

Issue #2

M&E Spotlight

Trends and insights shaping the world of Media & Entertainment



Part of
Accenture's
continuing Media
& Entertainment
Trends series

Issue 2:

Connect the fragmented experience

Part of The Future of Marketing series





The last two years has brought a sea change in the marketing function of media and entertainment companies. Accelerated by the pandemic and the shift to streaming, consumer expectations are evolving faster than we've ever seen before.

Consumers want media and entertainment companies to meet them right where they are, with the content they want to see, exactly when they want to see it.

To stay ahead, CMOs will be expected to manage every point of interaction with consumers through this new digital journey.

While digitizing legacy marketing tech, data and teams, as well as exploring new ways to engage consumers, marketers will need to work with increased pressure on data privacy and marketing ROI.

To enable M&E companies to scale at the speed of light, marketing organizations are going to have to lead the change. There's never been a better time to evolve.

The great burnout

We surveyed over 1,000 senior marketing executives across industries and countries to learn how marketing is changing and what leaders expect for the future.

Nearly 70% of marketing executives say that the past year has completely exhausted their employees.

We found a small group—just 17%—whose marketing organizations are thriving despite all the change and complexity.

We call them Thrivers.





The **Thrivers** difference:

We've identified five areas of focus for media marketing leaders seeking to dive into the future of marketing:

- 01** Connect the fragmented experience
- 02** Focus on customer lifetime value
- 03** Optimize for time spent
- 04** Rediscover your purpose
- 05** Embrace dynamism



We'll explore each of these tenants in depth in our upcoming issues of M&E Spotlight.

01

Connect the fragmented experience

As media companies pivot to focus on direct-to-consumer and digital channels, customers notice and react to disjointed experiences.

Customers notice—and react negatively, often through social media—to disjointed experiences across a single branded ecosystem. The prescription is simple: treat the entirety of touch points with each customer as a unique relationship, informed by previous interactions and tailored to what he or she expects from your brand.

Tomorrow's leaders will provide a **seamless, single voice** experience that **aligns to the personal brands** of their most-profitable customers.

Aiming to make every fan's experience a slam dunk

Transforming the Golden State Warriors from a basketball team to a media and entertainment powerhouse.

Accenture fueled the redesign of the Chase Center's website and built the new Warriors and Chase Center mobile app, which connects guests to local experiences. The mobile app uses a cloud-based, decoupled architecture which allows third-party features, like mobile pay and navigation, to be plugged in like Lego blocks in real time.

Now fans can have new and engaging experiences, better customer service, and more information about their favorite team and players, from the time they wake up on to when they're en route to the arena, to when they're looking for activities in the area, post-game.

Where to start?

01. Map the customer journey

Customer behaviors have always been evolving, but the pandemic took customer change to uncharted territory. Marketers have scrambled to understand customers' shifting priorities and, as a result, are reassessing which marketing activities to keep, which to pause and which to discard. Now is the time to step back and focus on what matters to thrive in a world in flux.

In this new milieu, spend the time to map out the end-to-end customer journey across all touch points to gain a holistic understanding of customer relationships.



What Thrivers do

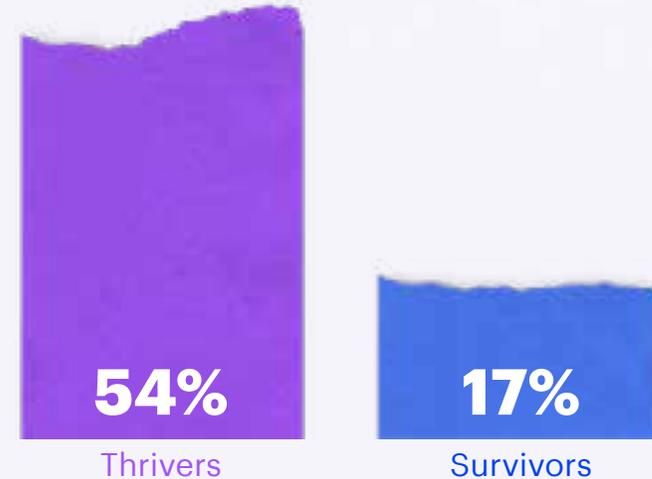
Thrivers faced the truth that the customers they once knew are no longer the same. Thrivers know their old beliefs about customer preferences—and by extension, how they connect with their customers—are less relevant. In fact, Thrivers are over **2.5x more likely** than Survivors to believe the challenges that marketing faces today are fundamentally new.

Seeing change for what it really is

Most marketing executives (**70%**) think the pandemic will have only short-term effects on consumer psychology and behavior. However, Thrivers are the radical realists.

Not only do they see the challenges as new, they see them as long term. **More than half** believe that marketing will be significantly influenced by the pandemic for the foreseeable future, compared to just **17%** of Survivors.

Thrivers are over 2.5x more likely than Survivors to believe that today's marketing challenges are fundamentally new.

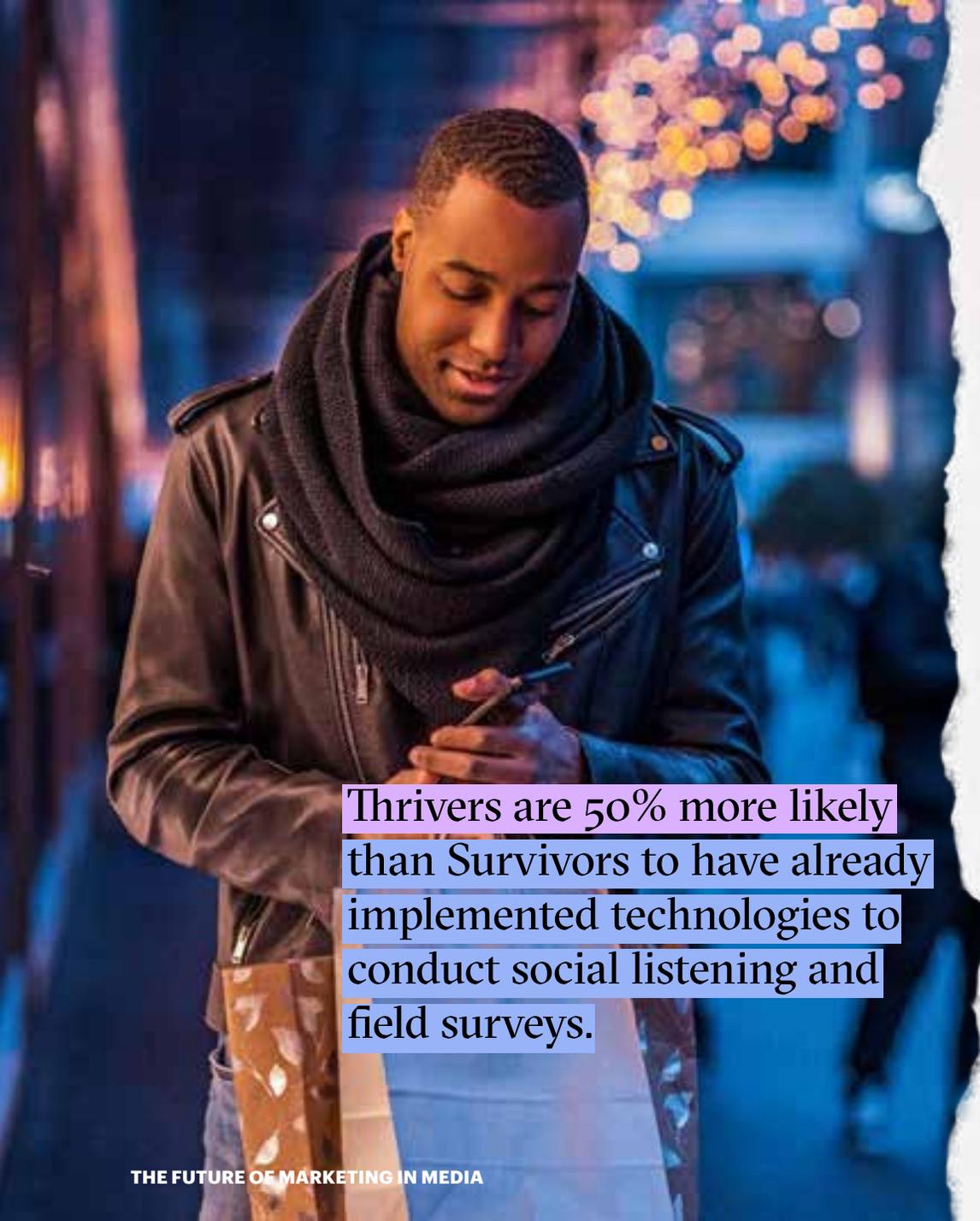


A new chapter for interactive audience engagement

Redefining the way marketers engage with audiences and how audiences engage with movies.

Accenture helped the Walt Disney Studios StudioLAB build an interactive movie poster that lets you choose from a range of fun and engaging experiences designed around the unique characteristics of Disney Movies.

The platform can deliver fun and engaging interactive experiences as scale. Covering everything from physical hardware and cloud connectivity to experience design and user analytics. It's an industrialized capability ready to support numerous use cases across the Disney business and beyond. It not only allows Disney marketers to understand audience engagement; it is also a brand-new marketing channel all on its own.



Thrivers are 50% more likely than Survivors to have already implemented technologies to conduct social listening and field surveys.

02. Listen to the customer zeitgeist

It is one thing to acknowledge that customers' motivations have changed. It is another to continually uncover and act on changes—especially when they are so fluid. But Thrivers find the truth by listening to customers. Then face it.

Implement social listening, reinvigorate focus groups, and engage customers in product development to meet them where they are.

The use of digital tools is one way that Thrivers listen and engage with customers, going straight to the source to learn what matters most to them. To get close to their customers, they know they have to be contextually relevant to where their customers are, and most commonly invest in geolocation technologies. All of this is to create a virtuous loop of interaction between marketers and customers grounded in the customer zeitgeist.

Measure what matters to customers

Having listened to what matters to customers, Thrivers fully commit to it, cutting through complexity and shifting their priorities accordingly across everything they do. And they hold themselves accountable by measuring their own performance through a customer lens. Case in point: **Customer satisfaction is Thrivers' #1 criteria for success.**

While cost, efficiency and competitive measures clearly still matter, Thrivers' self-assigned first accountability is to what customers care about—an external measure rather than an internal vanity metric. For Survivors, customer satisfaction is not so primary, ranking behind how well they control the cost of maintaining customer value.

Thrivers know that assumptions can be dangerous. They believe in listening to customers to rewire marketing around who customers are at a moment in time, not who marketers assume they will always be.



Streaming's complex consumer

SPOTLIGHT

Understanding streaming DNA through cross-platform insights.

Media companies are experiencing a huge shift in how consumers want to be entertained, with more than 40% subscribing to 3+ video streaming services. However, streaming platforms suggest content and build personalized marketing based on what consumers watch only on their own service. The result: scattered personalization algorithms that lead to inaccurate recommendations, irrelevant content, and frustration for many consumers.

To find out more about today's complicated consumer, we analyzed their viewing habits across platforms by looking into Whip Media's proprietary data that captures individual's content preferences from the various streaming services that they use. What we found was that the average consumer has a range of interests that no single platform is able to meet comprehensively.

03. Rethink customer support

Every customer has felt the impact of companies utilizing automation to reduce support costs—and the reality is that expectations for service are at an all-time low. At the same time, the breakup cost to cancel a media subscription is lower than ever, leading consumers to simply discontinue service instead of reaching out to customer support in the first place.

All of this creates a golden opportunity for media companies: to leverage each support interaction as an opportunity to differentiate by service and turn frustrated customers into loyal, raving fans.



Benefits to media companies

Increased customer loyalty

By becoming an authentic piece of customers' personal brands, media companies will be rewarded with greater retention and raving fans.

Higher customer spend

Consumers are more-willing to try new products and services from the brands they trust, resulting in higher uptake of cross-sell and upsell offers.

Streamlined Operations

Supporting a connected, end-to-end customer experience through a single organization minimizes redundancy and lowers cost to serve.

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About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 699,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities. Visit us at [accenture.com](https://www.accenture.com).

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About M&E Spotlight

M&E Spotlight is our bi-monthly digital magazine that puts game-changing media and entertainment perspectives in the spotlight. It combines thought-provoking content and insights, to keep you on top of what’s new in our industry.

Featuring different business leaders and diverse views, be inspired, explore the latest trends, tools, technologies, and ignite your industry interest with transformational thought leadership.