

AUDIENCE AND CONSUMER INSIGHTS

IE University

Professor: **RAFAEL HERRERA FERNÁNDEZ**

E-mail: rherrera@faculty.ie.edu

Academic year: 22-23

Degree course: THIRD

Semester: 1^o

Category: COMPULSORY

Number of credits: 6.0

Language: English

PREREQUISITES

SUBJECT DESCRIPTION

Making solid and successful business decisions depends on the level of insights companies and organizations can gather from and about their audience, viewers or users. Knowing your audience is a key element to success in conveying messages. In order to know your audience in depth you need a solid research strategy.

During the next 3 months we will study and apply audience measurement processes used in different industries today, as well as explore trends in audience and consumer insights and the challenges for the future.

The main focus of the course will be the understanding of audiences/ users in the realm of the Media and Entertainment businesses, both in ad supported and subscription- based media, traditional and digital, linear and non-linear and social media environments.

OBJECTIVES AND SKILLS

OBJECTIVES

- Learn the basic principles of audience measurement to turn data into knowledge and insights about viewers/ users. Such knowledge is key for companies and organizations to make decisions about product development, production, distribution programming, communication and TV/ Ads content sales, social media, etc.
- Expose students to the tasks and responsibilities of an audience researcher: the relevance of data strategy and the researcher role in the ecosystem of the world of content.
- Exposure to the fundamentals of different research methodologies & study types that allow companies and organizations to gain in-depth understanding of their target audiences and users.
- Understand the challenges and trends of audience research and consumers insights in an ever-changing ecosystem.
- Develop a study based on the measurement methodologies learned in the course and create a final group project to be presented last day of class.

SKILLS

- Curiosity, Empathy
- Listening & Observation
- Synthesis and Analysis
- Team-work and collaboration
- Strategy orientation

COMPETENCIES

- Learn how to convert data into relevant Insights.
- How audience measurement is applied to different areas of content production: Development & Production, Programming, Ad-sales, Marketing & Communication and/or Marketing & Distribution...
- Design a solid research proposal to obtain valuable audience/user insights.

METHODOLOGY

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	13.33 %	20 hours
Discussions	13.33 %	20 hours
Exercises	13.33 %	20 hours
Group work	30.0 %	45 hours
Other individual studying	30.0 %	45 hours
TOTAL	100.0 %	150 hours

PROGRAM

MODULE #1

INTRODUCTION TO AUDIENCE & CONSUMER INSIGHTS

SESSION 1 (LIVE IN-PERSON)

AUDIENCE MEASUREMENT AND OBJECTIVES:

Introduction to the subject and "audience" definition. How will the Class Dynamics be, methodology, feedback and evaluation. The definition of audience: What do we mean by audience?, Why should audiences be measured?...

SESSION 2 (LIVE IN-PERSON)

DEFINING CONSUMER INSIGHT:

Insight vs. data, in the research process and for the strategy.

Article: Gen Z Ranks Watching TV, Movies as Fifth Among Top 5 Entertainment Activities (Variety.com)

SESSION 3 (LIVE IN-PERSON)

“THE ART” OF AUDIENCE MEASUREMENT:

Data principals. The Audience analysis process: main steps from data to Insights and decision making and main properties of a good audience Analyst and the bases for a good research.

Article: Four Principals For Building A Better Analytics Team (Forbes)

SESSION 4 (LIVE IN-PERSON)

QUANTITATIVE + QUALITATIVE RESEARCH:

Quantitative: Key concepts from a quantitative research perspective.

Qualitative: Key concepts from a qualitative research perspective.

SESSION 5 (LIVE IN-PERSON)

FUTURE AND CHALLENGES OF AUDIENCE MEASUREMENT:

Cross Media: Cross methodology- mining insights from the combination of quantitative and qualitative audience research. With real examples, we will demonstrate the richness of complementing Quantitative + Qualitative approaches.

Challenges: The challenges of measuring audiences to adapt to changing realities: Cross Media & Device, Single Source measurement, Real time data, AI, etc.

Consumer changes and new consumers: prosumers.

SESSION 6 (LIVE IN-PERSON)

INTERMEDIATE TEST - MODULE 1 (SUBJECT TO GRADING)

MODULE #2

TV AUDIENCES AND METRICS

SESSION 7 (LIVE IN-PERSON)

INTRODUCTION TO LINEAR TV BUSINESS MODELS:

Brief introduction to different business models in the linear TV industry: free to air, pay TV, etc.

Advertising investment as a key factor for audiences measurement.

SESSION 8 (LIVE IN-PERSON)

HOW DO TV VIEWING WORKS:

TV measurement system around the globe. How do tv ratings work in key territories like: US, UK, SPAIN, in comparison with digital measurement.

Article: How Do Television Ratings Work? (HowStuffWorks)

Article: Why TV viewing figures don't work the way you think (RadioTimes.com)

Multimedia Documentation: Nielsen (Nielsen.com)

Multimedia Documentation: How we measure broadcasters' audiences (BARB)

SESSIONS 9 - 10 (LIVE IN-PERSON)

LINEAR TV METRICS AND TOOLS:

Main metrics and tools used to research linear television audiences to improve results and we will also learn about other forms of television and different types of measurements.

Define the type consumption of the characteristics of the tv universe.

SESSIONS 11 - 12 (LIVE IN-PERSON)

PROGRAMMING STRATEGIES:

How to use data analysis to implement programming strategies on TV.

SESSIONS 13 - 14 (LIVE IN-PERSON)

PRACTICES:

TV Audiences Analysis with LinkTV (SUBJECT TO GRADING)

SESSION 15 (ASYNCHRONOUS)

CASE STUDY:

COVID19 Special Report and the consequences on the entertainment industries.

Article: The impact of COVID-19 on the media sector, by Dee Forbes, Director General of RTÉ (Business & Finance)

Article: How Is The Quarantine Affecting The Streaming Wars? (Forbes) (CED)

Article: Netflix: Coronavirus Cements The Company as Untouchable (Forbes) (CED)

Article: Connected TV Viewing Is Not Returning To Pre Pandemic Levels (Forbes) (CED)

Article: People are canceling video streaming subscriptions at record rates ahead of Netflix earnings (Fortune.com) (Optional)

MODULE #3

OTT AUDIENCES & METRICS

SESSION 16 (LIVE IN-PERSON)

INTRODUCTION TO NON-LINEAR TV BUSINESS MODELS:

Introduction and definition of the different business models in the non linear TV industry: VOD, SVOD, AVOD, FVOD, PVOD...

SESSIONS 17 - 18 (LIVE IN-PERSON)

FROM THE TVs WAR TO THE STREAMING WAR:

These sessions will talk about the evolution of the traditional television market to the irruption and revolution of OTTs and the change in audience and consumption.

SESSIONS 19 - 20 (LIVE IN-PERSON)

NON-LINEAR TV METRICS AND TOOLS:

Main metrics and tools used to research non-linear audiences to improve results: OTTs, Youtube.

Type of audience of this kind of platforms.

Article: Reach vs. Ratings: Bridging the Divide Between TV and Digital Metrics (Comscore.com)

Article: What Counts as a Streaming Hit? A Start-Up May Have Answers (The New York Times, July 8, 2020) (CED)

SESSION 21 (LIVE IN-PERSON)

PRACTICES:

OTT audiences analysis using Barometer OTT (SUBJECT TO GRADING)

SESSION 22 (ASYNCHRONOUS)

CASE STUDY:

OTT platform study: Metrics, UX, Personalization, Discovery and Recommendation. Neuro-research.

SESSION 23 (ASYNCHRONOUS)

GROUP WORK:

Follow up with groups projects. One to one with each group for doubts, comments and progress. Free time to work on key findings, insights and proposals.

MODULE #4

SOCIAL MEDIA AUDIENCES & METRICS

SESSION 24 (LIVE IN-PERSON)

INTRODUCTION TO SOCIAL MEDIA BUSINESS MODELS:

Introduction and analysis of different Social Media business models: Tik Tok, Meta, Instagram, Twitter, etc...

SESSIONS 25 - 26 (LIVE IN-PERSON)

SOCIAL METRICS AND TOOLS:

Main metrics and tools used to research social media audiences to improve results.

Introduction to key concepts o social media measurement: mentions, sentiment, reach/exposure, engagement, share of voice + audience growth rate, influence...

Type of audience of this kind of platforms.

SESSION 27 (ASYNCHRONOUS)

GROUP WORK:

Follow up with groups projects. One to one with each group for doubts, comments and progress. Free time to work on key findings, insights and proposals.

MODULE #5

GROUP PROJECTS

SESSIONS 28 - 29 (LIVE IN-PERSON)

GROUPS PRESENTATIONS - (SUBJECT TO GRADING)

SESSION 30 (LIVE IN-PERSON)

INTERMEDIATE TEST - MODULES 2,3,4 (SUBJECT TO GRADING)

BIBLIOGRAPHY

Compulsory

- Balnaves, M.; O'Regan, T.; Goldsmith, B.. (2011). *Rating the Audience : The Business of Media*. Bloomsbury Academic. ISBN 9781849663410 (Digital)
(Pages: TBC)
- Creswell, J. W.. (2018). *Research Design : Qualitative, Quantitative, and Mixed Methods Approaches*. 5th edition. Sage Publications: Thousand Oaks, CA.. ISBN 9781506386768 (Digital)
(Pages: TBC)
- Graham R. Gibbs.. (2018). *Analyzing Qualitative Data*. 2nd. SAGE Publications. ISBN 9781473915817 (Digital)
(Pages: TBC)
- Finger, L.; Dutta, S.. (2014). *Ask, Measure, Learn: Using Social Media Analytics to Understand and Influence Customer Behavior*. O'Reilly: Sebastopol. ISBN 9781449336752 (Digital)
(Pages: TBC)

Recommended

- David A. Aaker.. (1996). *Building strong brands*. New York : Free Press. ISBN 9781451674750 (Digital)
(Pages: TBC)
- Rober V Kozinets. (2015). *Netnography : Redefined*. 2nd edition. Thousand Oaks, California : Sage, cop.. ISBN 9781446285749 (Digital)
(Pages: TBC)
- Hoboken, N.J. : John Wiley. (2010). *Social media metrics: how to measure and optimize your marketing investment*. Kahle/Austin Foundation. ISBN 9780470583784 (Digital)
(Pages: TBC)

EVALUATION CRITERIA

Each student will be evaluated through the following criteria:

- **Group work exercises (30%)**: The instructor will evaluate the groupwork based on the following criteria: depth of content, critical thinking, originality and how each group applies the theoretical models and tools learned during the course to a research.

- **Individual exercises (20%):** The instructor will evaluate the individual exercises based on the following criteria: depth of content, critical thinking, originality and how each group applies the theoretical models and tools learned during the course to the exercise.
- **Two (2) intermediate tests (30%):** The first test will cover Module 1 content and the second test will cover the content of Module 2, 3 and 4. Each of these two tests consists of two sections: (1) a short essay section (100 words limit each question) with 8 questions and (2) a constructed-response assignment section (1 question to be chosen between two options and to be responded with a limit of 250 words). The tests will be taken in class and it will involve some theoretical questions and an actual case that the students will have to analyze and draw conclusions from. Students will be evaluated based on how they apply frameworks and models learned throughout the course, in addition to the following criteria: depth of content, coherence, practical approach to the problem and thoroughness.
- **Individual Participation (20%):** Passive attendance to the class does not constitute participation. Students must come to class with the assigned materials read beforehand and case studies analyzed in depth. Students are expected to be very proactive and engaged in the class discussions, providing examples and contributing to enrich the discussion with thoughtful comments. Students may be called randomly to contribute to the class discussion. Class Participation grade also reflects the behavior in class: punctuality, asking questions, paying attention, being polite and participating in group activities count, participating in the forums (or slack threads) created for each session. Readings might be updated due to editorial and teaching reasons. In the event that students are attending online, for justified reasons, they should have working microphones and cameras. Cameras should be on at all times. Mics should be muted all the time until the professor asks one singular student or a group of students. The student should raise the hand if he/she wants to participate in the discussion. However, it's the professor who will choose who will unmute the mic to talk.

Criteria	Percentage	Comments
Group Presentation	30 %	
Individual Work	20 %	
Intermediate Tests	30 %	
Class Participation	20 %	

RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).
- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in

advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.
- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.
- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

PROFESSOR BIO

My name is Rafael Herrera, I´m going to teach you all I know about audience and consumer insights, always focused in the entertainment world. I´ve been working in TV environments since 2005. I have an interest in television mainly: content, programming, scheduling, acquisitions, research, innovation and development of new audiovisual strategies. My education and experience have prepared me to: strong communication, organization and interpersonal skills, deep knowledge of Tv content and Tv Industry, extensive teamwork experience. Passionate, committed, curious, able to be flexible and adapt, and always open to new challenges. Right now my main occupation is Channel Director of TEN TV, a Spanish DTT channel and I hope I can inspire you with my enthusiasm about data and analysis to know much better your audience and create more engaging and profitable products.

- Education:

- Graduate in Audiovisual Communication (Universidad de Sevilla)
- Graduate in English Studies: Language, Literature & Culture (UNED-in progress)

- Corporate Experience:

- Current: Channel Director, TEN TV. Madrid, Spain
- Channels Manager, FOX, FOX MOVIES, FOX ACTION MOVIES, FOX FAMILY MOVIES, FX, STAR MOVIES and STAR WORLD. Abu Dhabi, United Arab Emirates.

- Programming Manager, FX. Abu Dhabi, United Arab Emirates TV Programming & Research Executive, LASEXTA, LASEXTA2, LASEXTA 3 TODO CINE, XPLORA and HOGAR10. Madrid, Spain
- Research Analyst Consultant, GECA (Audiovisual Communications Studies Office). Madrid, Spain

- Teaching Experience:

- Adjunct professor since 2020 (IE University)

Professor: **RAFAEL HERRERA FERNÁNDEZ**

E-mail: rherrera@faculty.ie.edu

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OTHER INFORMATION

Office Hours: Right after class with a previous appointment via email.

Changes: The professor reserves the right to make changes in the recommended readings and the content of some sessions to complete the training of the students. All changes will be notified to students ahead of time.

CODE OF CONDUCT IN CLASS:

1. Be on time: Students arriving more than 5 minutes late will be marked as “Absent”. Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).
2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.
3. Do not leave the room during the lecture: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”. Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).
4. Do not engage in side conversation. As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class. If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.
5. Use your laptop for course-related purposes only. The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.
6. No cellular phones: IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.
7. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.