



BUSINESS-TO-BUSINESS:  
SILVER WINNER

## Bravo - MEET THE AFFLUENCERS

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### **Business Situation and Background** – *Solid business with an unclear advertiser-facing consumer profile*

In the initial period after NBC-Universal acquired Bravo, ratings grew and national ad business was solid. But early in 2007, in-depth-interviews of media buyers and planners by the Bravo research team revealed that agencies had little understanding of the Bravo audience profile and why it was of premium value to them. A representative quote from a buyer interviewed at the time was, "I'm uncertain as to who the Bravo viewer is with the shift in programming." This was in part due to an evolving development mandate that increasingly included glossy unscripted content, which was somewhat of a departure from fare that Bravo had featured in the early '00s. The audience remained upscale as always, but there were underlying dynamics that were changing in ways that Bravo's advertiser clients needed to better understand.

Concurrently, as many of these new unscripted shows became hits in 2006 and 2007, the Bravo program research group planned comprehensive segmentation analyses to capture the essence of the new Bravo core consumer and to identify the brand attributes that could be reinforced to grow ratings while preserving the network's premium, upscale consumer profile. At that time, the program and sales research teams began to work together so that the sales group could articulate to its media clients exactly how the network's "user base" was evolving, exactly who they were, and why they had value to advertisers.

### **Campaign Challenge** – *Put a face on the new Bravo audience and give advertisers a reason to increase investment in the media brand*

Buyer/planner interviews by Bravo research indicated there was confusion and somewhat of a void in their perception of the network's consumers. The initial challenge was to use research to build on the equities of Bravo's various program successes and laser focus on a 360-degree consumer target that would present value to advertisers in a multi-dimensional way. Once that was established, the Campaign Challenge was to represent those valuable dimensions clearly, replace the "perceptual void" with a living-breathing consumer image, and to powerfully demonstrate the benefit of that consumer to advertisers. The network's sales marketing group needed to use new research to turn the Bravo audience into a brand unto itself.

### **Objectives of the Affluencer campaign:**

- Use research to put a face on the Bravo consumer and differentiate that audience from other networks' viewership
- In a concise, research-based way, enumerate the key properties of the Bravo consumer that were relevant and desirable for advertisers
- Raise the top-of-mind awareness of Bravo as an ad-medium through research
- Extract the proper value for the Bravo advertising environment

**Research Story** — The research story behind the Affluencer campaign has two phases: The first was to create the segmentation, take ownership of it, and further transform the Bravo audience. The second was to transform that brand research into a strategic selling proposition.

**Chapter 1: Define and take ownership of a Key Segment of Consumers** – In 2007, Bravo research partnered with Lieberman Research Worldwide (LRW) to execute a comprehensive analysis with three main objectives:

1. Segment the total cable entertainment 18-49 audience using a litany of differentiating variables that were relevant to the evolving Bravo brand and content, including: the role TV entertainment played in their lives, their cable entertainment preferences, their attitudes about and comfort with new media technologies, their living circumstances, and their psychographic profiles.
2. Define and profile the key attitudinal segments that represented the biggest brand growth opportunity for Bravo – among other things, those that were already watching key new Bravo shows, and those for whom a chosen network concept statement resonated most:

*"This cable network is the premiere lifestyle destination for food, fashion, pop culture, beauty and design...that pulls back the curtain on the creative process and makes influential and inventive original programming...[that] show a different side of celebrities, break exciting new personalities, and shake up the way we look at style, media, fame and Hollywood..."*

3. Reveal strategies to transform the brand so that it becomes a vital part of these consumers' lives.

This work, and subsequent ethnographic and focus-group-based qualitative segmentation work with the strategic consulting firm Sterling Brands, led to a deep understanding of the dynamics of three key audience segments that became known internally as "Wills & Graces," "PTA Trendsetters," and "Metro Climbers" (originally labeled "Metro Competitors"). That work enabled Bravo marketing, development, and programming to grab an even stronger hold on a target audience that was – by design – among the most affluent, influential consumers watching television. The two major research projects together left Bravo with a blueprint for emphasizing the attributes that would best press these consumers' buttons. That formula is proprietary, but by the end of 2008, some of it had been widely written about in the press: an overall high-end sheen on production, talented and motivated characters in high status fields and cosmopolitan locales, and inspirational stories about individuals who start trends rather than follow them.

During this process, it was important to research and Bravo management that the upscale profile of the network audience be preserved, while at the same time evolving it in a way that would strengthen the audience's relationship to the media brand, and bring into the tent additional high income consumers that matched the buzz-driving, trendsetting profile of the content itself. The three high-opportunity segments:

**Wills and Graces:** Predominantly female and gay men, metropolitan, often single, professional, and trendy. They are trendsetters themselves (less likely to use TV to follow trends), especially in the areas of fashion, beauty, style and pop culture. They are more likely than average to be brand conscious and look for expert opinions on trends. Wills and Graces are friend-focused, out-of-home focused, and like to have a good time.

**PTA Trendsetters:** Predominantly female, live in B and C counties, yet have metropolitan aspirations, more likely to have children, and be heavy TV viewers. They watch TV to find out about everything new and hot to talk about with their friends and family. They are also tech savvy and love to have the latest gadgets – especially those that help them stay in close touch with friends. PTA Trendsetters are always looking for new ways to improve their home.

**Metro-Climbers:** More likely to be male, urban and professional. They have an over representation of GLBT. They enjoy competition and comedy programs, and are active and influential TV viewers, preferring to be engaged with programs through things like polls. Metro-Climbers are very career focused and are looking to move up in the world.

The results of the segmentation study reinforced Bravo's understanding of the TV content affinities among the three groups. The key objective was to identify the commonalities of programming affinities. This would enable Bravo programming and production to hyper-target content only to the areas that had high affinity among at least two of the segments.

In addition to possessing a set of media preferences, the three target segments that emerged from the survey and factor analysis shared qualities that were of great importance to certain advertisers. They all had more purchasing power than the average consumer, they were all brand and trend conscious, and they were more tech-savvy and used technology to enhance and extend their personal social experience.

Over time as Bravo developed marketing, programming and scheduling strategies to grow this brand "user base," they were also growing in number, coming more often, paying closer attention, and extending their experience with the brand to other media platforms.

Between 2006 and 2008, Bravo's primetime A18-49 audience grew from 248,000 to 332,000, an increase of 34%. Web traffic page views increased from 356 million to 1.2 billion, an increase of 245%. And viewers were interacting – voting, messaging – by the hundreds of thousands.

Nielsen IAG, which measures and reports viewer engagement by recording how much of primetime programming content viewers remember, announced that in 2007 Bravo's audience was more engaged than any cable brand they measured. By the end of 2008, Bravo's engagement levels surpassed all five broadcast networks' as well.

IAG also reported that in 2008 the brands integrated into Bravo shows experienced brand opinion lift *almost twice as high as* they did on any other network. The high-end production sheen (in 2008 Bravo was nominated for 11 Emmy's) and aspirational situations, combined with the high viewer engagement, was translating into a direct advertiser benefit. In a late 2008 press release, IAG reported that Bravo owned eight of the top ten product integrations of the year, when ranked by brand opinion lift.

And, according to Nielsen, Bravo finished 2008 with primetime's highest concentration of Adults 18-49 in \$100K+ households.

All of these dynamics combined to make Bravo's three consumer segments some of the most desirable in media. For business-facing communication, a value message about three consumer segments was too complex. So Bravo rebranded the three segments into one umbrella segment that at once summarized their shared properties and also reflected the behavior that was bubbling through Nielsen and IAG's research. Bravo General Manager Frances Berwick dubbed this segment "The Affluencer."

Bravo research spent much of 2008 mining syndicated databases and doing custom work to gather data reinforcing the reasons that recall and opinion lift was so high and to dimensionalize the results for advertisers.

***Among Bravo's initial segmentation goals was to generate more interest in the brand among influential consumers.*** By 2008, this effort was manifesting itself clearly in syndicated measurement of Bravo using consumer databases from Simmons Media Research and Mediamark Research. Bravo viewers from these panels were identified as some of the most influential on cable across different metrics. Bravo's audience beat its competitive set for agreeing to key statements like "My friends come to me before buying" and "I'm always one of the first to try new products."

The Bravo primary and sales research groups also conducted a series of pre and post case studies using NBC's internal television panel, Dynamic Logic, and IAG Research. The studies showed the impact of integrated brands on Bravo:

- Brands that appeared on Bravo were elevated in the minds of Bravo viewers. Bravo viewers were so engaged with the programming, they had higher brand opinion and purchase intent for the integrated brands. Ex: the Nexxus hair care brand that was heavily featured during the Bravo program *Shear Genius* saw +180% higher levels of purchase intent among viewers post-integration.

Additionally, in 2008 Bravo research partnered with Mediamark Research to conduct a proprietary national survey measuring the affinity viewers had for networks they watched. The goal was to answer the question

"why" for Bravo's strong engagement and product integration stories. The results of the study showed the answer to be that the "Affluencers" had a much stronger than average affinity for Bravo and viewed it to be high quality. For example: Bravo viewers were 33% more likely to say for Bravo, than other networks' viewers were for their network, that, "No matter what I'm doing I always find time to watch." They loved Bravo so they thought more of brands that appeared on it.

The case studies demonstrated to clients that there was an "**Affluencer Effect**" – that Bravo's on-air content and its unique relationship with its audience combined to benefit advertisers greatly.

**Campaign Description:** The Affluencers were introduced to advertisers via a three prong marketing strategy. This strategy included the following steps "Seeding The Market," "Hitting Them Hard" and "Reinforcing the Message."

*April – June 2008*

### **Campaign Highlights**

- An interactive road show in agency presentation that literally brought the Bravo Affluencers to life. This was executed by traveling with the stars of our campaign (actors portraying The Bravo Affluencers) in order to demonstrate to agencies what kind of consumers they are and how they could benefit their brands.
- Comprehensive Print Campaign including High Impact Cover Wraps - For the first time ever in the publications history, *Ad Week* and *Ad Age* geo-targeted cover wraps to specific sales categories and Bravo owned the 4/28 Annual Cable Guide Issue of *Ad Age* including mock cover and the Affluencer magazine outsert poly-bagged to the back of the issue.
- A dedicated trade website called affluencers.com that included downloads, information and sweepstakes entry opportunities.
- An 80-page AFFLUENCER MAGAZINE that communicated to media agencies and advertiser clients the breadth of the Bravo brand including programming information, digital applications, consumer products, and events, and it communicated the "**Affluencer Effect**" in further detail.
- First ever consumer space outdoor ads, not promoting the network or its programming, but its premium-value audience

### **"Seed The Market"**

- Interactive live road show presentation bringing the Bravo Affluencers to life in 6 key markets including NY, Detroit, Chicago, LA, Boston and Minneapolis again using actors to provide living breathing examples
- Distribution of The Affluencer Magazine as a unique leave behind that engages the advertising community in our core messaging.
- Launch of Affluencers.com, the new online destination allowing partners to experience 4D and get the latest and greatest on Bravo Media.

### **"Hit Them Hard"**

- *Ad Week* and *Ad Age* – geo-targeted cover wraps to specific sales categories, *Ad Age* - mock cover and the Affluencer magazine outsert poly-bagged to the back of the issue, *New York Times* - Full Page in Media Marketing Section, *Automotive News* - Full Page targeting the National Auto Industry, *Ad Crafter Magazine* - Back Cover targeting Detroit Advertising Agencies

### **"Reinforce Message"**

- In agency sponsored breakfast events by *Ad Age* & Bravo in NY at key agencies.
- In agency Bravo branded late-night dinners in NY, LA, Detroit and Chicago bringing gourmet meals to buyers and planners as they make it through their late upfront nights.
- Ongoing targeted events across regions for key agency/client contacts
- Ongoing "Watch What Happens" newsletter

## Results - The Affluencer campaign

- Bravo Media's national ad sales revenue in 2008 increased 32% vs. 2007, and 74% vs. 2006.
  - Revenue growth outpaced large P18-49 audience growth (23% vs. 2007 and 34% vs. 2006) indicating quality of audience premium paid by advertisers
- Transformed top of mind awareness among the TV buying community: Post-mortem buyer/planner interviews conducted in Fall 2008 by Millward Brown and Greenfield Consulting Group reported Bravo to be at the top of media agencies' lists for reaching trendy adults.
- Spill-over of the Affluencer consumer brand into the national vernacular: The term Affluencer, which was created and trademarked by Bravo, now has its own website, produces 3.8 million results when searched on Google, and by late 2008 had appeared in college marketing texts
- Acknowledged segment ownership in popular culture: *The New York Times Magazine*, in a cover story published the week of the Presidential election, featured Bravo President Lauren Zalaznick in a 10,000 word article titled: *The Affluencer*. Weeks later, when *Entertainment Weekly* named Zalaznick one of the smartest people in television, it called her "A savvy tastemaker, courting affluent, educated viewers (exactly the kind advertisers love) with Bravo's reality gold mines."

### *Business to Business Results:*

- 1,130 Sweepstakes Entries (text in and online combined)
- 5,892,026 Online Banner Impressions
- Over 1.5 Million Print Impressions
- Over 5 Million Outdoor Media Impressions
- In Agency Presentations 1000+ attendees
- In Agency breakfast 600+ attendees
- In Agency Dinner Program 500+ participants
- 28,000+ Affluencer magazines distributed

## Appended Charts

### Networks for Trendy Adults:

*Greenfield Consulting Group,*  
October 2008

