

PLANNING FOR AUDIENCE MEASUREMENT IN A MULTI-PLATFORM WORLD



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Measurement in a multi-platform world requires careful and deliberate planning for content businesses. Taking into account priorities, commitments and audience availability can result in resource efficiencies and ultimately, more reliable audience insights. Building a measurement plan ensures the most effective monetization of your content.

This paper aims to provide guidelines for creating and maintaining a measurement plan.



Bringing Order to Measurement...

To say times have changed for audience measurement would be an understatement. For TV networks "following the video" has taken on new meaning, and involves far more than installing an encoder box on your transmission. With consumers turning more to digital platforms and devices, it's becoming increasingly critical for businesses to ensure measurement is properly enabled to best monetize content.

The stakes are high, and new platforms/devices complicate the mix exponentially. Ad supported content developers are under enormous pressure to account for audiences. Expectations for measurement are high and come at a lofty price. Advertisers and Agencies are increasing pressure for accountability on campaign returns.

Planning for audience measurement is at a critical point for content developers who stand to benefit from the efficiencies and cost effectiveness of prioritizing their content and the platforms. Businesses who plan for measurement can stand to gain:

- Audience insights on content considered most critical for monetization
- Efficiency of costs and resources in enabling measurement
- Benchmarking in third party measurement sources

Enabling measurement on digital platforms and devices takes time, resources and money. Carefully considering content for measurement with the greatest return on money and future development is the best plan for any business. The question then is where to begin.

STEP 1 | Planning

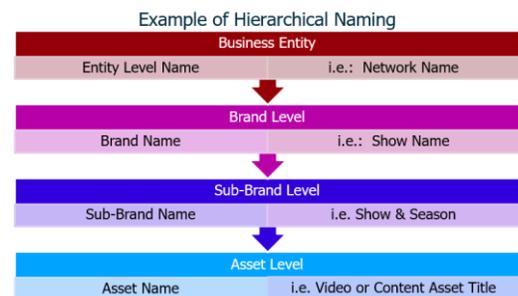
Getting started in developing a measurement plan means to define the universe in which you're working. Start by gathering together a Measurement Planning team and begin by focusing on the following areas:

- Content Hierarchies & Naming Conventions
- Measurement & Content/Distribution Sources
- Business Rules

Identify the stakeholders within your organization with potential to affect, or be affected, by measurement. This will provide the foundation for a measurement task force. This small group can work nimbly to define the scope of content to include, drive measurement priorities, create business rules on the processing and use of data. This group can be scaled to include more members after an initial plan is developed.

CONTENT HIERARCHIES AND NAMING CONVENTIONS

If not already in state, establish a content naming convention. This should take into account the hierarchical organization of your content, as well as the specifics on titling. The best policies establish consistency from one platform to the next, and is utilized throughout the organization. For example, a television organization's hierarchy may reflect PROGRAM | SEASON | EPISODE NAME. For television companies in particular, the linear naming conventions should set the precedent for naming across digital platforms.



Without consistencies across hierarchies and title taxonomy, rolling up data across sources is challenging. Despite efforts to leverage meta-data within assets, titles are the most consistently utilized data point across a number of measurement systems. Conventions should be in state for meta-data, that should go without saying. However, in many third party reporting systems, only title data is mapped, make sure anyone affecting this information is using a company accepted naming policy with syntax examples.



MEASUREMENT & CONTENT/DISTRIBUTION SOURCES

Prepare a list of the third party sources, and start listing what measurement criteria is important to your business. What does your business need? Competitive rankings, demography, platforms, devices? Compile these into a reference document and confirm with your task force.

Setting up measurement in third party measurement sources will require time, money and resources. Make sure you are clear on the costs to subscribe to these services, and explore any internal costs associated in putting measurement into production (there may be expenses your Development or Operational teams will incur, equipment, software, servers, etc.). You may also need to account for Application Programming Interfaces (API) and data transport expenses.

Build a matrix of all your partner/distribution sources, identifying any limits/provisions from your agreements that could affect data. During this particular stage, you're building an overview of where your content is available, this will aid in prioritizing what gets measured in third party systems. Internal data processing and reporting systems will provide comprehensive insight on activity across all sources carrying your content. However, some business groups, like Sales and Marketing, require third party reporting sources for their operations.

Questions to consider:

- Which partner/distribution sources provide data as part of your agreements, and if not currently provided, can it be enabled?
- What is the granularity of the source data from distribution partners? Unless specifically directed, most partners will defer what they consider the minimum. Ask for the most granular level detail possible (hourly, daily, asset level, duration, unduplicated use, device type and so forth)
- Find out if partners/distributors are willing to share credit for reporting in third party sources.

Once measurement sources and content are compiled, you can begin discussions with your task force to prioritize the scope of content to measure, and which sources will be used for reporting. As previously mentioned, there are costs and resources in the set-up of third party measurement. Depending on your budget, measuring all content across all sources in third party measurement may not be feasible. Use the information you've compiled to determine what needs to be measured in support your business.

BUSINESS RULES

A clear understanding of the business rules currently applied to your content and data is important. This mostly involves internal reporting, but could give rise to anomalies in third party sources.

On the content side, find out if there are any aspects of ad serving, content delivery/availability, etc. could impact measurement. Frequency caps on advertising, for instance, may make for a difference in impression counts from ad serving systems to a third party source.

Counting definitions configured for internal analytics can have a profound impact on data. For instance, with video players, you may need to review how a video start is defined in your internal analytics (is it at the initiation of the video player, after a pre-roll advertisement, or at the start of the video asset itself?). Variables like this will affect reporting results and can slow down data validation later. And be aware, most internal analytics systems cannot be modified retroactively. Meaning, once data collection occurs, there is no means by which it can be revised. Think of indelible ink – it's permanent.

STEP 2 | Review Your Priorities and Business Rules

Have you heard the adage "Don't try to boil the ocean"? As previously mentioned, third party measurement across all content might not be feasible for your business. Depending on your catalogue of content escalate quickly into unanticipated operational expenses, require additional agreements (measurement providers, privacy and partner/distributor terms) and effect your project timeline for enabling third party measurement. At some point,



your executive team will expect to see the return on revenue for this investment. Taking all this into account as you formulate your measurement plan.

Begin your plan by including the content hierarchy and naming conventions. It should also contain the content and measurement matrixes created in the previous step. Once your task force has reviewed and confirmed the scope of these documents, you can begin prioritizing what to cover in third party measurement sources.

Take time to review tracking in your internal measurement sources. This is important; if you are not clear on the configuration of metrics in your internal systems, gauging accuracy of external sources later will be impossible. Are there any metrics unique to your internal systems that could impact comparisons later? Record these in your plan for reference later as you review third party reporting results.

Think about the scope of what needs to be measured. Working with your task force, take into account budgets, business priorities, and specify which content should be measured. This conversation should include representation from Marketing and Sales, who will be key users of third party data.

Say for instance your business enables an entire back catalogue of content on digital sources, along with newly developed content. Check into your businesses' need to monetize both current and back content relative to costs and resources. This could be a critical stop gap. Better to get a green light, than incur unexpected expense and not deliver on expectations. Communicate and confirm with the end users of third party data, such as Sales and Marketing to ensure they are clear on what is included for measurement.

A measurement plan encompasses:

- A listing of key **stakeholders** from the teams working with partnership/distribution, management and measurement of your content.
- An outline of your businesses **naming conventions and policies** that is shared with all key touchpoints within your organization. This should be used consistently across all platforms where your content is available.
- An overview of **priorities and business rules** for what gets measured (this can also be used in the development of KPIs in your reporting later)
- Documentation on **business specifications** for your content. This includes information such as your content windows, refresh rates, ad product handling and so forth.
- A **measurement requirements document** detailing specifics regarding what is to be encoded or tagged, the partner/distribution sources included, and how the measurement is enabled.

STEP 3 | Specify Measurement Requirements

A measurement requirements document is a matrix containing all the content prioritized for measurement, and points to where encoding, tagging, etc. are required. Groups like Scheduling, Programming, Product Development, Operations, Engineering, etc. work with information that affects measurement, and need to be included in the distribution of this information as it affects their workflow.

The teams deploying encoding/tagging need to be involved in establishing the workflow for enabling and sustaining measurement directives. Provisions need to be made to confirm deployment of encoding/tagging, validation of receipt by third party sources, and escalation in the event there's a problem.

Digital Measurement Requirements

Digital Content and Sources Updated: X/XX/17

NOTE: All encoding requests requires 8-12 weeks lead-time

CHANGES AS OF X/XX/17:

- 1) CONTENT X is removed - there are no encoding requirement for this content
- 2) CONTENT Y is added - C3 encoding for MVPD/DBS, Apple TV & Roku assets

Year	Content Name	Encoding Requirements											
		Season	Episodes	No Encoding	Pre-Prem (Y/N)	Day 1-3 VOD	Day 4+ VOD/SVOD	TV EVERYWHERE	Other	Source (CMS)	Other	Specifications	
				No Encoding	Pre-Prem (Y/N)	All Distributions (I, M, or Both)	All VOD Sources	All Distributions (I, M, or Both)	Other Specifications	Source (CMS)	Other	Specifications	
2017	CONTENT X	14	8	N	8	Y	8	Y	N	n/a	8	CMS	n/a
2017	CONTENT X	18	8	N	8	Y	8	Y	N	n/a	8	CMS	n/a
2017	CONTENT Y	2	8	Y	8	Y	8	Y	H	n/a	8	CMS	n/a
2017	CONTENT Z	3	13	N	13	Y	13	Y	Both	n/a	13	CMS	n/a



STEP 4 | Account for Windows & Scheduling

Get connected to information on where and when your content is available. Knowing the windows when your content is available or not, is critical in the configuration of your measurement. Tracking this information is important for any business – it ensures partner agreements are executed, it aids in the monitoring of when content is available or removed. This is no small feat, and will require coordination with the teams scheduling and deploying content.

Following are some questions as you work with these teams:

- Are there consistent windows when content is available?
- When content windows deviate from the norm for your business, and for what reasons?
- Partner related considerations affecting your content windows? (authentication, pre-premieres, etc.)
- Does ad serving affect your content, or the manner in which the content is served? (Frequency caps or specific types of ad products may impact what returns in your data)

Preparing a list of your business' specifications on how content is made available and how advertising is handled (or not), can help in normalizing what returns in both internal and external reporting. Working with your internal teams involved in Partnerships, Content, and Ad Operations will be important in understanding what could affect your data.

STEP 5 | Review Your Priorities and Business Rules

Reflect back to the priorities outlined at the start of this process. Reconfirming the rationale and priorities to ensure efforts are aligned with business objectives. Work with all stakeholders to confirm the aspects of your measurement plan because communication is critical across all steps. Ensure your stakeholders are aware and aligned with this

Next, consider what are your strategies and tactics are from a Research standpoint in supporting these objectives. A measurement plan is organic, growing and changing with your business. Revisit your plan on a regular basis to refine and update based on the direction your company is taking.

STEP 6 | Validation and Reporting

All the work to this point is preliminary and leads into the final product, reporting. But before reports can be run, a validation of the data collection and processing is essential. The process of validation, or checking against an established reporting source, will ensure the measurement implementation is operating correctly, and enables troubleshooting of any anomalies that emerge. Carefully consider the internal source data used to validate the data returning from third party implementations. For the sake of expediting, consider these tactics for cross-checks:

- Time frame:
 - Request data at as granular a level as possible. Review data at a daily interval, but if you can run detail down to hourly levels, it allows for quicker re-calibration on your measurement implementation.
- Content:
 - Start at the highest level. Looking at the highest brand level at a daily/hourly basis affords a quick spot check. If differences are within a +/-15% range, then begin reviews at greater detail, drilling down into sub-brand and assets.

As you review and validate data, keep the channels of communication open with the implementation team and measurement provider. Point out any issues observed in the data for resolution. Is the measurement tool trending



with your benchmark source? Are there any new business rules on the measurement implementation that need to be adjusted?

Once the work of refining and recalibrating the measurement is complete, and your technicians and analysts are all agreed the data is confirmed, the work of reporting can finally begin. As Brent Dykstra would say, you've moved from "Setup Land" into "Action Land" where all the excitement of insights can begin to circulate through your organization.



Refine, Refine, Refine...

Measurement is organic and needs to be refined on a regular basis, revisiting your measurement plan on a regular basis with your task force to update its scope will ensure it is always aligned with business priorities and developments.

Priorities change, new platforms and devices emerge, as well as the needs for new insights inside and outside the organization. Plan to reconvene with your stakeholders to review, redefine and if necessary re-calibrate your measurement implementation. Explore what is working or not, and if there's anything that needs to be completely changed. Questions for your team may include:

- Are there new priorities for the business that are beyond the scope of the current measurement capability?
- What new content, partners, platforms, or devices are not included in the current measurement plan?
- Do the business rules surrounding the data collection capabilities need to be refined or changed to provide the data points the business finds actionable?
- Are there new limitations or provisions in your content that should be reflected in your measurement plan (think about content windows of availability, partner terms in your distribution agreements and the like)

In Conclusion...

Identifying and establishing a structure for measuring your audience in a multi-platform world can seem intimidating at the outset. Delineating the specifics around your content, articulating priorities and goals as well as structuring a process for testing and validation will provide confidence that the data returned is accurate and aligned with business priorities.

Building a measurement plan ensures your business is on top of measurement across all its most critical assets. It will also provide flexibility to scale as your content grows and expands to new sources. In media, prior to the explosion of digital, measurement was more easily configured by platform, and measurement providers offered full service on the implementation and deployment of their measurement. In a world where media capabilities are expanding exponentially, content owners need to keep a closer handle on getting content measured – accountability for audience data is more hands on today. It requires an evolving role for Researchers, one transitioning them into a more collaborative role with all business units within their organizations. A good plan manages expectations on what is included for measurement, it creates budget and resource efficiencies and provides audience insights on the content most critical to driving monetization.



For more information about developing a measurement plan to include all your businesses' most valuable assets, contact:

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About Quark Insights

Quark Insights was founded in 2016 with a single mission: to make the reporting of digital measurement easier. We approach each of our clients with fresh eyes and develop custom-made solutions. By applying simple tactics to measurement and reporting, businesses can spend more time focused on insights instead of toiling over reporting tools and back end configuration. We focus on simplifying the complex with turnkey reports and easy to follow tracking.

We offer a wide range of digital reporting support, offering the knowledge and expertise to help your business focus on the most important insights. We develop engaging business reports, design high quality and scalable measurement solutions that stay on track with business priorities. With a range of expertise, our services meet the needs of companies all shapes and sizes, from small firms to bustling multinationals.

And Who Is Lisa Ciancarelli?

A data enthusiast with an insatiable curiosity, Lisa Ciancarelli has worked in media research for over 25 years with leading Radio, TV and Internet brands. An experienced Digital Researcher, Lisa has worked to set up reporting and configure analytics for both internal and external reporting sources for companies like AMC Networks, iWon.com and CBS.com/CBSNews.com in support of Ad Sales, Marketing, Digital Teams, Business Development and Distribution. Lisa understands the organization of content for reporting, and the specifications required for enabling analytics in linear and non-linear sources and their relationship to one another. She has worked extensively with Engineering, Operations and Development teams in establishing best practices, guidelines, and promoting the education of digital measurement across a variety of platforms and technology. Over her career Lisa has participated in client advisory boards for ComScore and Nielsen Media, and worked with these companies in steering the development of digital measurement standards.

Driven by a deep rooted desire to make the complicated simple, Lisa is solution-oriented, and always looking to create a simple path to achieve results. In her view, there's always a simple path to the answer!