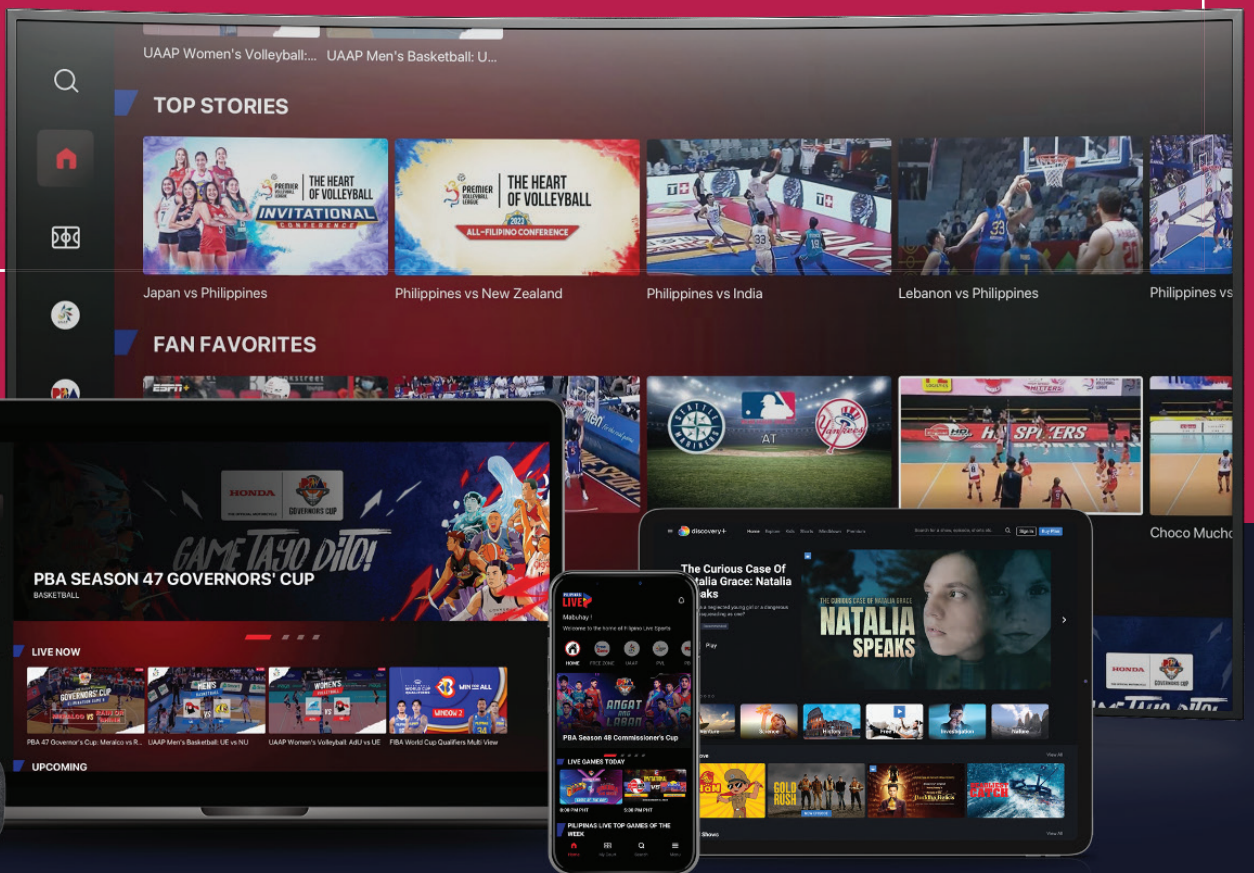


10 Ways

Communities Can Improve Streaming Engagement and Profitability



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Introduction:

An Industry Under Pressure

The Media & Entertainment industry is currently going through a challenging time of fierce competition, profit pressures, and consumers faced with a confusing array of content options. While industry players are focused on navigating the cord-cutting trend and growing their streaming businesses—primarily focused on their core business model of TV/video services— consumers are operating in a world where video consumption competes with other

digital activities such as social media, gaming, web browsing, e-commerce, and also non-digital activities such as reading, shopping, sports, and attending events. Not only do consumers hop from various digital activities, they also hop from various streaming services. Attracting these fickle consumers, engaging them, and managing churn is the key to industry growth and profitability.



Study Premise: Communities to the Rescue

To combat these challenges, the industry needs to find cheaper and more engaging ways to attract, retain, and monetize viewers. One potential solution to all these demands is to build and grow social communities infused into all aspects of your core TV/streaming businesses.

Digital communities have been around for a long time, existing within email groups and chat rooms for decades, and then exploding about 20 years ago with the launch of Facebook and other social media networks. Meanwhile, parallel revolutions such as e-commerce (e.g. Amazon) and gaming (e.g. Xbox) have greatly expanded consumers' screen time. However, for many in the media and entertainment industry, and for far too long, these competing activities have been treated as isolated islands rather than an integrated experience that reinforces TV and video viewing.

What if there was a way to better integrate more of consumers' screen time? How do Media & Entertainment companies, especially those in the rapidly growing streaming industry, build and grow social communities to improve engagement and profitability? Where are the opportunities and what challenges must be overcome?



Study Background and Approach

To attempt to answer these questions, Trender Research was commissioned by **Robosoft Technologies** to interview 30+ leaders in the OTT Executive Community. In these interviews, we presented a vision for integrated social communities and then asked a series of questions to try to determine the full potential of the concept— current progress, tangible benefits, and challenges to be overcome. Some of the questions that we asked included:



How much of this vision, if any, is your company currently implementing or planning to implement?



What are the major business case variables to justify the ROI for building a community?



What internal or external technologies are you employing to build your community?




How is your company organized to develop the vision? Which departments and personnel are stakeholders for decision making, planning, financing, and development?



To secure these interviews and to facilitate forthright disclosure we agreed to requests for confidentiality, summarizing feedback in aggregate and only quoting specific individuals without attribution. The result of these interviews, complemented by our own research, was an emerging qualitative assessment of the opportunities and challenges of implementing communities which we share within this white paper.

OTT Executive Community Interview List

We are grateful to the following members of our OTT Executive Community who lent their time, expertise, and ideas during these interviews:




Chris Eckman
SVP of Digital Operations & OTT Services

Rashaun Hall
Vice President, Digital Strategy




Michael Senzon
President, Digital




Michael Nagle
(formerly) GM, Streaming






Chima Ogbuokiri
SVP, Growth & Partner Marketing Strategy




Glen Hale,
VP, Digital Content & Audience Development




Kevin Kurtz
Co-Founder & CEO

Jonathan Collins
General Manager Digital Distribution






Vipul Patel
Vice President, Advanced Video Engineering






Tina Lloyd,
VP, Digital Content, Loyalty, eCommerce, and Social Media




Matthew Dominguez
Director, Digital Distribution & Partnerships

Rachel Silver
Founder & CEO

Rene Santaella
Chief Digital & Streaming Officer




James Lauzun
Vice President of Product




Alberto Horihuela,
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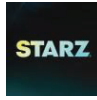
Scott Barton
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Monica Williams
SVP, Digital Products & Operations



Rob Collins
Executive Director of Software Development



Kenny Elcock
Vice President of Engineering



Kim Hurwitz
Chief Marketing Officer



David Magaña
(formerly) Director, Tech Product Management— Live Streaming



Tom O'Brien
President



Matthew Hawkins
President



Jon Molod
Chief Product Officer



William Sager
Chairman & CEO



Chris Defendis,
(formerly) Vice President, Affiliate Marketing



Scott Ehrlich
Chief Innovation Officer



Steven Flisler
(formerly) Managing Director



Walid Hamri
AVP, Media Systems Engineering



10 Ways Communities Can Improve Streaming Engagement and Profitability



5.1

Integrate External Social Media Networks

Integrating existing social media networks is perhaps the best place to start building a community for your TV and streaming services. Most of the Media & Entertainment executives we interviewed understood this much, and many had already adopted robust social media strategies. In fact, for some, such as Love Stories TV and Bold Baking Network, social networks were foundational to their video services. Some already had social followings of tens of millions of fans. And for those that don't, there is always the potential of social posts going viral and thereby promoting both your content and your brand. The question is, what is the best way to utilize this asset to provide maximum benefit to your TV/streaming services?

In our interviews, we found a vast array of methods to leverage social networks. Some of the more obvious included:

- Creating or joining social media groups of viewers who are fans of your shows and channels.
- Participating in group discussions and comments to promote your content.
- Posting video snippets and “scene lifts” on YouTube and all relevant social networks as teaser content for upcoming shows.

- Reminding audiences to tune-in at specific times for scheduled live or linear content (“appointment TV”).
- Promoting free trials as a means of viewer acquisition.
- For those companies with substantial marketing budgets, paying social media influencers with large followings to become brand ambassadors for shows, channels, and apps. In some cases, these influencers joined a channel's stable of talent— acting, directing, or even creating their own shows.



Some companies with advanced social strategies implemented more sophisticated approaches:

- Single sign-on to allow logging into your app via social networks.
- Initiating social media chats before, during, and after shows to extend engagement.
- Using specialized tools to track and promote posts, likes, and comments to increase impressions.
- Leveraging large social media followings to negotiate more favorable distribution agreements (e.g. CTV app integration, placement, and ad revenue sharing).
- Encouraging talent such as actors, directors, and athletes to chat with viewers (discussed later).
- Promoting sweepstakes and prizes (discussed later).
- Generating additional revenue via merchandising and e-commerce (discussed later).

Our experts shared with us some best practices and words of warning when implementing any social media strategy. The first rule of thumb is to stay “on brand” and to be authentic. One of the benefits of social media is the more relatable, organic, and informal “vibe” that it entails. It’s important to understand who your audience is and avoid going off-message or offending the sensitivities of your specific demographic. If your audience enjoys cowboy content (INSP), cars (PowerNation Studios), or wrestling (WWE), make sure to give them what they want with posts that reflect the topics and style they expect.

Also, while everyone understands you’re trying to promote your content, fans are

more likely to respond to clever, interesting, humorous, and informative posts versus something too overtly commercial or transactional.

A final tip from our executive interviews is not to think of social networks as a viewer acquisition strategy only— trying to convert social followers to watch your TV channel or download your streaming app— but rather to think of it as a parallel activity. In other words, assume the viewer will be at various times engaged with two screens; the big flat screen on their walls and the smart phone in their hands. As one executive told us:

“ Don’t expect them to leave Instagram or Facebook to go to your channel— assume they will do both simultaneously. Engage people where they are. It’s all about the length and format of your content to determine the best device and venue to watch from... let the viewer decide. ”



5.2

Create On-Platform Internal Social Communities

While most of the executives we interviewed had implemented, or were implementing, a strategy for leveraging external social media networks, only a small number had ventured into building their own internal on-platform social communities. Most pointed to the additional cost and complexity of building an internal community, or the desire to keep the user experience simple and focused on the core business of viewing content. That being said, a few had already launched internal community functionality or were planning to. Most at least understood the benefits or were intrigued enough to consider experimenting with community pilot programs. The functionality most often discussed included:

- Viewer profiles with the option to toggle between private/public mode.
- Internal chat rooms before, during, and after shows to drive more engagement.
- Optional on-screen pop-up viewer “tweet wall” during shows/events/games.
- Messaging among viewers.
- Live show/event/game alerts and video highlights.
- Forums for chatting with talent (on-app and/or integrated with external social networks).
- Allowing viewers to share their favorite shows and watch lists with other viewers or posting to social networks.
- Voting and polling (to add interactivity to linear shows or to support live events).
- Reminders for appointment viewing with optional notifications via app, email, text.
- Watch parties (just like gamers forming a squad)— with friends or to make new friends.
- Integrating viewer ratings, reviews, and recommendations into the search and discovery system (discussed later).

Several of the executives we interviewed had, some years ago, launched some of the functionality above but then abandoned it due to poor engagement metrics. That being said, these execs conceded that the state of the art, and the sophistication of viewers, have advanced considerably in the past five years. At any rate, the lower cost of implementing this functionality today— as cloud-based microservices— merits another look. What’s more, much of the above functionality is table stakes for the opportunities discussed in the next section— gamification.



5.3 Gamify the User Experience

One of the biggest challenges in the television and streaming industry is lack of engagement. Studies have shown that even small reductions in customer churn can have a big impact on profitability. But how do you keep viewers engaged and watching hours of content? We have already discussed the benefits of adopting external and/or internal social communities. What lessons can be learned from the gaming world, where gamers spend countless hours engaged in interactive content, sometimes spending real money just for the honor of being recognized by adorning their avatar in a flashy new “skin”? What role does gamification play in fostering engaging communities? This was the question we asked our executives that led to some of the most interesting conversations about ways to “turbo-charge” communities.

The key to understanding this opportunity is to think beyond mere technical functionality and to tap into humans’ deep-seated psychological need to belong, feel appreciated, and be recognized. These are feelings that are not easily generated by passively viewing video content. Here are some of the ideas our executives are implementing to improve engagement and profitability:

- Advanced viewer profiles that capture a range of engagement statistics— shows/hours watched, likes/comments/ratings/shares— anything that can be measured and used to award badges and rankings.
- Recognition engine— a system for awarding viewers with points, clout, influence, badges, bragging rights, profile customization, “superfan” status, and for unlocking advanced capabilities. This special status should reflect your specific audience (e.g. “Boldest Baker”, “Sheriff for the Week”, “Weather Expert”, etc.).
- Advanced capabilities— for rewarding top viewers (or in return for payment) by unlocking functionality such as chatting with talent, “behind the scenes” or “making of” content, studio tours, becoming an on-set extra, turning off ad interruptions for a set period of time, and winning merchandise and prizes. Viewers could also earn the right to provide user-generated content such as post-show commentaries or a “sidelines reporter” role for live events.



In addition to the system of recognition and awards described above, some executives are also working to make their streaming app's user experience look more like a gaming console interface (or provide the option to turn this look/feel on and off). We were shown some promising UX concepts that are informed more by Xbox and Twitch than a traditional EPG or VOD interface.



5.4

Improve Content Programming, Search, and Discovery



For all of the discussion on the benefits of big data, it seems strange that more resources are not employed to tap into communities to influence programming decisions, and then to help viewers search for and discover that content. Communities, whether they be external social media networks or internal to your app, are a gold mine for discerning what content is most attractive to your target demographic. We've seen several spectacular fails where TV or streaming services canceled shows only to face a resounding backlash from viewers, and then some of these titles being picked up by competing networks or streaming services. It would seem that the customer satisfaction mantra of "listen to the consumer" needs to be embraced by the Media & Entertainment industry, rather than programmers assuming they know the mind of the viewer.

Most of the executives we interviewed understood the power of communities to help them with programming decisions and discovering content. Some were planning to launch, or have already deployed, the following functionality:

- Advanced metrics and analytics engines to better understand viewing habits and preferences.
- AI technology to perform data mining of viewing habits, likes, and dislikes and then feeding this into programming and content recommendation engines.
- Polls and surveys to determine viewer preferences.
- Deep links from external search and social media to discover on-platform titles.
- Using viewer community ratings and reviews for search and discovery.
- Launching previews and pilot shows within the community to ascertain viewer acceptance.

It was clear from our interviews that TV and streaming executives understand how important it is to make the right bets on content, and to make sure that content can be found by viewers. Communities are just another way to fine-tune that process.



5.5

Integrate T-Commerce, E-Commerce and Merchandising

All of the above ideas may improve engagement, but what about the bottom line? The answer is that communities are an excellent way to generate incremental revenues— if members see the value and the monetization strategy is implemented without degrading the viewing experience. In all of our discussions with industry executives, there was a strong desire to find new sources of revenue to justify the investment in communities. Some of the ideas discussed included:

- Creating an on-platform community storefront for selling related books, classes, fan clothing/merchandise, memorabilia, etc.
- Extending monetization by selling movie/show/game DVDs, VOD rights, and download-to-own versions of video content (note: disc and digital rentals are still 2% of industry revenues).
- Enabling more profitable ad conversions via QR codes, promo codes, and coupons.
- Investing in on-screen click-to-buy and other interactive technologies.
- Using AI for in-content product placement and local ad insertion overlays.
- Launching home-shopping channels for unboxing/reviewing/selling brand-related merchandise.
- Selling game/event tickets (for sports and live events).
- Providing community-related travel, hotel accommodations, and tours.



While some of the above ideas can be executed without communities, the additional digital marketing impressions and coordinated touch points with internal or external communities is seen as a way to increase conversion rates while improving engagement and value to the viewers.



5.6

Crowdsource Community Content

The cost to create content is one of the biggest investments in the Media & Entertainment industry and can make or break a company's profitability. Netflix alone will spend \$17 billion on content in 2024 (source: Variety). Meanwhile YouTube has successfully extended its user-generated content (UGC) strategy with YouTube TV, one of the top virtual MVPDs siphoning subscribers from traditional cable bundles. Both of these OTT services are especially popular with the younger demographics highly coveted by advertisers. So how do you best leverage UGC and reality TV content to augment your traditional TV and streaming libraries? The answer to this question may be intricately tied to communities. In short, the people who watch your content are a huge untapped resource to create even more compelling content.



Our executives provided many creative ideas for tapping communities for content, including:

- Allowing featured fans to provide running commentary during a show or live event (integrated with the gamification awards system). This might be a parallel social video feed that could pop up on-screen or it could even be its own linear FAST channel.
- Related to above, viewer watch parties could be live-streamed (or pre-recorded) that capture viewers' real-time reactions to linear programming. This would be similar to the NFL draft when they show family and community reactions to their home-town hero being selected, but in this case the "watch together" groups would be defined by the mechanics of the community platform.
- Creating new talk shows that interview viewers before/during/after top shows.



- Licensing and integrating fans’ own video podcasts as new FAST channels.
- Launching “fan art” edited versions of your shows— added scenes, funny out-takes, alternative endings, overlay running commentaries, etc.
- In some cases, community viewers could be recruited for more formal roles. For example, weather related channels could enlist the help of viewers to measure local snow or rain accumulations; sports news could use community members to get instant fan reactions to games; and baking shows could recruit community members to taste test viewers’ attempts to re-create the recipes of celebrity chefs.

As with many of the ideas in this white paper, there was an openness to experimentation by the executives we interviewed. The challenge is to create and curate community-based content that still meets quality standards and the demands of the brand. While some may consider the bar to be lower with community content, it is still imperative to come across as authentic, engaging, and relevant— and provide acceptable production values and video quality.



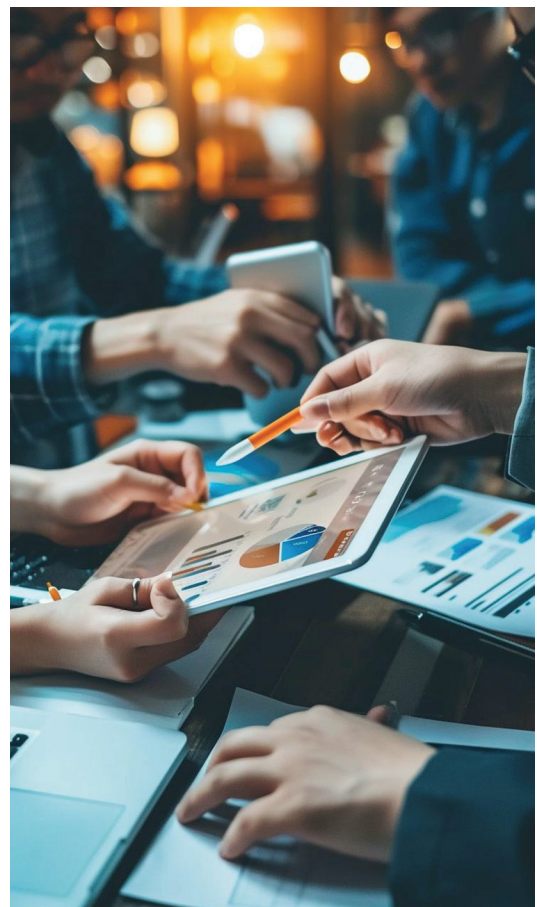
5.7

Crowdsource Content Financing

While we’re talking about crowd-sourcing community content, why not crowd-source content financing as well? There is certainly precedent. Just look at the massive success of “The Chosen”, where community members were encouraged to invest in future seasons and to “pay it forward” by buying tickets for strangers—thereby expanding the audience. In a nod to our previous section, some fans even had the opportunity to become on-site extras for some episodes. Everybody wins.

Community content financing also has the potential to be the solution to one of biggest annoyances of OTT viewers— cancelled shows. With a large community willing to put their money where their mouth is, cancelled shows might find new life.

All of the executives we interviewed at least understood the potential to replace some portion of content financing with community investment, and one was actively looking at ways to replicate the success of “The Chosen” business model.





5.8

Partner with Affinity Groups and In-Person Events

When thinking about communities, it's important to remember they are made up of people and many of these people have already organized themselves into groups. The number of "affinity groups" is vast—there are likely hundreds related to your content if you know where to find them. According to the executives we interviewed, partnering with these affinity groups is an excellent way to grow your own communities, improve your marketing visibility, and reduce the cost of viewer acquisition. For example, if you are targeting your content at underserved communities, partnering with cultural groups, ethnic organizations, or social service agencies would be a good strategy. If your content is focused on faith and family content, partnering with religious denominations and mega-churches would make sense. If your content focus is educational, partnering with schools, universities, and museums could be an option.

Some of the initiatives mentioned in our executive interviews included:

- Sponsoring or advertising in affinity group newsletters and web sites.
- Providing free or trial subscriptions to your channel or streaming service.
- Co-branding FAST channels with the affinity partner.
- Partnering on your/their e-commerce storefront to sell affinity merchandise.
- Recording or livestreaming content important to the group such as member meetings, interviews, and related investigations and documentaries.

In addition to these ideas, several of our executives said that the best way to rally affinity groups is to get involved with related in-person events, such as:

- Conferences and expos (e.g., anime or super hero content = Comic-Con).
- Sports games and events (soccer games, automotive races, rodeos, etc.).
- Events and parades (e.g., food-related = "Taste of" events, food truck fairs, baking competitions, etc.).
- Music festivals (relevant to target demographic such as country music, hip-hop, classical, etc.).
- Amusement parks.
- Touring road-shows.
- Show/movie premiers and awards shows.

Finally, these in-person events can be good places to test and integrate other aspects of the community concepts mentioned in this paper. For example, you could turn the event into a live-streamed show, with a crowd-sourced community member as a roving reporter, a pop-up retail tent to sell merchandise, and a meet-and-greet with your channel's actors, athletes, or other talent accessible only by fans with the highest gamified engagement rating. You could also just sponsor a massive party promoting your TV or streaming channel.





5.9

Integrate Digital Marketing and Print Media

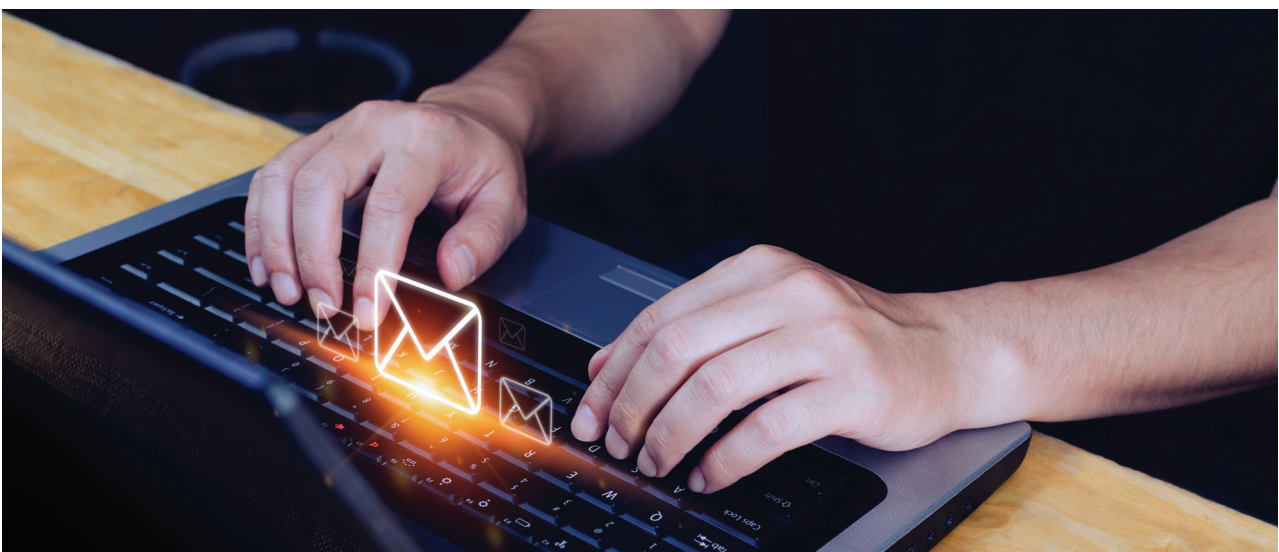
While communities are exciting opportunities for growth and engagement, some of the executives we interviewed were keen to learn how to integrate these concepts into “old school” digital marketing and even print media initiatives. The prevailing idea is that communities should augment, not replace, what might already be working. In some cases, communities have given new life to some existing practices. For example, the Magnolia empire created by Chip and Joanna Gaines has an award-winning app, a great streaming experience, a destination experience in their Waco headquarters, AND a full-color print magazine to share with fans. All of these are mutually reinforcing touch-points to drive engagement and revenue-generation.

Our conversations about digital and print media included chats about:

- Evolving existing web sites to integrate community concepts.

- Using email newsletters to keep fans informed of highlighted content and promotions.
- Ways to use text messaging to keep the community engaged, without annoying them.
- Digital advertising via web, email, social.
- Launching print magazines and newsletters.
- Creating a consistent brand look/feel across web, digital, social, print, mobile, TV, and streaming app.

A related conversation among our executives was how to measure success for these new community programs. Would the old digital marketing and audience engagement metrics apply to communities in the same way, or are new success metrics needed? At the end of the day, there was a general consensus that increased engagement and profitable revenue generation, directly tied to communities, would indicate success regardless of what the metrics said.





5.10

Define and Sell Premium Tier “SuperFan” Subscriptions

The final idea that emerged from our executive interviews was perhaps the most obvious and potentially the most rewarding. It involves a little bit of everything above. It is simply this—identifying and defining some combination of community functionality and packaging it into a new “SuperFan” subscription. You could charge perhaps an extra \$5 a month. This won’t appeal to everyone but for those more sophisticated viewers— among the most likely to churn or hop back and forth between streaming services— this could be just the thing to extract more revenue from them and keep them engaged. And it would provide a rather simple ROI formula to see if all the investment in communities was worth it.

With all the ideas mentioned in this white paper, here is one attempt to package some worthwhile benefits into a hypothetical “SuperFan” subscription:

- Recognition by flexing “SuperFan” profile status.
- Access to exclusive content such as “making of” and “behind the scenes” content.
- Unlocking of pop-up community real-time message feed before/during/after shows.
- Limited ability to message/interact with talent such as actors, athletes, directors, etc.
- Temporary “Co-Director” badge with ability to share with the Director ideas for plot, characters, etc. for next season of favorite show.
- Invitation to studio or stadium tour.

- Invite to VIP tent at in-person events.
- Limited “No Ads” button to block ads for the next 3 hours when clicked.
- Invite to a virtual audience “after the show” community discussion.
- A free show-branded “SuperFan” tee shirt (with 6-month minimum subscription).
- 20% discount on all storefront merchandise.
- Exclusive access to “SuperFan” newsletter with fun facts and trivia about favorite shows.

As you can see, your imagination could go wild with all of the possibilities to package up a valuable SuperFan subscription. All of this depends on the community functionality you’ve invested in. The more functionality you’ve created, the more flexibility you have to experiment with different packages. One thing is clear however— the current economics of the industry are sub-par, if not unsustainable, so experimentation is not only desired, but perhaps necessary.



Challenges to Implementing Communities

We would do the reader of this white paper a disservice if we didn't also mention some of the challenges that were raised by the 30+ executives we interviewed. The cost to implement communities was by far the biggest concern we heard, especially given tightening industry budgets. But there were several other considerations to be mitigated. The good news is that many of these challenges can be overcome with the right plan and the proper investment in technology, processes, and new ways of thinking. Here are the top challenges that were discussed:



- Cost to develop new community functionality.
- Development and operational skillsets not available internally.
- Internal politics— coordinating across all the key stakeholder groups to make communities a reality including marketing, product management, engineering, finance, customer support, etc.
- Cost to operate and moderate communities.
- Legal and brand risks associated with community-generated content, social commenting, bad show reviews, and negative community interactions such as trolling and harassment.
- Data management and privacy costs and concerns.
- Shared financing and coordination for multi-tier TV and streaming organizations such as broadcasters who need to coordinate new product investments with local stations or international franchises.

One of the other major objections to implementing communities is the concern that the UX is already too busy— new community functionality will only exacerbate that problem. That being said, several of the executives we interviewed recognized that viewers have become much more sophisticated over the years and that community functionality could be designed to toggle on and off based on viewer preferences.

Another big challenge raised was from aggregators with large content libraries—who is their community? The conclusion of these conversations was that they likely have multiple communities of interest and that their investment in community technology would need to allow for viewer profiles that self-select based on declared or perceived interests.

One final challenge was communicated by sports franchises, broadcasters, and other multi-tier enterprises where content and merchandising rights are shared across multiple entities. The issue has to do with

who owns content licensing, merchandising rights, and brand attribution when it comes to new sources of community-based revenue? For example, to sell a new baseball player instructional video or jersey, one must navigate a labyrinth of rights that might include the league, broadcaster, team, player, or product brand who might hold a stake in such a transaction. Several of our interviewed executives noted that a new community platform would need an integrated rights management platform to keep track of all of this.

Conclusion

Overall, the feedback from our interviews of leaders in the Media & Entertainment industry was very positive. Either through necessity to overcome churn and declining revenues or the potential to improve engagement and profitability, our executives were excited about the possibilities that communities represent. Some showed us very tangible prototypes and near-term plans while others were more aspirational. But all of them understood that the industry needs to secure a larger percentage of viewers' attention and share of digital wallet to achieve a solid foundation for growth. To capture all of the notes and ideas we recorded would have taken 100+ pages, so we are reasonably satisfied that this white paper will at least pique the interest



















of our readers. Once again, we are grateful for the sponsorship of Robosoft Technologies to fund this research and contribute their own insights based on their decades of experience in digital transformation.

About Robosoft

Robosoft Technologies is a full-service digital transformation partner. We are trusted by large global enterprises as well as ambitious start-ups, and mid-size companies. We worked with Warner Bros. Discovery, HP, ESPN, Invesco, Viacom, McDonald's, Disney, PGIM, HSBC, and many more to craft delightful, intuitive digital experiences enjoyed by millions globally.

Our strengths are crafting end-to-end solutions for websites, mobile apps, cross-platform digital experiences, and building integrated systems. Our services include Digital product strategy and design thinking-led workshops, Customer Experience Design including seamless UI/UX across devices & platforms, Application development & maintenance across mobile, web & tablets, Testing-as-a-Service, Custom Software Development, Data Science and Analytics, SAP strategy & implementation and Cybersecurity.

Key services

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Design	 Design Strategy	 UX/UI	 Design Systems	 Design Audit
Engineering	 Consumer & Enterprise Application Development	 Application Modernization	 Digital Business Technology Platform	 Testing-as-a-Service
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