

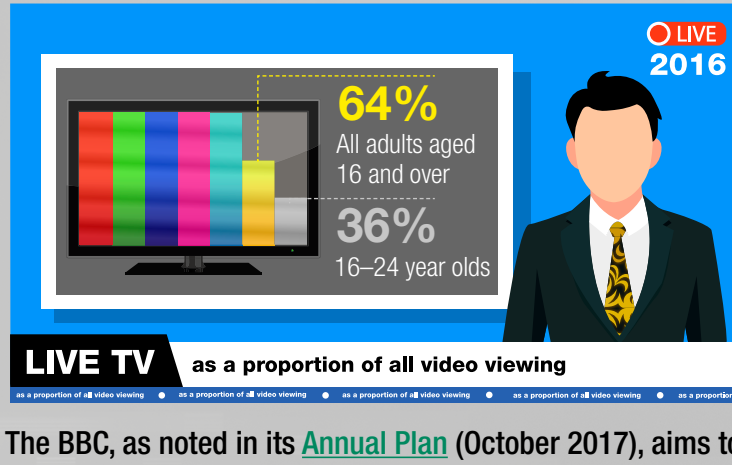
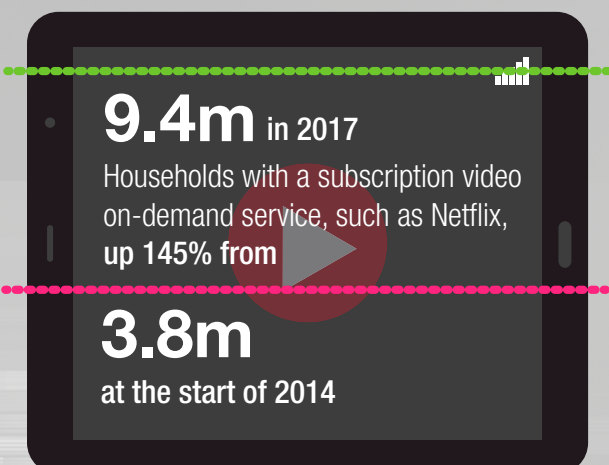
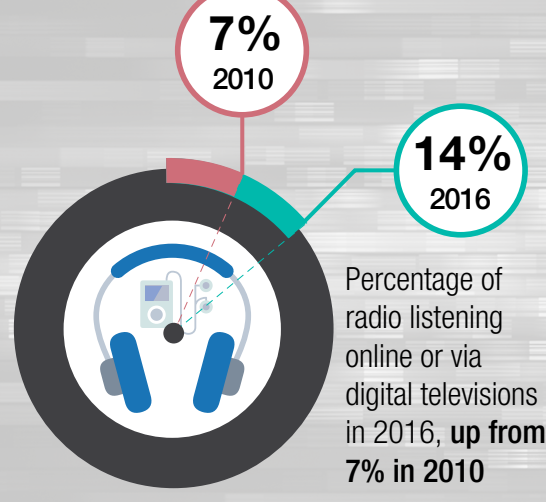
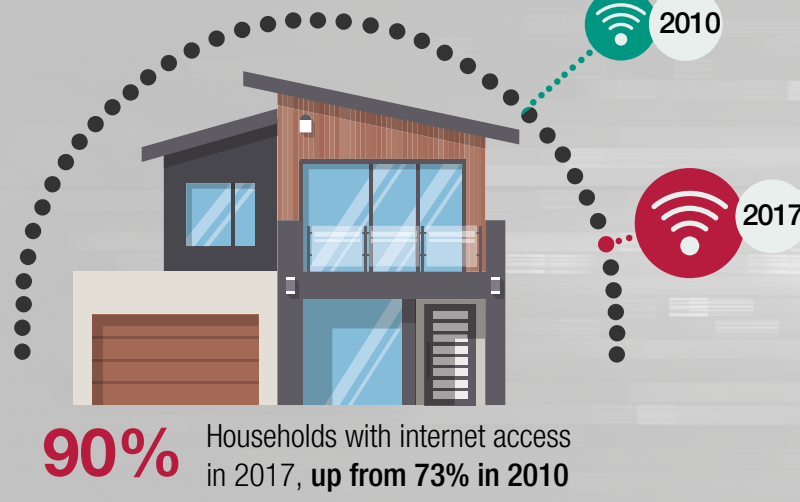
# The BBC's understanding of its audiences and users

The BBC's Audiences team collects and disseminates audience data and insights across the Corporation. These data and insights are critical to the success of the BBC's public service broadcasting, and are vital for performance monitoring, informing the creation of new content and services, and helping shape the BBC's strategy.



## THE BBC'S CHANGING CONTEXT AND STRATEGY

The BBC's audience measurement needs are changing because of new technology and competition, as well as significant changes in audience behaviour

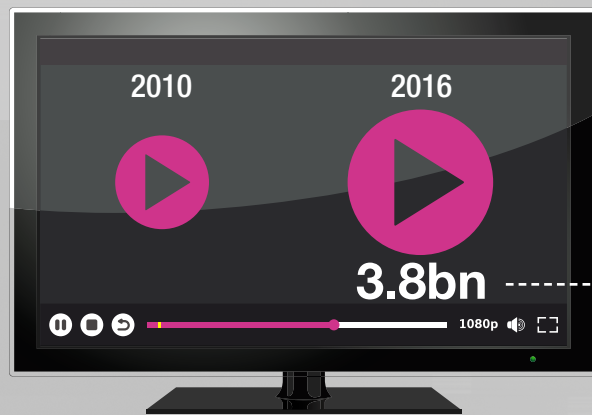


The BBC, as noted in its [Annual Plan](#) (October 2017), aims to "reinvent itself for a new generation"

## COLLECTING AUDIENCE DATA

Traditional methods of viewing and listening to live broadcast TV and radio remain the most used. For these, the BBC has extensive, detailed and robust data

Use of the BBC's online services is growing, but the quality and completeness of audience data for these services are not always sufficient for the BBC's needs

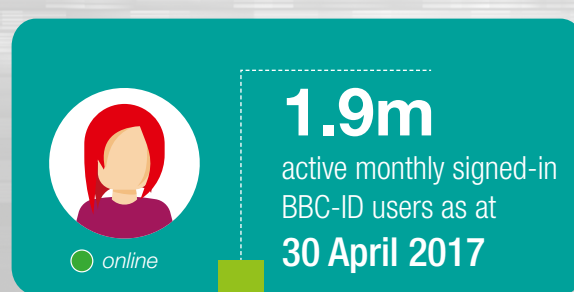
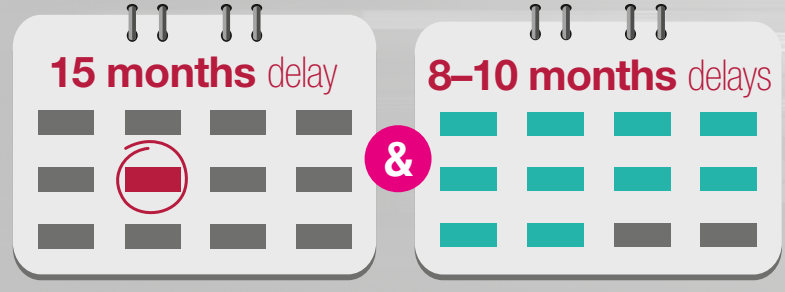


Programmes accessed through BBC iPlayer in 2016, up 151% from 1.5 billion in 2010



Unique UK-based visitors to the BBC's online services in June 2017, up from 30 million in June 2014

The BBC is responding to technology and audience behaviour changes through two significant initiatives (BBC-ID data analyses, and Cross-Media Measurement), but...



The BBC has now started to analyse and report on new BBC-ID data from signed-in users

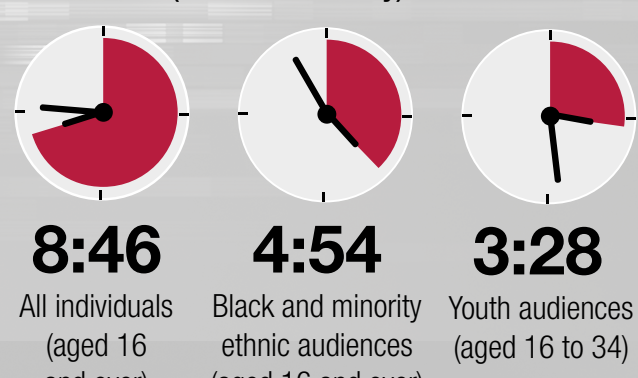
However, the project has introduced a new diary-based survey and a pilot version of a children's cross-media measurement approach

## THE BBC'S USE OF AUDIENCE INSIGHTS

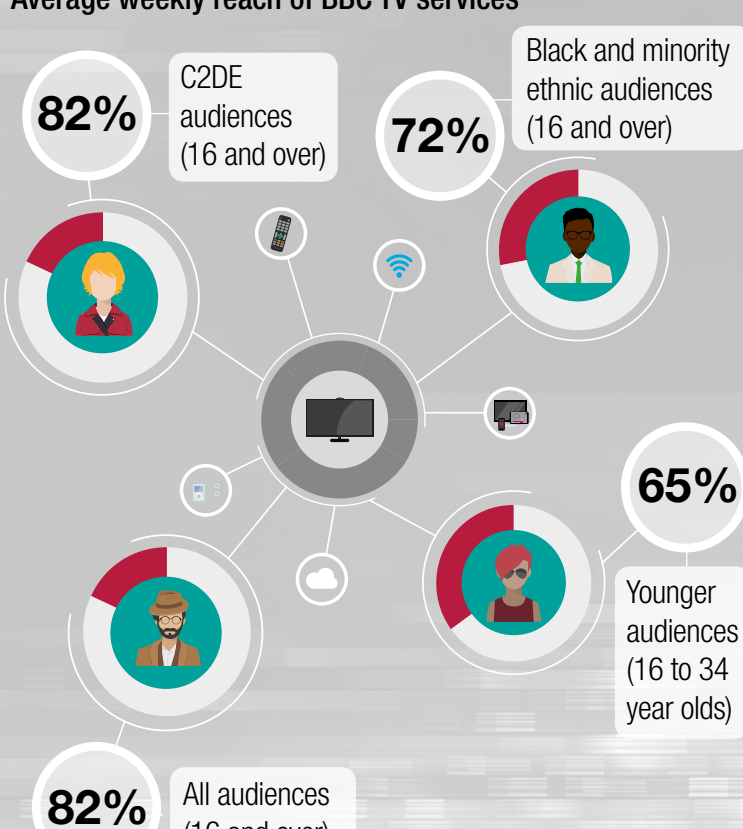
The Audiences team has provided data and insights effectively to support decision-makers across the BBC, though the extent to which the team can provide effective support in future depends on the success of BBC-ID analytics and Cross-Media Measurement

Monitoring performance and providing insights on particular demographic groups

In 2016-17... Average weekly time spent per head using BBC TV services (on the TV set only)



Average weekly reach of BBC TV services

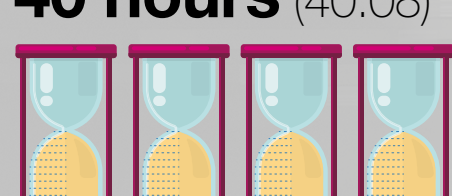


Informing content, product and service development

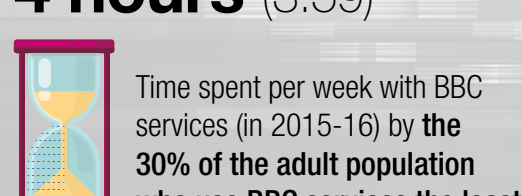


Strategic insights

**40 hours** (40:08)

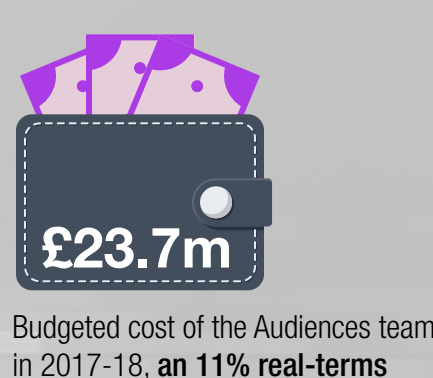
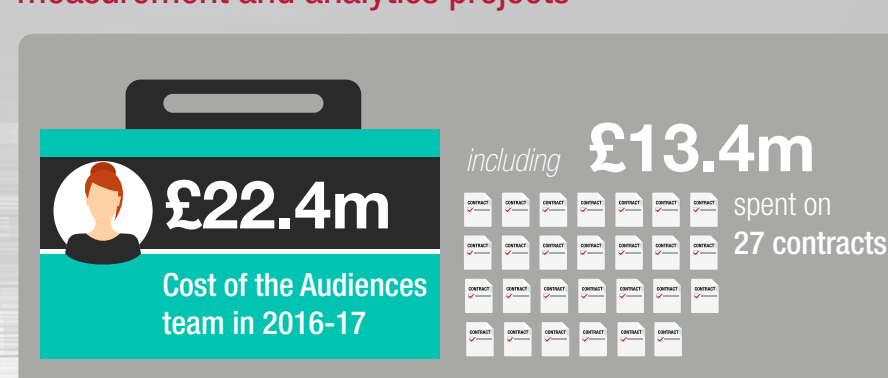


**4 hours** (3:59)



## MANAGING THE AUDIENCES TEAM

The BBC's Audiences team is spending more – investing in digital analytics skills, and measurement and analytics projects



The Audiences team is part-way through a change programme to improve efficiency and redesign service provision, given the need to make savings in a context of increased demand for its services



The team assesses its performance regularly but could do this more effectively



## OUR RECOMMENDATIONS

- The BBC should review how it is measuring and tracking all of the intended benefits of BBC-ID analytics and Cross-Media Measurement, and the timeliness with which these benefits are achieved.
- Given the business need for, and importance of, Cross-Media Measurement, the BBC should consider including this project in its critical projects portfolio – particularly in light of the delays to date and the ongoing risk of the project.
- The BBC should keep under regular review the staff numbers and skills it requires in its Audiences team, including through more routine monitoring of workload, and should use this information in setting future savings targets.
- The BBC should review how it reports internally on the Audiences team's performance, in order to provide better information on progress with significant initiatives, contract performance, and workforce measures, for example on workload, retention and recruitment.
- The BBC should continue to capture more detailed data on the use of its self-service tools, and consider ways to increase their use, such as through analysing and reporting data by division.