



# ACQUISITION EVOLVED.

Attract and engage high-value media and entertainment customers across channels.

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2017

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# ALWAYS be growing.

Now is the time for media and entertainment companies to adopt the motto “Always Be Growing.” In contrast to the “Always Be Closing” sales mantra, it puts the focus on building engaging experiences and long-term relationships with customers.

Whether your business model is based on advertising, subscriptions, donations, upsells, or some combination of these, the foundation of your success is attracting and connecting with valuable audiences that advertisers want to reach or that pay for your content or otherwise contribute to your bottom line.

Let’s explore the role that technology and data play in messaging these audiences, engaging them in premium contexts, and keeping them engaged over time.

Nearly every measure of success can be tied to acquiring and engaging valuable audiences:

- **Audience size.** How many people can you reach?
- **Audience quality.** Can your audiences command a high advertising CPM?
- **Subscriber numbers.** How many people value your content enough to pay for it?
- **Engagement frequency.** How often does your audience engage with your content across channels?
- **Engagement time.** How much time do audiences spend with your content across channels?
- **Engagement context.** What percentage of audience engagement takes place in premium contexts that advertisers value, like full-screen video viewing?
- **Audience loyalty.** Can you acquire new audiences faster than existing audiences churn?
- **Inventory sell-through.** Do you attract the right audiences in the right contexts to sell your entire advertising inventory?

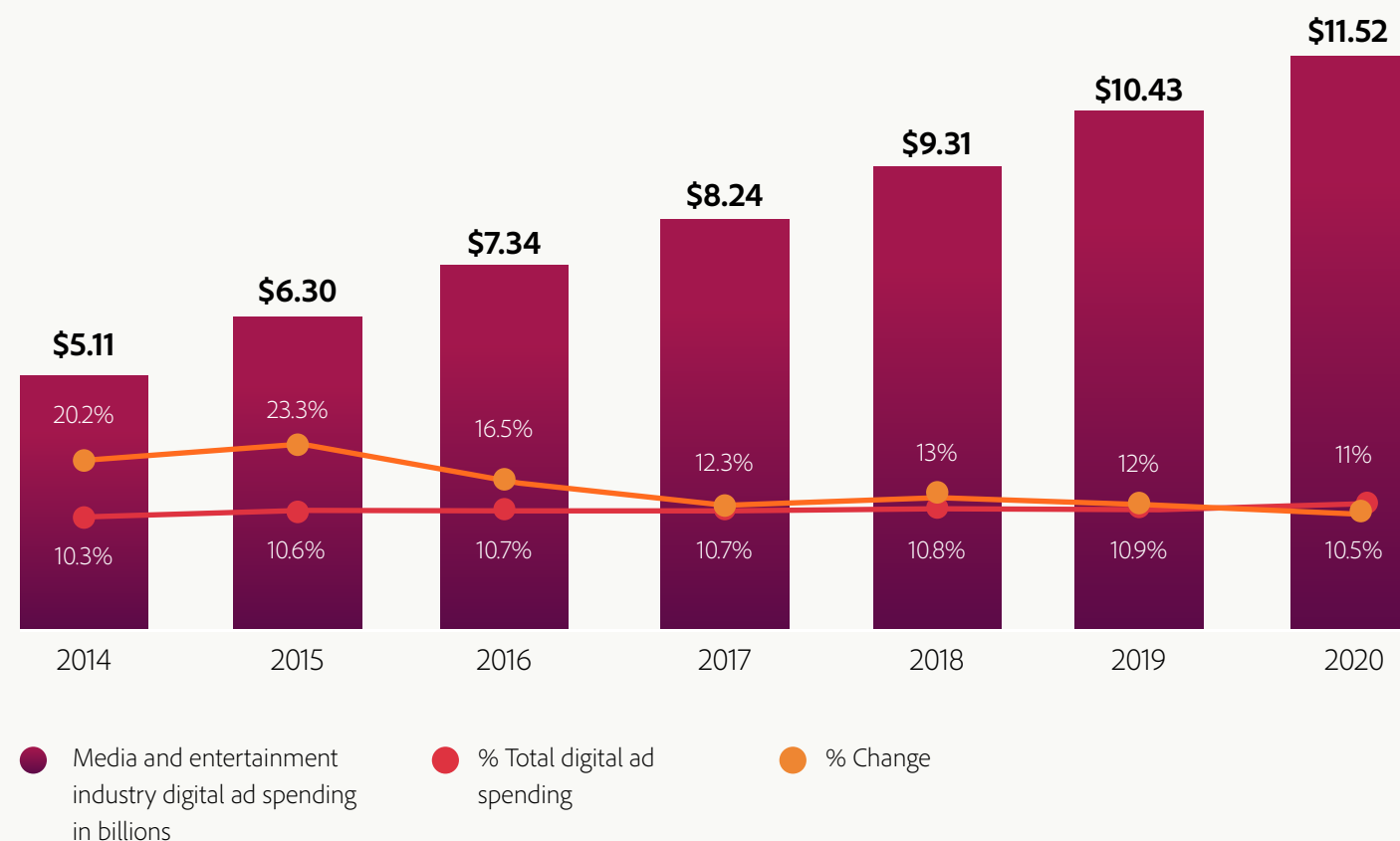
# The world of **ACQUISITION** has changed—for the better.

Digital ad spending is on the rise in the U.S. media and entertainment (M&E) industry. eMarketer predicts that the industry will spend a combined US\$8.24 billion on paid online and mobile media advertising in 2017, which will grow to US\$11.52 billion by 2020 (see chart).<sup>1</sup>

Today's marketing technologies allow ad spend efficiencies never before seen in any industry. So, it should be no surprise that 30 percent of executives include the ability to deliver ROI on technology investments among their top priorities, and 23 percent include moving from one platform to another, or "replatforming," their marketing technology.<sup>2</sup>

## US Media and Entertainment Industry Digital Ad Spending

2014—2020

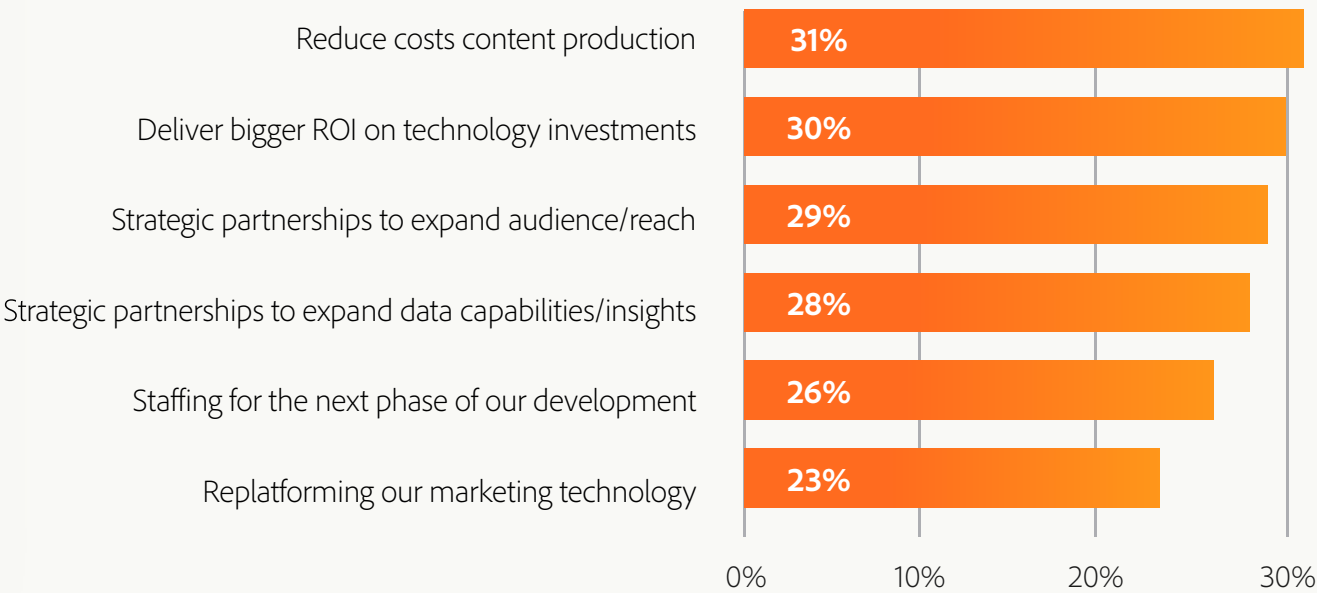


The following sections include questions and results included in the "Trends and Priorities in the Media and Entertainment Sector" report, which is based on a survey of more than 200 senior-level marketers and executives in North America.

# Top business-related priorities.

Executives working to deliver ROI on technology investments have identified a number of challenges. These include a lack of communication throughout the organization, not taking full advantage of the technology in place, and not accurately measuring the impact of technology investments.<sup>3</sup>

“Which of the following initiatives are top business-related priorities for your organization? (Top two choices)”<sup>4</sup>





## Challenges encountered when working to deliver ROI on technology investments.

A replatforming initiative lets executives tackle these challenges anew. Among executives that want to replatform their marketing technology, 43 percent want to do so for data management capabilities, 31 percent want to do so for targeting and personalization capabilities, and 24 percent want to do so for content optimization capabilities<sup>5</sup> Other popular reasons for replatforming include multichannel management and mobile optimizations.

### "Which of the following describe your organization's experience with technology investment?"<sup>6</sup>

We do not always communicate the impact of marketing technologies outside the teams that are directly responsible

48%

We have not always taken full advantage of the technologies we have

44%

We have not accurately measured the impact of our technology investments

33%

We have not educated senior leadership on the impact of our technology investments

30%

We have not always staffed new technology assets sufficiently

22%

Other

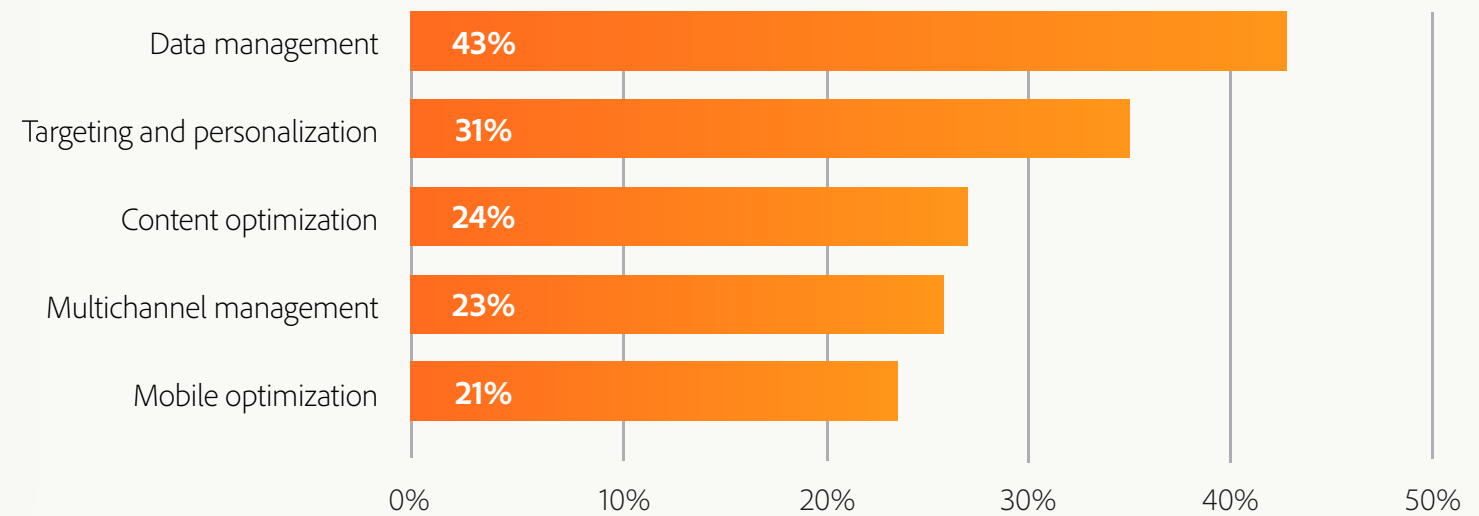
2%

0% 10% 20% 30% 40% 50%

## Next stage after replatforming.

To overcome the most common challenges to acquiring and retaining M&E customers, let's explore how to define your KPIs, get a single view of your consumer, integrate online and offline data, and update and integrate your marketing technology.

**"Which of the following are primary for the next stage of your development?"<sup>7</sup>**



# Define your **KPIs** for success.

For data-driven acquisition marketing to be successful, your strategy should define which metrics to improve and how your team will monitor progress.

This may seem like simple advice, yet only 40 percent of marketers follow it.<sup>8</sup> These marketers have either an advanced or a basic set of key performance indicators (KPIs) for measuring ROI and adjusting marketing split. Everyone else measures vanity metrics or nothing at all. Clearly, you want to be in the group that is measuring ROI instead of the group that is not.

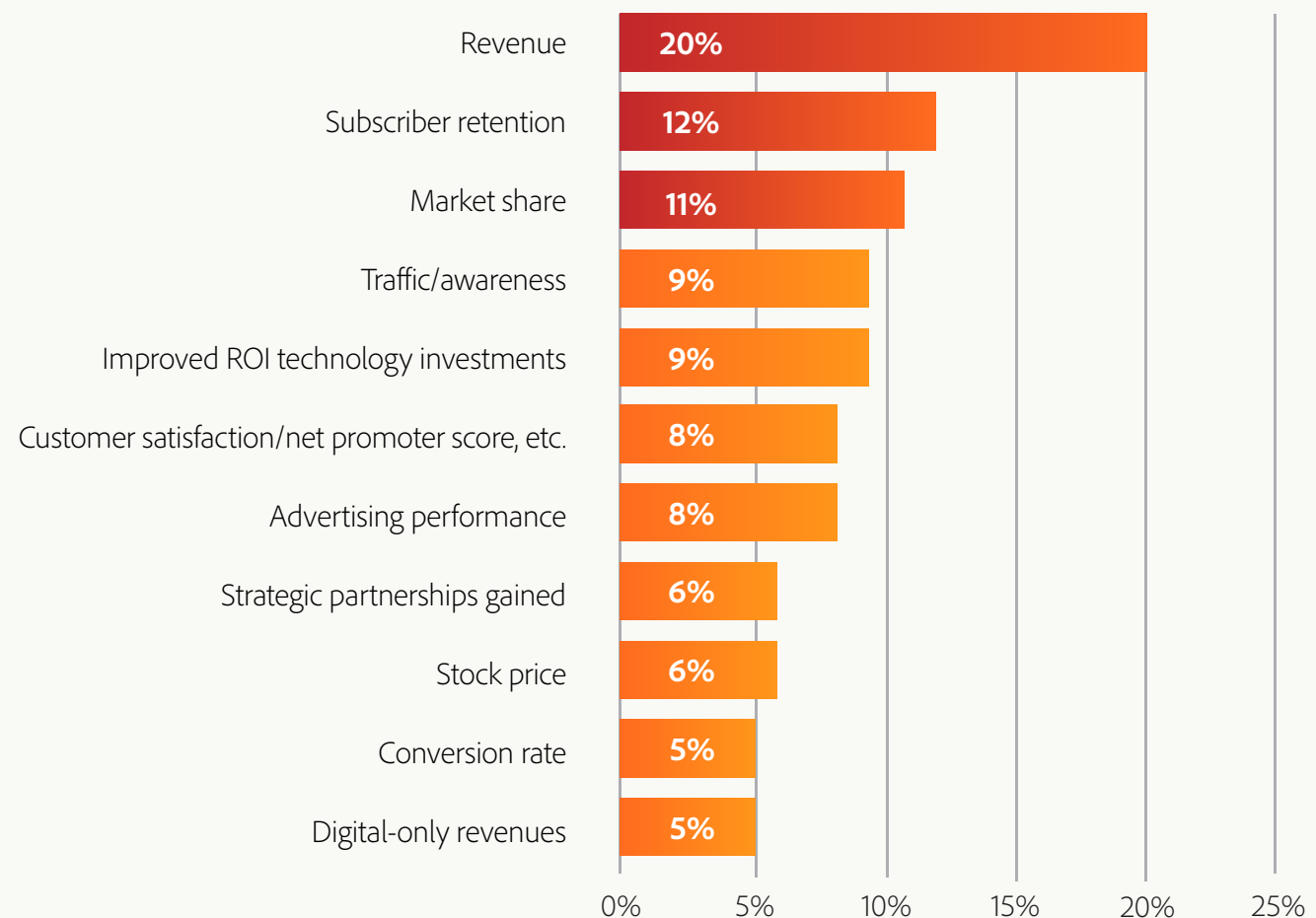
Another way to avoid an overreliance on vanity metrics is to measure the KPIs that the most executives believe in. For example, only three metrics have more than 10 percent of executives citing them as the best KPI. The three winning metrics are revenue, subscriber retention, and market share.<sup>9</sup>

After documenting the KPIs in your strategy, you should also document the consumer data you'll be collecting and your process for managing the data. This will make it easier for you to ramp up new team members on your data-driven marketing strategy and coordinate with external departments. The alternative is far too chaotic to be recommended.

If you don't have a formal approach to data-driven marketing yet, you're not alone. Only 8 percent of marketers say they have a *comprehensive* strategy for better data usage in their marketing programs. Another 18 percent say they have a solid strategy for better data usage in marketing programs, but *there are gaps*. Fifty-one percent of marketers are working toward a strategy to better use data. And 23 percent haven't formalized an approach.<sup>10</sup>

If you haven't already, you should join the 8 percent of marketers who've a comprehensive strategy.

**Best KPI's to measure success.<sup>11</sup>**





# Get a single view of your **CONSUMER.**

Marketers need a single view of the consumer because it's an essential part of a data-driven marketing strategy.

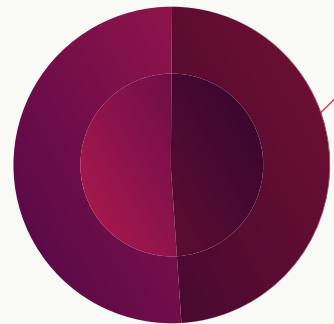
To get a single view of the consumer, marketers consolidate first-party, second-party, and third-party data about members of their audience into actionable profiles. These profiles can then be used to inform off-site acquisition campaigns where you target audiences with specific attributes and drive them to your properties.

Despite the utility of having a single view of the consumer, only 13 percent of marketers surveyed have reached the implementation phase. Eighty-five percent of marketers are either budgeting, prioritizing, or discussing their plans to establish a single view of the consumer.<sup>12</sup>

The pain of data consolidation may be part of the delay. For some marketers, data consolidation is just a minor headache. But for most marketers, activities like moving data between systems and gaining that single view of the consumer score four out of five, or five out of five on the pain scale.<sup>13</sup> One way around this pain is to work with a vendor to initially ramp up your data consolidation efforts.

Many marketers will need to get new technology to achieve a single view. Specifically, among M&E executives, 49 percent agree or strongly agree that they lack the technology that is needed to capitalize on digital opportunities.<sup>14</sup>

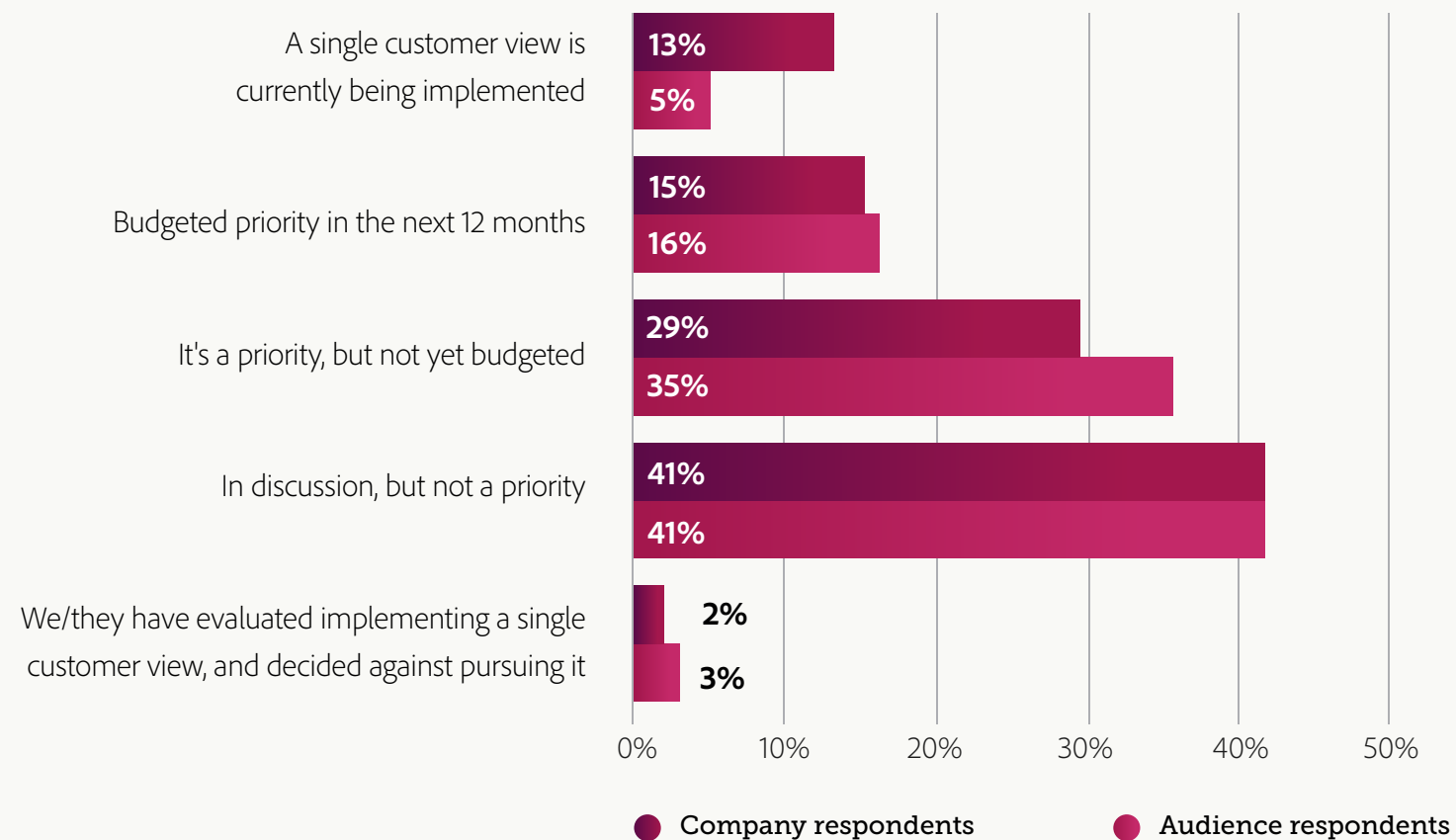
In time, most M&E marketers will power through the discussions, prioritization, and budgeting needed in order to get to the implementation phase. And they will probably suffer a headache or two in the process. However, you can expect most marketers to eventually overcome this obstacle and get a single view of the consumer.



**49%**  
of M&E executives  
lack the technology  
to capitalize on  
digital opportunities.



Is there a priority for establishing a single customer view at your organization (or your clients' organizations)?<sup>15</sup>



# Integrate online and offline **DATA.**

Ideally, your single view of the consumer will consolidate data points about your audience from their online and offline interactions. For example, if a prospect subscribes to your content over the phone, you want your view of that person to reflect their new status as a subscriber and not their old status as a prospective subscriber.

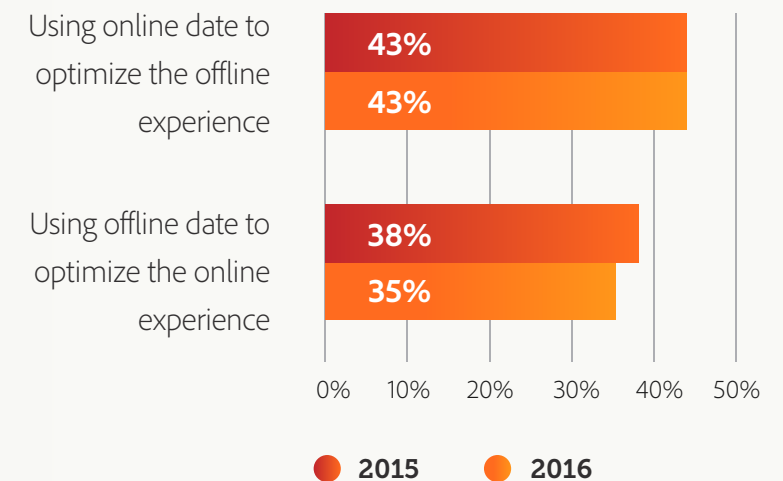
Bridging the divide between how online and offline data is managed typically involves a lot of internal collaboration with internal teams. In fact, 64 percent of marketers say that “offline and online data are typically handled by separate teams.”<sup>16</sup>

Marketers will have to collaborate internally to identify a shared system in which all internal teams can contribute online or offline consumer data points into a single view. This process should involve leaders from all relevant teams to get their support.

Now is the time for this internal collaboration because many marketers believe that bridging the online/offline data divide will be very important for their digital marketing over the next few years. Already, 38 percent of marketers want to use offline data to optimize the online experience.<sup>17</sup>

Once your single view of the consumer incorporates all the most important online and offline data points, you’ll have overcome another obstacle to successful data-driven marketing. And other internal departments will benefit from the consolidated view.

**Proportion of respondents saying these will be 'very important' for their digital marketing over the next few years.<sup>18</sup>**

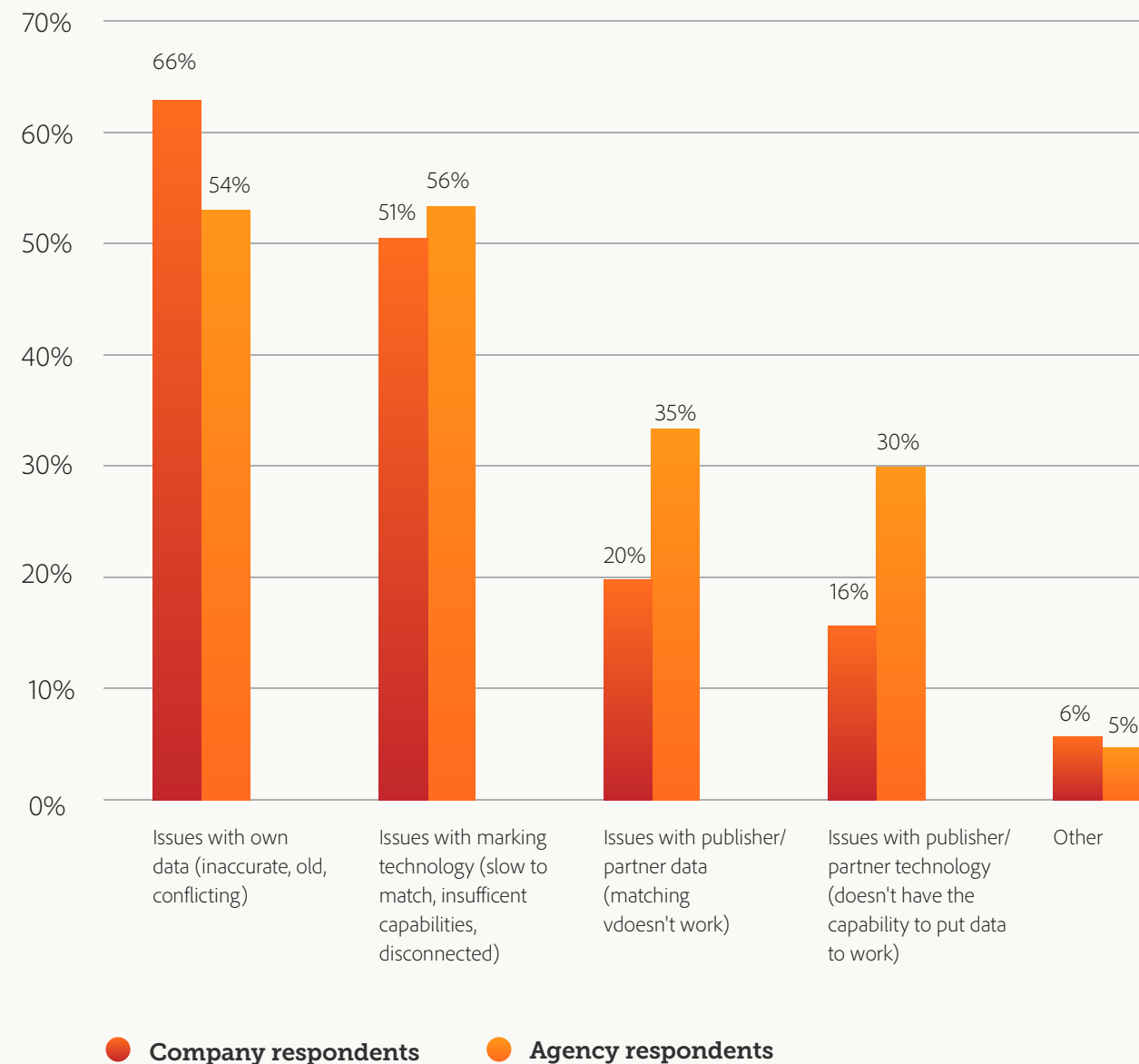


# Update and **INTEGRATE** your marketing technology.

Many marketers report issues with inaccurate, old, conflicting, or unmatchable data. However, many of these data problems could be solved with the right marketing technology solution. So, while 51 percent of marketers say that issues with marketing technology are an obstacle to successfully using data to find new audiences, this number could be even higher because the issues they have with data could actually be issues with the technology they use to handle data.<sup>19</sup>

If your marketing technology solution does not reduce the challenges presented by disparate data, it's time to evaluate better technology.

What are the main obstacles to successfully using data to find new audiences that are like current customers?<sup>20</sup>



# TECHNOLOGY should work for you—not against you.

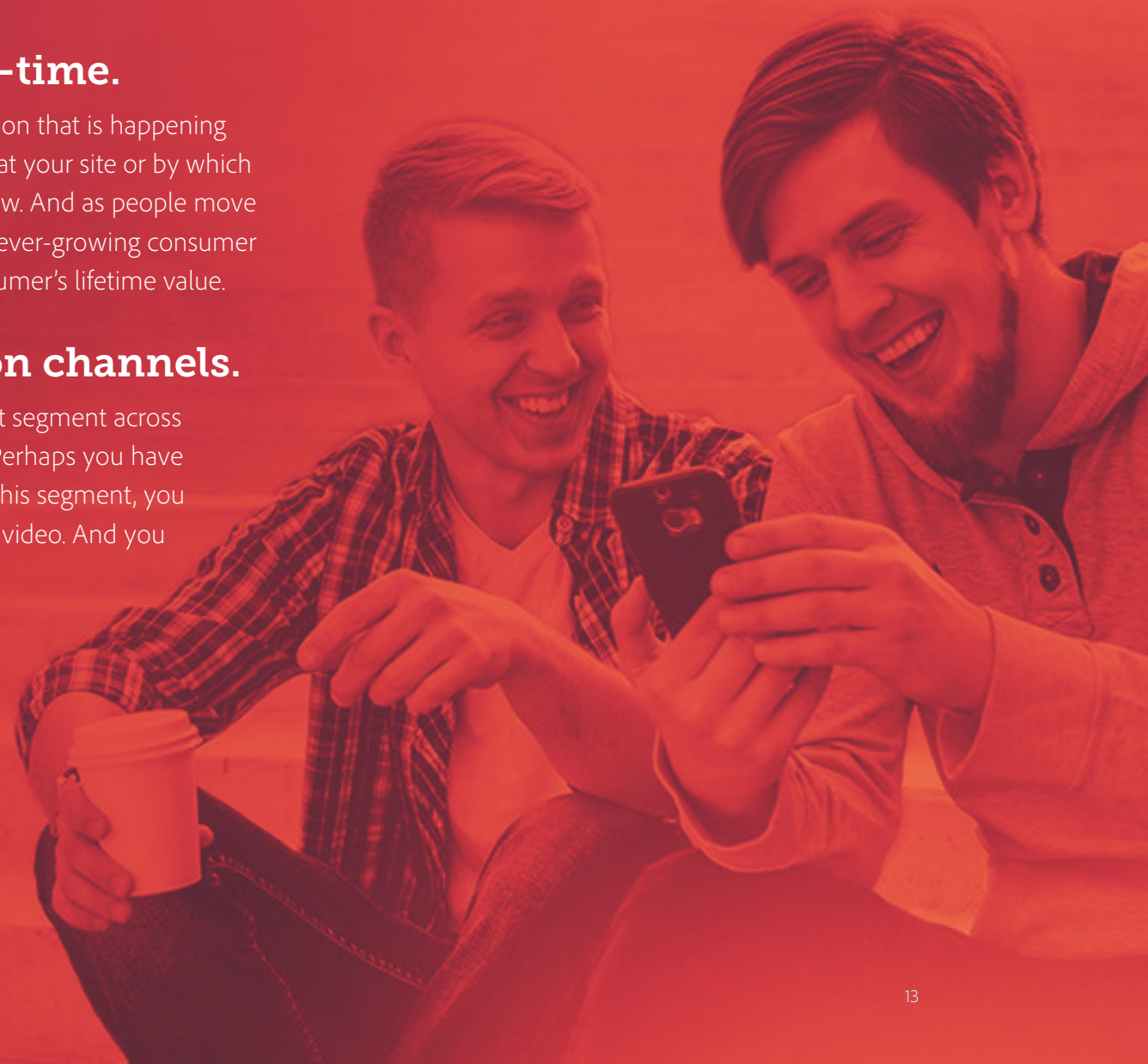
It's too bad that 51 percent of marketers view marketing technology as an obstacle to their data-driven strategy. It should be quite the opposite. Marketing technology should be the vehicle through which you realize your data-driven strategy. For example, here are five things your marketing technology should help with.

## **Use digital behavior to inform segments in real-time.**

Analytics technology can ensure that your segments dynamically adjust to new information that is happening right now. You can have a segment defined by what people searched for prior to arriving at your site or by which pages of your site they visited. As new people exhibit this behavior, your segment will grow. And as people move along a journey with you, they may move from one behavioral segment to another. This ever-growing consumer view will then feed back into your acquisition efforts, better informing ROI against a consumer's lifetime value.

## **Share segments across acquisition and retention channels.**

Data management technology can allow you to define a segment once and then use that segment across channels to coordinate outbound digital marketing and on-site content personalization. Perhaps you have a comedy lovers segment. When you have a new piece of content that would appeal to this segment, you can reach people in the segment across digital channels such as email, search, display, or video. And you can recommend new comedy content to them when they reach your site or app.





## Run contextual messaging across channels.

Campaign management technology can help you deliver contextual messages that recipients are likely to respond to. For example, you can segment audiences by what motivates them to engage. People may engage for exclusive content, on-demand content, free content, or the most popular content. You can segment audiences by these motivations and then message them accordingly.

## Personalize online experiences.













Personalization technology can help you optimally adjust the content and user experience on your sites and apps based on who is visiting. This technology should be able to leverage your marketing segments to anticipate what users want to see and serve it up in real time. It can be enhanced with a recommendation system that uses smart algorithms to predict the pieces of your content that users are the most likely to engage with and put that content front and center. The more informed you are about what content resonates with specific audience segments you have acquired, the better you can target new consumers who look like established segments, even though you won't have the same depth of profile on the new arrivals.

## Attribute marketing investments to KPIs.

Analytics technology with built-in attribution modeling can help you understand what is attracting your most valuable audiences so that you can acquire more just like them. The technology uses statistics and machine learning to determine the extent to which your marketing touchpoints are impacting your KPIs. It may show you that Facebook ads often convert to loyal audiences, whereas search ads rarely convert. With a clearer understanding of the downstream impact of your acquisition efforts, you can adjust your marketing spend accordingly.

When you have marketing technology that can do these five things, you can use the following four-part framework to pursue excellence in data-driven marketing.

## Example of aligning messaging to consumer motivations.

	Exclusive Content	On-Demand Content	Free Content	Popular Content
CONTEXTUAL MESSAGING	 Program premier around holidays	 Watch anywhere anytime	 Popular shows on demand	 What's trending today
	 Register for exclusive	 Check out our Apple TV app	 Watch the latest episode	 More popular titles now
	 Exclusive access for you!	 Extra footage	 Catch up on the go	 Watch the latest episode

# The **FRAMEWORK** for excellence in data-driven marketing.



## Onboard and analyze.

To acquire and retain valuable audiences, you must first understand their DNA: What makes these audiences valuable? How do they respond to your digital marketing? What do they do on your sites and apps? By tapping into the power of analytics, you can get deeper insights into your audience including the answers to these questions. You'll also get a more accurate starting point for finding more people who share similarities with your most valuable audiences.

**Two activities are essential to understanding the DNA of digital behavior: data collection and attribution modeling. Follow these tips to get the most from these activities.**

### Collect real-time data.

Real-time behavioral data from your sites and apps is both accurate and timely. By seeing how your audiences engage with your properties right now, you can begin identifying the behaviors that lead to KPIs and the behaviors that don't. And real-time data automation gives you the power to respond to live trends by changing marketing tactics on the fly.

Real-time data can show you how long visitors spend on your sites and apps, what types of content they spend the most time with, and which keywords they use when searching your properties. You can combine this real-time behavioral data with CRM data to get an even better understanding of the engagement patterns that happen before and after important milestones, such as when a user registers for updates from you or signs up for a paid subscription. You'll be able to see the paths taken by valuable visitors who help improve your

bottom line versus temporary visitors who are here today and gone tomorrow. Then you can steer your marketing activities toward courting the right visitors and getting them to replicate the steps that typically lead to a KPI being met.

### Use attribution to understand the actions driving your KPIs.

You can understand your most valuable audiences even further with attribution modeling, which uses statistics and machine learning to determine which touchpoints have the greatest influence on your KPIs. When attribution is based on your analytics data, you can be confident that your performance insights are based on comprehensive data about the visitors to your apps and site, and not just a hunch.

For example, attribution modeling might show that 90 percent of your registered users engage with both your app and your website. You can use this information to market your app to people who've only used your website and market your website to people who've only used your app. This will raise the number of people who've been exposed to both your app and your website, and re-create the conditions that drive your registrations.





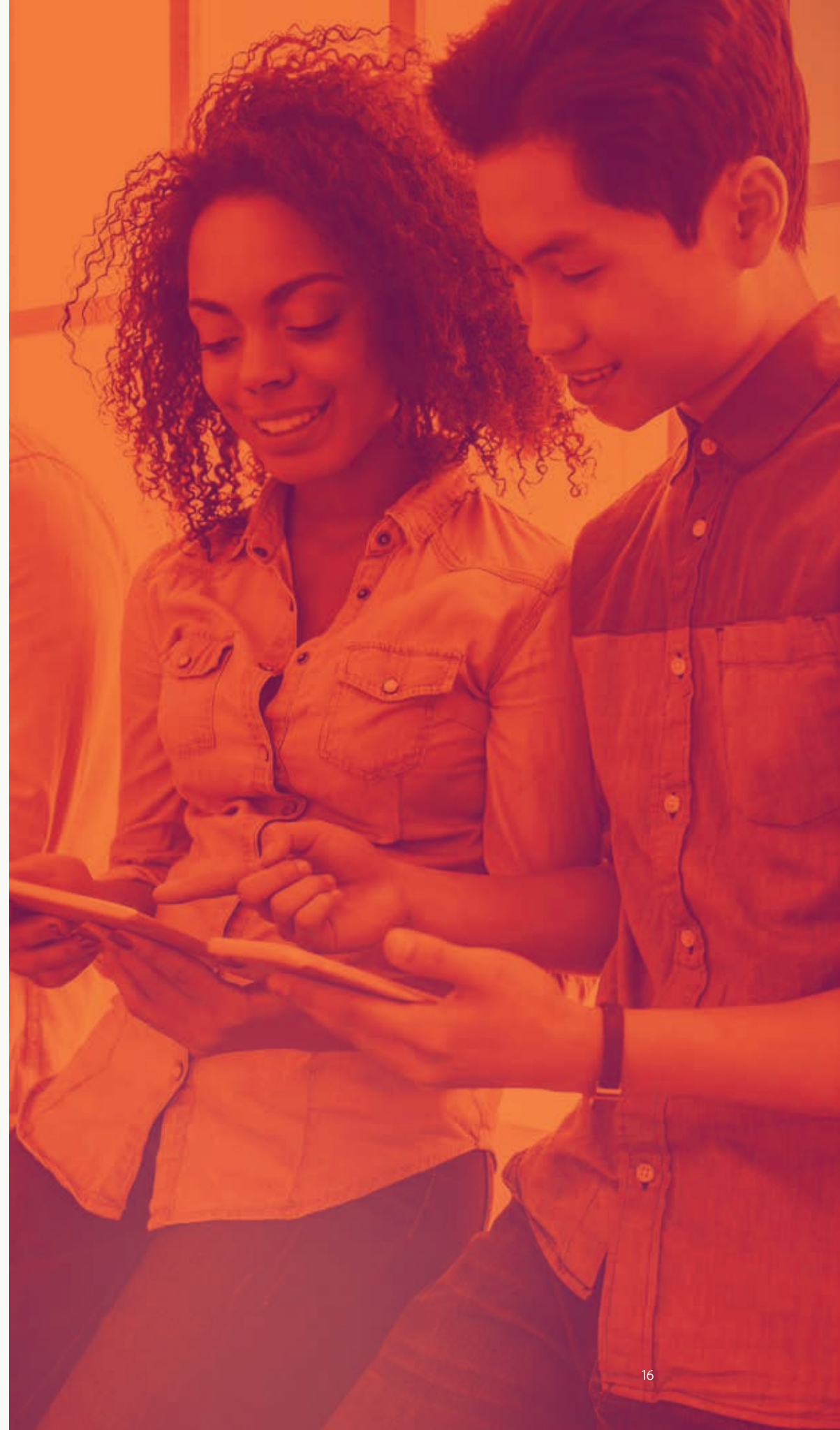
## Segment

Audiences today expect a connected experience across all the digital touchpoints that they have with you. And they respond better to experiences that are personalized to them, in real time.

To deliver this connected experience, you need a data management platform. Specifically, a data management platform helps with three things:

- It provides a single view of the consumer by aggregating audience information from all available sources, including online and offline sources.
- It centralizes the management of audience segments.
- It empowers different business units and departments to engage with the same segment in whatever channel they're responsible for.

All your data sources compiled into one means that you can identify visitors to your apps and sites with great precision. By having accurate and robust audience segments to work from, you can ensure that your efforts to attract and retain visitors remains focused on the type of people who will contribute to your bottom line.





## **Here's how you can improve the touchpoints you have with your most valuable audience segments.**

### **Unify data in a single profile.**

About 40 percent of online adults sometimes start an activity on one screen, but finish it on another.<sup>21</sup> This can result in fragmented profiles. As you collect data about the same users across multiple devices, you can leverage device graph data to create unified profiles. You can also link analytics data, anonymized CRM data, and third-party data to gather a complete picture of the audiences who engage with your sites and apps.

### **Use Adobe's data co-op for cross-device connections.**

You can onboard device graph data very affordably by participating in Adobe's data co-op for cross-device connections. For instance, if you have registered users who log in to view your content from smartphones, tablets, PCs, and OTT devices, then you can group these connections into a deterministic data set and share your connections with the co-op.

Through participation in the co-op, you get access to all the connections from the deterministic data sets supplied by other co-op members, including Adobe. In fact, Adobe contributes a giant footprint of connections from its large customer base across industries. This makes you privy to a massive and growing device graph supplied by only deterministic data, which means you never have to guess whether or not a probable connection is really a connection.

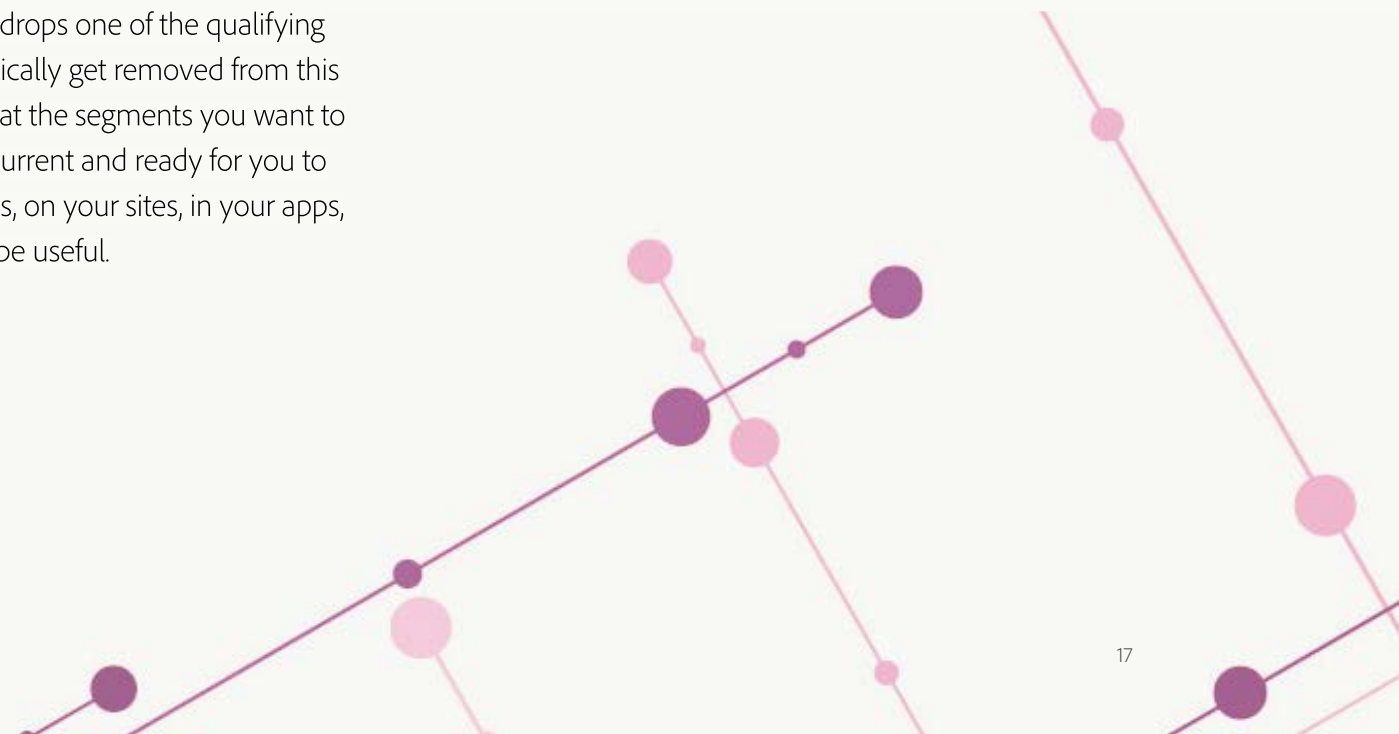
### **Stitch together traits to create audience segments.**

After you have created unified profiles, the next step is to create audience segments. A segment is made up of all the anonymous profiles that share a set of traits, which you define. A segment could be broadly defined, such as all paying subscribers. Or it could be narrowly defined, such as all men ages 18–49 who've engaged with sports content and called customer service in the last month. When a profile first meets all three conditions, they automatically get added to this segment. And if a profile drops one of the qualifying conditions, they automatically get removed from this segment. This ensures that the segments you want to engage with are always current and ready for you to use in marketing activities, on your sites, in your apps, and wherever they may be useful.

## **Discover new audiences using look-alike modeling.**

After you have created audience segments and determined which ones drive the most value, you can apply look-alike modeling to the valuable segments. This results in a targetable audience segment that you can use for outbound digital marketing.

For example, you may have an audience segment of extremely loyal subscribers. They have been with you over a year, they pay their bills on time, they consume your content at least once a week, and they spend at least 30 minutes with your content each week. You want more people like this visiting your sites and apps for the first time. So, you create a look-alike audience for this segment that can be used in the next step to reach and engage new, valuable audiences.





## Reach and engage.

Some people can be a drain on resources, while others can help you reach your KPIs. How you identify and segment these people will depend on your business model, but the following advice will ring true for all M&E marketers. You want to reach and engage the people and segments that will contribute to your bottom line, and you want to ignore the people and segments that would be a drain on resources.

To maximize your advertising ROI, you need to target the right segments with relevant messages and keep the momentum going even after certain KPIs are reached, such as new sessions or completed video views. Furthermore, you want a holistic approach for reaching and engaging people across all of your digital marketing channels.

Marketers are turning to programmatic advertising, retargeting, and similar campaign automation tools for search and social in order to reach new and existing audiences with the best message for the moment.

**Here is how you can manage campaigns that efficiently and effectively target valuable audiences.**

### **Put cross-channel attribution to use.**

You have learned that attribution modeling becomes even more precise when it's based on your analytics data. Now you need to put those attribution insights into action. It starts by looking at your digital marketing campaigns holistically versus focusing on the individual results of each channel.

You need an attribution model that, at a minimum, recognizes more activities than just the last click on a paid ad. When marketers switch from a last-click attribution model to a more algorithmic or rule-based model, they reach entirely different conclusions about what is driving their KPIs and what is not. You may find that a campaign designed to drive subscriptions has a completely unintended and positive impact of driving up the consumption of particularly high-value content. Attribution should help you measure the goals of the campaign as well as showcase additional positive outcomes that you can aim to re-create in future campaigns. In short, find the attribution model that works for you and then adjust your marketing investments to spend more on what is working and less on what is not.



## **Suppress ads for better quality retargeting.**

It would be ridiculous to retarget everyone who visits your site. Some of your visitors may already be coming to your site on a regular basis. Serving paid ads to them would more likely annoy them than inspire action.

To suppress ads to some segments and not others, you need your campaign management tools in sync with your data management platform. Companies without a data management platform use tracking pixels to fire off an ad once a user interacts with your site. Using this practice alone can end up annoying your most valuable audiences. To prevent the annoyance, you can alert your campaign management tool to only show ads to specific audience segments. For example, you may only want to show ads to segments that look like your most valuable audiences, but that have not yet registered or subscribed to your content.

This kind of fine-tuned retargeting ensures that your media dollars get spent where they can have the greatest positive impact and boost your return on ad spend.

## **Use dynamic ads to attract new and returning audiences.**

Dynamic ads can leverage real-time audience data to present the optimal ad content and messaging to each of your audience segments. For example, a sports brand could dynamically personalize ads in order to only display new content about sports teams and players that audience members have engaged with online. So, someone who regularly consumes Dallas Cowboys content would get ads about breaking Dallas Cowboys stories, and someone else who regularly consumes LA Lakers content would get ads about breaking LA Lakers stories. And when behavioral data is not enough to indicate what content and messaging should go in a dynamic ad, a geographic signal could be used to showcase only breaking stories about local teams.

The best way to approach dynamic advertising is to make sure your ad is so relevant and interesting that it's the best thing for someone to look at among all the other options on their screen. Do this, and the engagement and click-through rates on your ads will go up. And you'll increase the size of your new and returning audiences.

## **Use audience extensions to secure the ad impressions your advertisers want.**

As an M&E marketer, you are usually concerned with growing your own audiences. However, there may come a time when you need to shift your focus to growing an audience for your advertisers. For this, you can use ad technology called "audience extensions" to place a paying advertiser's message in front of their target audience on another publisher's site or app.

Publishers use audience extensions for two main use cases. First, they use them to ensure that their campaigns never underdeliver. So, if your sales team sold 30 million impressions but your available inventory can only support 25 million impressions, audience extensions can be used to deliver the final 5 million impressions of the advertiser's campaign. Second, they use them to capture bigger deals than they otherwise could when selling only owned and operated inventory. So, when your best advertiser has US\$1 million to spend on one invoice, your sales team will always be able to put in a proposal for the deal. Their sales will never be constrained by the available owned and operated inventory.



## Personalize

Personalized marketing is wonderful. However, only a small fraction of your audience's time is spent with your marketing content. The bulk of the time they spend with you should be within the premium digital content experiences that you have created for them across devices. For these premium digital content experiences, personalization is your ticket to driving up satisfaction, time spent, and repeat visits.

### **Here's how to start personalizing your on-site and in-app content and experiences.**

#### **Explore your options with A/B testing.**

A/B testing is the easiest and simplest type of test to perform and where most marketers usually start. When you want to test a single element, such as a call-to-action button, A/B testing allows you to test two versions of a digital experience to see which one performs better. While this testing is limited to a single element, it's still very useful for improving your KPIs because just one change can make a difference.

For example, you might want to see if changing the headline on your newsletter sign-up promotion will grow your email list faster. To test this, you would test your first site experience with your current headline against a second site experience with an updated headline. The clear winner is the headline that captures the most email addresses in the same period of time.

### **Make personalization more intimate with multivariate testing.**

When you want to drill deeper into what drives your audiences to fulfill your KPIs, try multivariate testing. This level of testing lets you test several elements in a digital experience at the same time—like messaging, images, form fields, colors, and text—helping you predict the most successful scenario.

To test how your audience would respond to a new home page design, you can use multivariate testing to compare new headlines, images, call-to-action copy, and even font sizes with your current home page. By looking at all the variables you added and seeing how your audience reacts to each variant, you can quickly see which overall experience they prefer—and which variables led them to complete a KPI or drop out of your funnel. You can then use these findings to guide your on-site and in-app personalization

### **Use personalized video recommendations.**

If you deliver a lot of video content on your sites and apps, you can use a video recommendations solution to determine which videos in your catalog of video content to display. The recommendations can be custom to each visitor based on their unique profile data. In addition, you can make sure that promoted videos begin to play back instantly when selected.

# The **POWER** to acquire.

To effectively acquire new audiences and engage existing audiences more effectively, it's time to accelerate your data-driven marketing. Here are four things you can start on now:

## **Formalize your approach to data-driven marketing.**

When you put your strategy on paper, you can easily share it with external stakeholders and departments and get your marketing team all working toward the same KPIs. These KPIs need to be well defined and measurable. In addition, the plan should share all the data sources to aggregate and what technologies will be used for centralization.

## **Partner internally to break down organizational silos.**

Use your plan to get the support of other groups in implementing it. Many departments benefit from a solid foundation to data-driven marketing. Share how it will benefit them to get a single view of the consumer and to have direct access to the same audience segments that you plan to use for acquisition and retention.

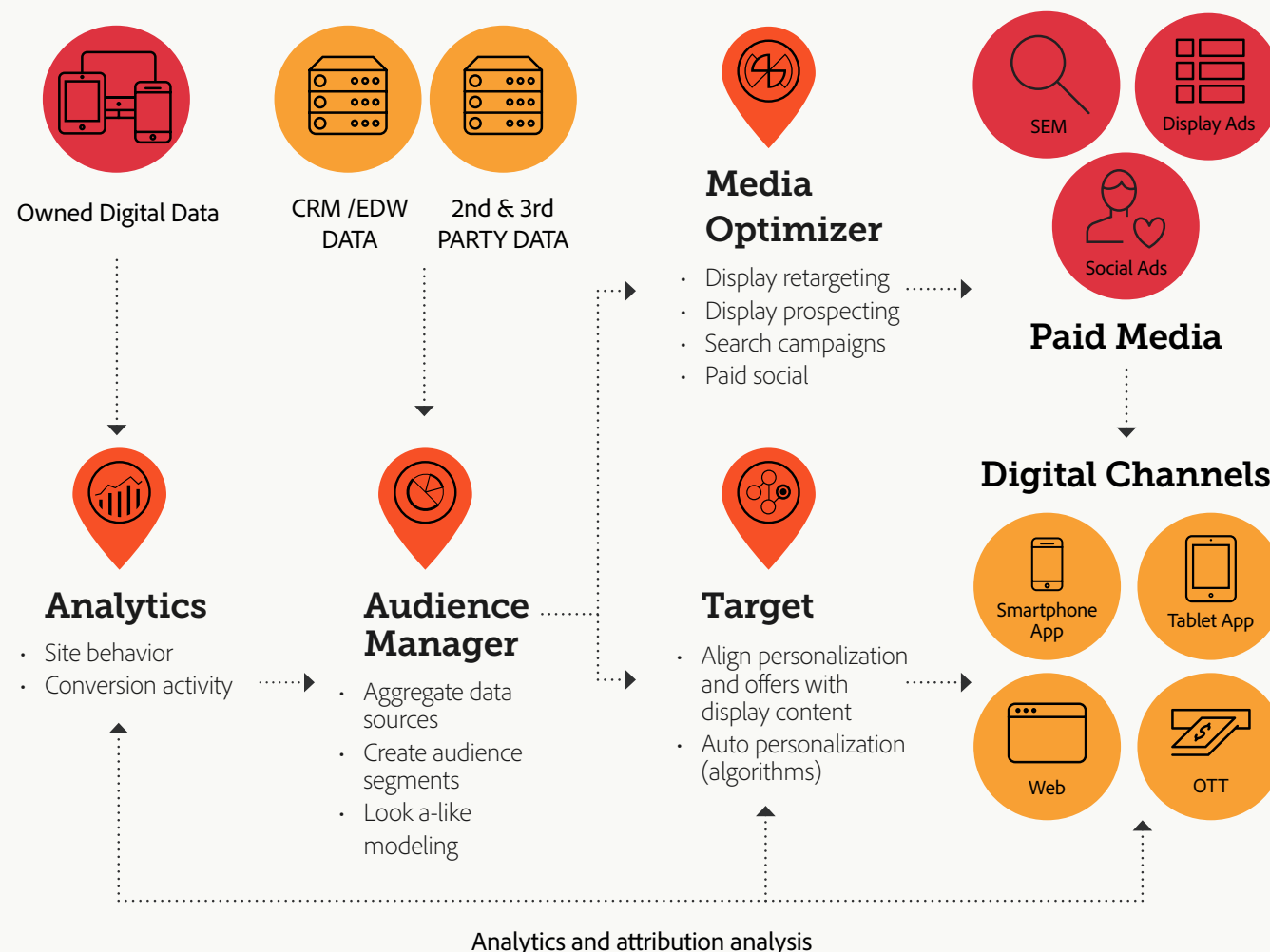
## **Get a single view of your consumer.**

With a formalized approach and broad internal support, you can move on to implementation. Now you can onboard all your audience and consumer data to a centralized data management platform and build your audience segments.

## **Upgrade your marketing stack.**

Take action with your audience data using a marketing stack that is tightly integrated with your data management platform. This allows you to customize all of your media buying, creative optimization, and on-site or in-app personalization and optimally engage your most valuable audience segments.

# ADOBE can help.



Media, broadcasting, and entertainment marketing requires presenting your content the way today's consumers expect to get it—available on multiple channels and across multiple devices.

With integrated marketing cloud solutions, we help you better understand your audiences' needs.

To learn more, visit: <http://www.adobe.com/industries/media-entertainment.html>



**Adobe Analytics** lets you discover high-value audiences and power audience intelligence for your business. It also makes key data insights, including attribution insights, available to all stakeholders.



**Adobe Audience Manager** helps you aggregate data sources and build unique audience profiles—without collecting personally identifiable information—so you can identify your most valuable segments and use them across any digital channel.



**Adobe Media Optimizer** automates the execution of your media plan and helps you find the best way to deliver relevant content to your valuable audience segments. By using Adobe Media Optimizer together with Adobe Analytics, you can see the complete picture of how your media is performing and where to spend your ad dollars.



**Adobe Target** helps you create personalized experiences for your sites and apps, which can also match the personalized ads you're using across channels to attract visitors. By testing which scenarios will drive your KPIs, you can have confidence that your site is optimized for all of your most valuable visitors.



**Adobe Primetime** streamlines the delivery and monetization of engaging, personalized viewing experiences across devices. It includes Adobe Primetime Recommendations, which intelligently surfaces data-driven, personalized video recommendations capable of instant playback across your sites and apps.

- 1 "Media, Entertainment Marketers Ramp Up Digital Efforts," eMarketer, May 19, 2016, <http://www.emarketer.com/Article/Media-Entertainment-Marketers-Ramp-Up-Digital-Efforts/1013976>.
- 2 "Trends and Priorities in the Media and Entertainment Sector," eConsultancy, July 2016, [https://offers.adobe.com/en/na/marketing/offers/\\_313024\\_m\\_e\\_econsultancy\\_trends\\_and\\_priorities\\_2016.html](https://offers.adobe.com/en/na/marketing/offers/_313024_m_e_econsultancy_trends_and_priorities_2016.html).
- 3 Ibid.
- 4 Ibid.
- 5 Ibid.
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