driven innovations, leveraging set-top box return path data, distributed ACR solutions, and other TV and video related datasets in areas such as campaign analysis, digital retargeting, and attribution of ad exposures to online and offline outcomes. Many of these solutions are developing rapidly, but as of yet, there is limited consensus about the need for pan-industry collaboration.

Individual TV industry participants are likely to continue to invest and experiment with relevant solutions, some of which may become suitable for wider adoption in the future. However, at this stage, the most important priority is to maintain a watching brief over these types of solutions. In this respect, trade bodies and organisations like egta, the WFA, ASI and I-COM have an important role to play in disseminating information about the recent innovations in this space.

“Applications of new datasets are already having a number of positive impacts on the TV ecosystem. For example, advertisers can already leverage new audience segments that go beyond traditional demographics to cover shopping interests, purchase intent, behavioural factors, and custom segments. Seven of the top 15 advertisers on TF1 are already planning and executing Optimized Linear TV campaigns using these new data segments.”
Philippe Boscher, Head of Digital Marketing, Data, Research, Addressable TV and Innovation, TF1, France

Priority 4: Demonstrate that multi-platform TV is a brand-safe, fully-viewable, effective advertising medium

“We [broadcasters] don’t play to our strengths, such as brand safety and viewability... it’s a way to gold-plate TV, and we can prove it with metrics.”
Broadcaster, Germany

“We have the opportunity for all broadcasters to come together and align behind new metrics.”
Fabrice Mollier, ex-President, egta, and ex-President of Distribution, TF1

Historically, one of TV’s greatest strengths has been the quality of the advertising environment – TV is brand-safe, trusted by viewers, and regulated, with clear codes of conduct, procedures and established practices. TV ads are displayed in high-quality environments, are completely see-able, and are shown uncluttered in a full-screen environment. Advertisers and media agencies generally retain high levels of confidence in TV as an advertising medium. TV advertising is also widely regarded as highly effective, delivering excellent return on investment for advertisers, as has been evidenced by many broadcasters, both individually and collectively through marketing bodies like Thinkbox in the UK, Screenforce in Germany and the Netherlands, and egta across Europe, which have invested heavily in studies showcasing the effectiveness and benefits of advertising on TV.

However, TV is increasingly being consumed across a wide range of connected devices and platforms, in browsers and video players that often represent a very different environment to the TV screen. On connected devices, TV services are not necessarily always full-screen,
“Talking about the TV consumer behaviour, we need to rethink our language. We should stop talking about our content as TV and talk about it as premium video - live, linear and on demand. If you’re only talking about TV, you’re selling yourself short as mobile is the growth area. Similarly, if you’re only talking about video, then you’re putting yourself in the same league as YouTube, which is a very different proposition in terms of content quality, aggregation and brand environment.”
Susan van Geenen, VP Commerce, FOX Networks Group, Netherlands

“Media agencies are expressing a desire for a credible large-scale alternative to digital giants, where they could invest their client budgets in brand safe and highly viewable environments. Having a degree of consistency on the TV side as offered today by digital giants would definitely help. TV would look very strong in that context, bringing in new ad money.”
Chris Le May, CEO, European Broadcaster Exchange (EBX)

“We see strong demand in the market for ensuring that ad effectiveness studies are transparent for all parties involved. In France, advertisers are already pursuing an initiative that aims to certify marketing ROI studies.”
Olivier Daufresne, International Project Director, CESP, France

uninterrupted and fully viewable, and, in some environments, marketers may have brand safety concerns. Moreover, a growing volume of video content and advertising on TV screens is being provided by digital businesses that do not always conform to the high standards and strict codes of conduct that govern TV advertising.

As the market evolves, TV needs to maintain its premium status, providing brands with a stamp of credibility and extending TV’s ‘quality moat’ across all platforms and environments. Broadcasters in many markets are already exploring different approaches to demonstrating brand safety and viewability across different platforms, but these efforts are often uncoordinated, and there is little agreement about how best to proceed. There is a case for the TV industry to develop a more joined-up approach to demonstrate TV’s unique strengths by adopting new pan-industry metrics and principles for viewability and brand safety across all platforms and environments and differentiating TV from other, less-premium environments. Similarly, demonstrating the integrity and quality of the industry’s data assets could also be an important differentiator.

As well as maintaining TV’s strong premium credentials, there is an ongoing requirement to continue investing in research, capabilities, tools and techniques that evidence TV’s effectiveness as an advertising medium – especially as digital businesses develop new video ad formats, direct-response capabilities and performance tools. Broadcasters and TV trade bodies across Europe already invest significant sums in demonstrating and communicating the profitability and ROI of investing in TV advertising – but the industry is changing rapidly, and spend on digital media continues to grow, inevitably putting pressure on TV.

There are clear opportunities for the TV industry to work together more effectively to demonstrate the effectiveness of TV, establishing best practices and consistent methodologies, pooling resources to deliver new studies, and aggregating and disseminating them more widely – within individual markets and across Europe. Increasingly, effectiveness research needs to focus on business outcomes – and take account of the wider media market.
Managing increasingly complex portfolios of digital products requires new skills and capabilities in broadcasting businesses. Broadcasters are investing heavily in upskilling their staff and are recruiting data analysts, scientists and digital specialists to complement existing teams. However, although some broadcasters are well-advanced in developing their data strategies, industry participants note that many TV companies have found it difficult to develop state-of-the-art data capabilities.

Like many other sectors, the TV industry often struggles to attract and retain skilled personnel, and there is a limited pool of experienced data analysts, scientists and digital specialists with the right expertise and industry knowledge. In part, these challenges relate to growing demand across multiple industries and to a lack of STEM (Science, Technology, Engineering, and Mathematics) skills in many European markets.

However, there is also a lack of dedicated industry funding and training schemes to supply the next generation of TV industry data specialists. Given this, we believe that there is a strong case for broadcasters to collectively invest in training and mentoring schemes to cultivate the next generation of data and analytics talent to support the industry. The TV industry has a long track record of investment to support producers, broadcasters, engineers and other specialists, but, to date, data specialists have not been a significant focus. These schemes would aim to increase the availability of experienced data scientists and analysts who understand the changing needs of broadcasters and can help the industry prepare for the multi-platform TV era.

Priority 5: Invest in training the next generation of data professionals to meet the TV industry’s needs

4. The roadmap going forward

Europe’s major TV markets are diverse and dynamic, with significant variations between market structures, levels of investment, competitive dynamics and audience preferences and behaviours. However, there are also important similarities – and we believe that the strategic priorities identified during the course of the Consortium programme are relevant across all of Europe’s major TV markets.

Clearly, individual broadcasters and JICs in certain markets are
“Pan-industry collaboration is the only route for us to be able to track, analyse and monetise audiences on different devices and different platforms. Panel and census data, first and third party datasets, tagged and untagged content, and set-top box data are important items on the TV industry’s agenda. They bring all the relevant parties across the industry – including publishers, advertisers, media agencies, technology suppliers and telcos – to the same discussion table.”

Michel van der Voort, Director, Screenforce, Netherlands

While delivering a significant commercial impact is likely to take time, it is widely recognised that urgent action is required to determine how to organise for collaboration in order to start moving forward more quickly. This is critical as European TV companies are increasingly compared to major internet video platforms which are able to rapidly deploy large-scale innovations. Some executives observe this is less of a challenge for the large scale US broadcasters which have greater scale than many of their European counterparts.

To deliver against the identified strategic priorities successfully, Europe’s TV industry needs to find new ways to balance collaboration and competition, innovation and standardisation. In some territories, industry bodies are already taking steps to coordinate activities and to ensure consistent approaches across the TV industry, but in other markets cooperation is much less developed, raising concerns that current institutional arrangements require support if they are to deliver against a new set of priorities.

It will be incumbent upon broadcasters in each market to find the right approaches and vehicles to implement these solutions, some of
“In Italy, it is difficult for public service broadcasters to collaborate with commercial organisations because our goals differ. On the other hand, I think there could be an opportunity to collaborate more closely with other public services broadcasters across Europe.”
Laura Francia, International Relations Manager, Rai Pubblicita, Italy

“A shared TV industry data pool would be complex to build, but it’s definitely achievable. It’s important to have the scale to compete with digital platforms, but broadcasters need to avoid creating more walled gardens where the ability to optimise and measure an advertiser’s campaign is limited. Any TV data pool would need to be independently and openly verified in a way that some major digital platforms today are not.”
Rich Astley, Chief Product Officer at Finecast, UK

As the industry continues to evolve, industry participants in other markets could benefit from similar initiatives, establishing jointly-funded organisations that would help to coordinate investment and could potentially become the vehicle for delivering against some of the priorities noted above. In some European markets, these functions could simply be taken over by existing organisations, while in other markets it may be necessary to establish new organisations, jointly-owned by broadcasters and, potentially, other relevant stakeholders. At a pan-European level, coordination could be achieved by existing organisations, such as egta. To succeed, any new pan-industry TV data solutions will need to be accountable, auditable, transparent, and based on win-win commercial agreements.

The immediate priority is for dialogue, to identify opportunities for greater collaboration, coordination, and consistency.
“Broadcasters need to look harder at collaboration around data and digital platforms. There’s value in sharing data from digital products among broadcasters, linking different datasets together and making this data available to the market. Each broadcaster could benefit from knowing what their viewers watch on other broadcaster services, helping us improve our services for audiences. I strongly believe data partnerships and collaboration are going to become even more important in the coming years.”
Nick North, Director of Audiences, BBC, UK

The vision

Change brings opportunity – and the opportunities for Europe’s TV industry are exciting, if it can deliver against these priorities. TV remains a high-quality medium, offering premium content in a brand-safe environment to audiences and advertisers. The transition to a multi-platform TV market represents a massive opportunity to deepen TV’s connections with audiences and advertisers, bring investment back into the ecosystem, combining scale and quality with new advertising products and services.

TV’s future is as a data-enabled medium, allowing marketers to buy premium inventory against difference audiences and datasets, to better plan, target and assess campaigns, broadening TV’s capabilities to deliver against a wider range of marketing objectives, from brand building to sales activation – a medium that is even more adaptable, combining premium content with innovation and technology.

Gold-standard measurement, metrics and data will remain at the core of this vision, supporting the development of new products and services, maintaining relevance for audiences, and informing decision-making and investment.

Although there is clearly still much to be done, individual broadcasters have already made significant progress, and multi-party initiatives and collaborative ventures are proliferating. The next step is for the industry to come together, to explore the opportunities to develop a common roadmap, greater consistency and deeper collaborations.

We look forward to continuing the dialogue. The future of the industry depends on it.
Adobe Advertising Cloud is the industry’s first end-to-end, independent platform for managing advertising across traditional TV and digital formats. By focusing on brand safety, improving transparency and leveraging the full power of Adobe Creative Cloud and Adobe Experience Cloud, our platform enables advertisers to gain greater control of their global advertising spend and achieve their business objectives. The platform already manages roughly $3 billion in annualized ad spend on behalf of more than 1,000 global clients, including Allstate, Ford, Johnson & Johnson, Kraft, L’Oréal, MGM, Nickelodeon and Southwest Airlines.

Alphonso is a TV data company and the market leader in providing brands and agencies with verified TV audiences on mobile devices and the web. Its Alphonso TV Data Cloud services power TV retargeting and brand insights for hundreds of the Fortune 500 brands and agencies in the US. The company enables its clients to amplify their TV spend with digital, and to reach targeted TV demographics across all screens. With automatic content recognition (ACR) technology embedded in tens of millions of hardware and software products including smart TVs, TV chipsets, mobile apps, gaming consoles and streaming devices, Alphonso understands what programming and advertising people are watching on TV. Through its Alphonso Insights SaaS offering, Alphonso delivers actionable insights and closed-loop attribution with offline data in real time, to help its customers understand the true impact of TV advertising.

Sky Media is the advertising sales arm of Sky, offering brands an exciting array of opportunities, helping deliver solutions that connect and engage current and future customers. Representing all of Sky’s famous channels including Sky Sports, Sky News and Sky 1 - Sky Media also sells on behalf of renowned broadcasters and channels including Viacom, Discovery, NBC Universal, Fox and A+E Networks. Sky Media is also a leader in addressable technologies bringing both Sky AdSmart and Sky AdVance to the market in recent years.

TVbeat provides a Total TV Software Suite for TV media companies to succeed in the evolving advanced TV opportunity. By streamlining first party linear and VoD TV data across all their TV properties, our software can automate and optimise TV ad planning, budgeting and forecasting, facilitate data-driven TV audience targeting, and enable...
customised post-campaign reporting across linear and VoD. TVbeat offers both modular services for internally developed solutions, as well as fully managed solutions. Founded in 2013, TVbeat has offices in the USA, UK, Netherlands, Croatia and over 40 clients in 9 countries.

MTM is an international research and strategy consulting firm, specialising in media, technology and advertising. MTM helps clients in the private, public and not-for-profit sectors around the world understand and respond to digitally-driven change, providing award-winning consumer research, industry analysis, strategic advice, and support for new ventures, business development, and organisational change and transformation. Headquartered in London, MTM is a private company working with clients around the world.

Advisors

egta is the Brussels-based trade association of more than 143 television and radio advertising sales houses. Together its members, active across 41 countries (mainly in Europe) collect more than 80% of television advertising investments in Europe. As sales houses of both public and private broadcasters, egta members commercialise the advertising space around audiovisual content available on platforms such as TV sets, tablets, smartphones, PCs, Smart TVs and other Internet-connected devices.

European Association of Communications Agencies (EACA) is a Brussels-based trade organisation representing more than 2,500 communications agencies and agency associations from 30 European countries that directly employ more than 120,000 people. EACA members include advertising, media, digital, branding and PR agencies – providing an important link between agencies, advertisers, content owners and ad-tech companies across Europe and around the world. EACA actively participate in setting the highest professional standards and promoting honest, effective advertising and awareness of the contribution of advertising to the free market economy. EACA also works closely with the EU institutions and other European trade organisations to help protect the freedom to advertise responsibly and creatively.