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Swiss Entertainment and Media Outlook
2012–2016

*Revenues, trends
and developments in
the Swiss entertainment
and media industry.*





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Contents

Editorial	5	5 Music	49
Executive Summary	6	Executive Summary	50
1 Internet Access Spending: Wired and Mobile	15	Market Overview	50
Executive Summary	16	Digital Distribution	53
Market Overview	18	Physical Distribution	53
The Swiss Internet Access Market Compared to Western Europe	24	The Swiss Music Market Compared to Western Europe	54
2 Internet Advertising: Wired and Mobile	26	6 Filmed Entertainment	55
Executive Summary	27	Executive Summary	56
Market Overview	28	Market Overview	57
The Swiss Internet Advertising Market Compared to Western Europe	32	Box Office/Cinema	58
3 TV Subscriptions and Licence Fees	33	Physical distribution	60
Executive Summary	34	Electronic distribution	61
Market Overview	34	The Swiss Filmed Entertainment Market Compared to Western Europe	64
Subscription Households and Spending	37	7 Video Games	65
Mobile TV	39	Executive Summary	66
Public TV Licence Fees	40	Market Overview	66
The Swiss TV Subscriptions and Licence Fee Market Compared to Western Europe	41	Console/Handheld Market	67
4 Television Advertising	42	Online Games	69
Executive Summary	43	Wireless Games	71
Market Overview	44	PC Games	72
The Swiss Television Advertising Market Compared to Western Europe	47	Video Game Advertising	72
		The Swiss Video Game Market Compared to Western Europe	73
		8 Radio	75
		Executive Summary	76
		Market Overview	76
		The Swiss Radio Market Compared to Western Europe	80

9	<i>Out of Home</i>	81	12	<i>Methodology and Fair Use</i>	104
	Executive Summary	82			
	Market Overview	83		13	<i>Glossary</i>
	The Swiss Out-of-Home Market Compared to Western Europe	86			106
				14	<i>Contacts</i>
					111
10	<i>Consumer Magazine Publishing</i>	87			
	Executive Summary	88			
	Market Overview	88			
	Consumer Magazine Circulation	90			
	Consumer Magazine Advertising	91			
	The Swiss Consumer Magazine Publishing Market Compared to Western Europe	93			
11	<i>Newspaper Publishing</i>	94			
	Executive Summary	95			
	Market Overview	95			
	Newspaper Advertising	98			
	Newspaper Circulation	99			
	The Swiss Newspaper Publishing Market Compared to Western Europe	102			

Editorial

November 2012

To our clients and friends both in and beyond the entertainment and media industry:

Welcome to the third annual edition of PwCs' Swiss Entertainment and Media Outlook, covering the forecast period of 2012–2016. The Swiss country edition is complementary to the Global Entertainment and Media Outlook, which was published in June 2012 for the 13th consecutive time, and provides you with further insights into the technological, political, social and economic trends and developments driving revenues in the Swiss entertainment and media market. Our forecasts and analyses for this third Swiss edition comprise 11 major entertainment and media (E&M) industry segments:

1. **Internet Access Spending: Wired and Mobile**
2. **Internet Advertising: Wired and Mobile**
3. **TV Subscriptions and Licence Fees**
4. **Television Advertising**
5. **Music**
6. **Filmed Entertainment**
7. **Video Games**
8. **Radio**
9. **Out of Home**
10. **Consumer Magazine Publishing**
11. **Newspaper Publishing**

In contrast to 2010, 2011 saw slow growth in Swiss E & M spending. This was partly driven by the slowing in economic growth. We expect the slowdown, which has had significant negative impact on advertising spending in 2012, to continue through 2013 before the economy recovers in 2014. Nevertheless, the continuing consumer appetite for broadband capacity, combined with the proliferation of smartphones and tablets, is spurring investment in digital content and ecosystems.

These are only few of the findings of the third Swiss Entertainment and Media Outlook from PwC.

The Swiss Entertainment and Media Outlook was produced by our Swiss team of entertainment and media experts. Please refer to the contacts section for contact details.

We wish you exciting and interesting reading.



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Executive Summary

The end of the digital beginning: Entertainment and media (E&M) companies reshape and retool for life in the new normal

The overall direction of change in the global entertainment and media (E&M) industry has remained consistent. Over the coming five years, we will see digital technologies continuing to increase their influence across the industry. And, changes in technologies and in consumer behaviour will continue across all E&M segments. The Outlook shows that the upward trend in digital E&M spending will persist and will significantly outstrip growth in non-digital spending during the forecast period, 2012–2016. While the pace of progress varies by country and segment, these trends will see digital spending accounting for 67 percent of all growth in spending during the next five years globally, with growth at 12.4 percent compounded annually through 2016, compared to a compound annual growth rate (CAGR) of just 2.8 percent for non-digital spending. This trend will also be observed in Switzerland.

However, behind the headlines, an even more important milestone for the E&M industry is emerging: the onset of the digital new normal. Digital is now embedded in “business as usual”. And, as digital moves to the heart of many media companies and begins to present the greatest opportunities for growth, what previously looked like an immense gap between old media models and new ones is being bridged.

In the process of digital becoming the new normal, what now matters for companies is how they can capitalise on and operate within it.

Thus, companies are planning and executing their strategies to transition to the new normal and with that, we are hearing clearer and more consistent language from industry CEOs as they articulate the new landscape.

PwC’s 15th Annual Global CEO Survey, published in 2012 (see information panel), shows that the initial uncertainty triggered by digital migration is giving way to a sharper focus on identifying, choosing, and executing the business models, organisational structures, and skill sets that will harness the new consumer behaviours to deliver rising future value in the changed environment.

While experimentation will continue, the way forward is becoming clearer as companies focus on identifying, choosing and executing the right business models, organizational structures and developing the skill sets to understand consumer behaviours and motivations in their connected, multi-screen environments.

PwC’s E&M CEO Survey 2012

E&M CEOs think their businesses’ future growth depends – crucially – on responding to consumer change through innovation in areas from products to business models. Collaboration within and across the digital ecosystem will be vital to achieving this. The key element currently lacking is the right skill set – a shortcoming they are determined to address.

E&M CEOs’ confidence in growth remains resilient, despite the challenging economic outlook. 84 percent of E&M CEOs are “somewhat” or “very” confident about revenue growth over the coming years.

E&M CEOs are concerned about shifting consumer spending and behaviours. 74 percent of E&M CEOs said they are concerned about shifts in consumer spending and behaviours, and 43 percent anticipate changes to their technology investments over the next 12 months to meet consumers’ rapidly evolving demands.

E&M CEOs see collaboration as a key element of future strategies, and success in a digital world demands innovative new business models. 64 percent of E&M CEOs are planning new strategic alliances or joint ventures in the next 12 months and 79 percent of them are planning to increase the emphasis on new business models in their innovation portfolio – the highest proportions in any sector.

Meeting with customers is a priority for E&M CEOs. More than 75 percent of E&M CEOs wish they could spend more time with their customers.

In this industry overview, we aim to define the context for the detailed forecasts in the Outlook.

In **part one**, we summarise our projections for all Swiss entertainment and media industry segments covered.

In **part two**, we outline key issues at the heart of industry developments from the perspective of the consumer and entertainment and media companies.

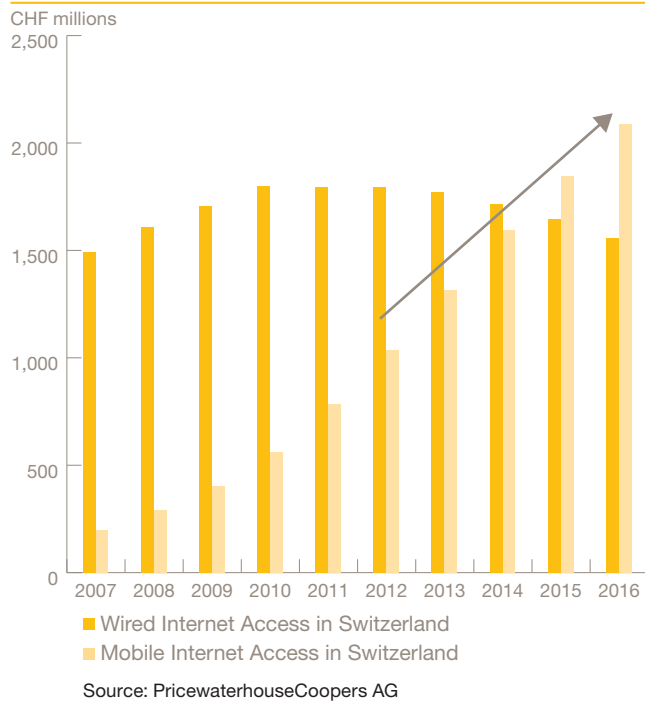
In **part three** we present digital transformation as the larger frame for all of the mentioned trends and changes within the E&M industry, and identify strategies for the rapid pace of change we believe will facilitate each organisation’s transition to its optimal place in the new digital normal.

Part one: Swiss Entertainment and Media Industry Revenues

The Swiss economy bounced back to growth in 2010, with a GDP of a convincing 3.0 percent. The slight upward trend held in 2011, resulting in a GDP of 1.9 percent. The renewed economic growth had – and will continue to

have – a positive effect on E&M spending, particularly on advertising, the component with the greatest sensitivity to economic conditions. Consumer spending on entertainment and media and Internet access maintained positive growth rates. Overall, we expect spending in the selected Swiss E&M sectors to grow by a CAGR of 2.3 percent, from CHF 12.6 billion in 2011 to CHF 14.1 billion in 2016.

Switzerland: Internet Access Spending

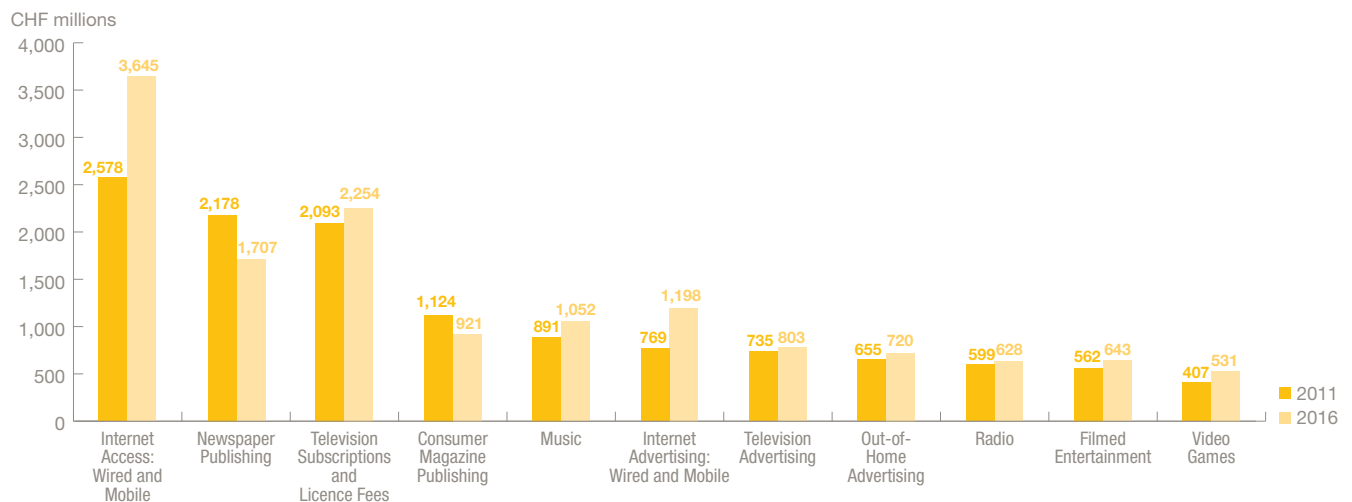


The main drivers of this upward trend are the sectors “Mobile Internet Access” and “Internet Advertising”. Revenues generated by mobile Internet access are expected to increase by 21.6 percent annually, growing from CHF 784 million in 2011 up to CHF 2.1 billion in 2016. Thus, about 80 percent of the projected growth in Swiss entertainment and media spending will be generated by the sector “Mobile Internet Access”.

Overall, we noted the following shifts within the Swiss E&M industry and expect them to continue to play out and strengthen through 2016.

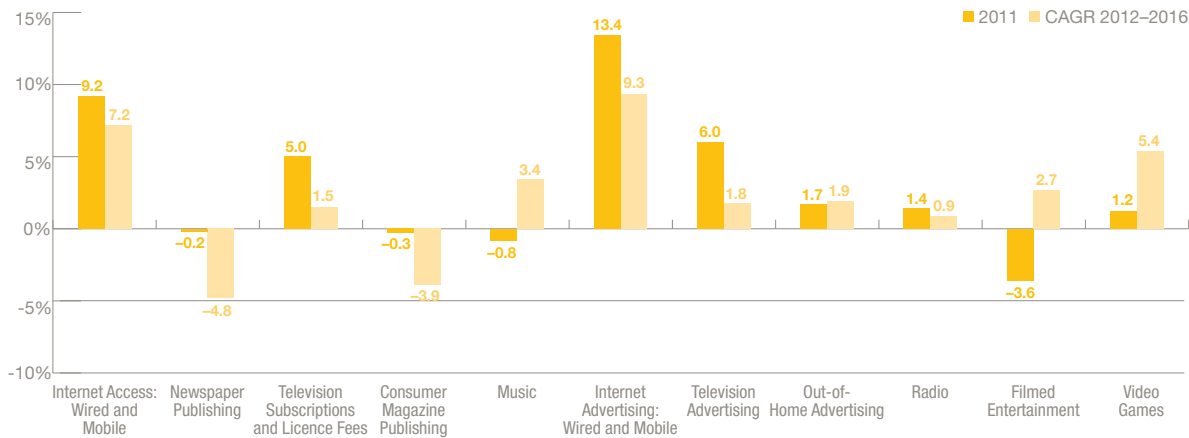
- **From print to digital:** For example, digital circulation of newspapers and consumer magazines are expected to show high growth rates, at 99 percent and 80 percent respectively, starting from a low level of one million each.
- **From fixed to mobile-driven consumption:** Mobile Internet access increased from 12 percent of total Internet access spending in 2007 to 30 percent in 2011 – and will account for 57 percent in 2016.
- **The emergence of “freemium” models:** For example, the basic offers of online newspapers, music, games or TV can be consumed for free with an option to pay for premium services (e.g., high-definition quality, unlimited access, more channels).

Swiss Entertainment and Media Market, per sector (CHF millions)



Source: PricewaterhouseCoopers AG

Swiss Entertainment and Media Market Growth, per sector (in percentages)

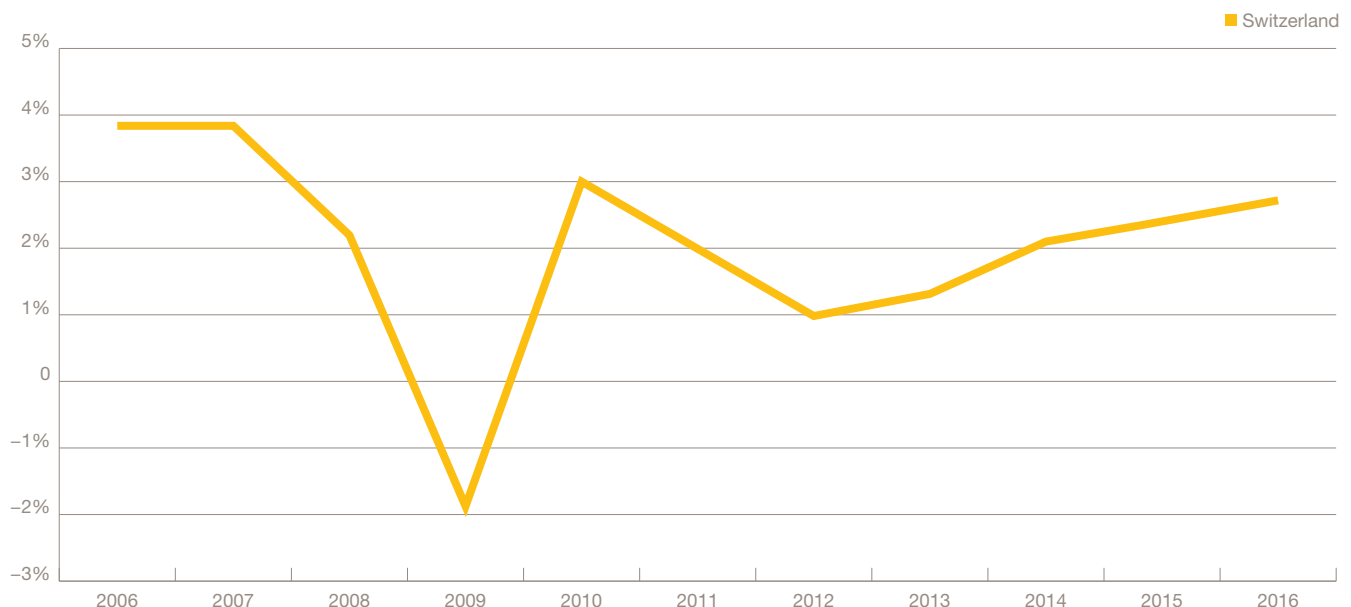


Source: PricewaterhouseCoopers AG

However, growth in the Swiss E&M sectors is fragile, due to the current uncertainties with respect to the deficits of several countries in the eurozone, the corresponding pressure on the exchange rate of the Swiss franc, and the risk of deteriorating consumer confidence. In September 2012, BAK Basel Economics AG, already reduced its prognosis for growth in GDP for 2013. We assume a real GDP of 1.0 percent for 2012 and expect a higher real GDP of 1.3 percent in 2013.

In the long run, we expect the economic climate to improve, which will lead to faster growth in E&M spending during the next five years compared to the 2008–2011 period. Nevertheless, the growing transition from traditional media to digital media will limit growth in consumer spending within the E&M industry because end-user prices for digital content are generally lower than prices for physical content. For example, online newspapers can be read for free or on a subscription basis. Their prices are, on average, below the prices of physical newspapers. Music can be downloaded for a low price, compared to a physical CD, and video-on-demand access costs less than physical DVDs or Blu-ray discs.

Real GDP Growth, Switzerland



Source: SECO; KOF; BAK; SNB; PricewaterhouseCoopers

Part two: Developments at the Heart of the Entertainment and Media Industry

The reshaping of the E&M industry will take place based on the perspectives of the following two groups.

1. **Consumers** want more connected, more mobile, time-shifted and increasingly shared media experiences.
2. **Advertisers and value chain partners** need to design new business models to reinvent and expand the value proposition of advertising and media content through innovation.

1. The connected consumer

Today's consumer behaviour is both pervasive and accelerating— and entertainment and media is in the front line of that change. PwC's 15th Annual Global CEO Survey finds that (combined) 74 percent of CEOs in E&M are "somewhat concerned" or "extremely concerned" about a permanent shift in consumer spending and behaviour. Other Swiss PwC research bears out the scale of the shifts in progress: more than 80 percent of respondents to PwC's multichannel shopper survey now research their purchases online before buying electronics, computers, books, music, and movies.

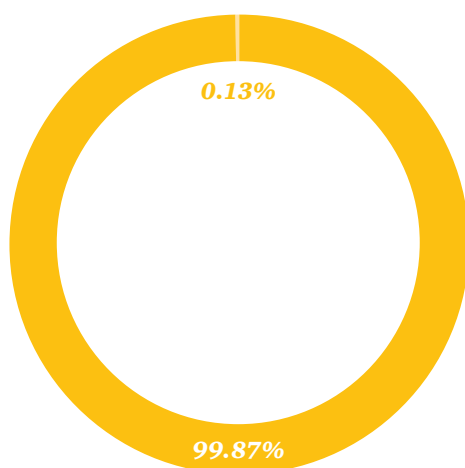
Demanding immersive, socialised experiences

Today's consumers want to:

- Watch, read, or listen to what and whenever they want to – shifting from "now" to "in my own good time".
- Access and consume content simultaneously via multiple devices and connections: TV, smartphone, tablet, apps, and social media.

As the Outlook highlights, these changes reflect an underlying and ongoing migration in consumer behaviour and spending toward digital consumption and digital experiences. Different segments are at different stages of this industry-wide journey. In Switzerland, recorded music – which already has a well-developed digital market – digital revenues surpassed physical revenues in the first half of 2012. In contrast, other segments are at the start of the journey: in the newspaper circulation market, digital paid circulation accounted for 0.1 percent of total circulation spending in 2011. But during the next five years, digital spending will surge at 98.7 percent CAGR, accounting for 4.7 percent of total circulation spending by 2016.

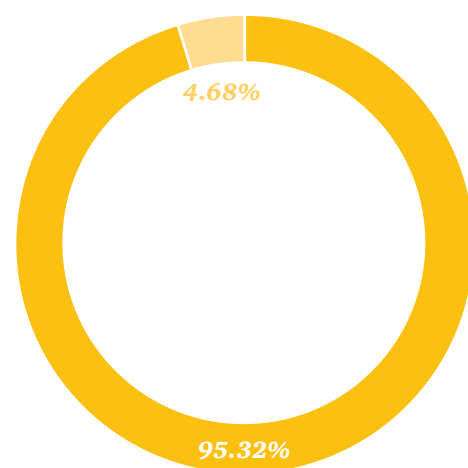
Swiss Newspaper Publishing Market 2011



■ Digital Circulation ■ Print Circulation

Source: PricewaterhouseCoopers AG

Swiss Newspaper Publishing Market 2016



■ Digital Circulation ■ Print Circulation

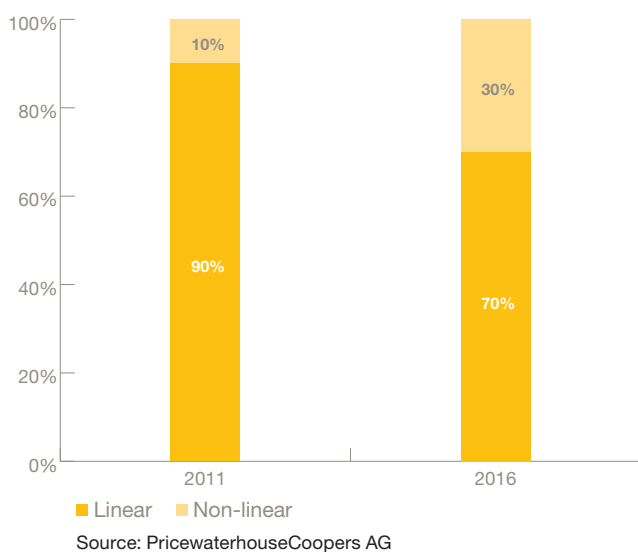
Consequently, digital has – to date – had less impact on print than on music and video games. Physical print media is already portable. And, except for timely updates and video features, this means that digital content is little different from physical content.

However, this will change as tablets provide the consumer with an acceptable lean-back experience conducive to paid digital circulation, and therefore create a better platform for video ads than the PC. So, as 2016 approaches, the revenue balance will clearly be shifting toward digital. As a result, a major challenge for consumer magazine and newspaper publishers is how to optimally benefit from the migration of readership from print to, especially, tablet applications and other formats delivering online content.

Trend to time-shifted media consumption – watching videos and listening to radio at any time consumers want to

In this year’s Outlook, we identified an upward trend in consumption of time-shifted TV shows and videos. Online TV providers, such as Zattoo and Wilmaa, and IPTV providers, with their video-on-demand offerings and streaming services allow consumers to watch movies and TV shows at any time they want to. Recording of content with set-top boxes or through premium packages offered by online TV providers for later viewing is another driver of this trend.

Linear and Non-linear TV in Switzerland



Smart devices – spearheading change across broadcast and print media

Despite ongoing economic uncertainty, the past year has seen global sales of tablets and smartphones reach record levels once again – thus underlining the growing revenue opportunities in the digital delivery of E&M content and advertising to increasingly connected and mobile customers.

Since the launch of the first generation iPad, in April 2010, tablets have brought mobile delivery of media to consumers’ homes. In Switzerland the number of tablets increased by 669 percent from 54,000 in 2010 to 415,000 in 2012, and the smartphone penetration rate grew up to 43 percent. This upward trend in mobile devices is propelling spending in mobile Internet access – the main driver of the overall Swiss E&M industry.

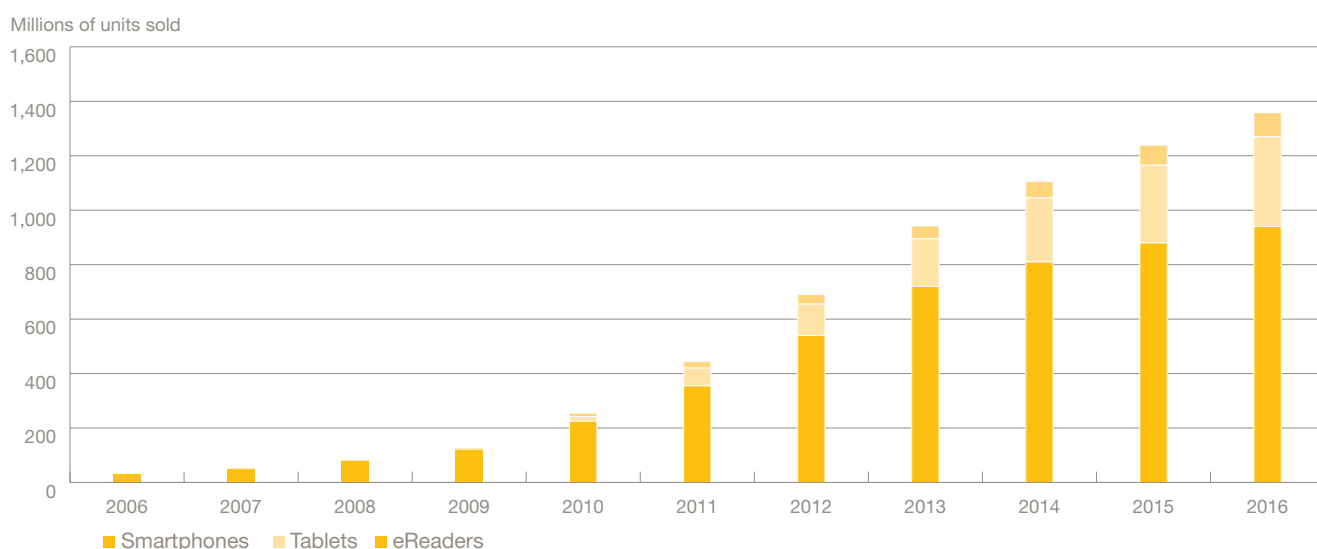
Users became willing to consume always-available mobile video and non-video content on tablets and on smartphones, combining connectivity and information immediacy. Why? Portability, access to content, on-demand capability, high resolution, and acceptable screen size – all of these previously conflicting goals – have finally been reconciled.

Smart devices also bring transformational opportunities across E&M segments. For example, TV companies could give consumers a customisable tablet/smartphone app that brings up a consumer’s personal “My Media” on the TV, with the consumer’s favourite shows, movies, and apps.

Tablets are also enabling print publishers to present consumers with a value proposition previously lacking in those publisher’s online products, thus convincing consumers to pay for additional premium content. As a result, Swiss publishers are expanding into digital services. This involves creating digital editions for tablets and smartphones on the one hand, and acquiring stakes in digital platforms on the other.

With the growing penetration of smart devices, a new technology, so-called “second screen”, has emerged. Several studies have identified the trend for using smart devices while multi-tasking with other media. According to a Google consumer survey, 82 percent of the respondents use their smartphone while multitasking with media like TV, Internet, video games, movies etc. Second screen means an additional electronic device (e.g., tablet, smartphone) enabling a television subscriber to interact with the content, such as TV shows, movies, music, or video games, he or she is consuming. Applications on the second screen are designed to give the consumers extra data that is displayed on a portable device synchronised with the content being viewed on television. It enables media companies to interact with consumers in another way and simultaneously sell additional advertising content. With previously

Global Smart Device Sales



Source: PricewaterhouseCoopers AG

print-based media, such as magazines and newspapers, launching smart-device apps, these forms of content could also become part of an overall media package, accessed via connected screens.

Social media – globally connected consumers

Unlike previous generations, today's consumers function in a world of globally connected social media. They are still passionate about media experiences, such as television, live concerts, radio, games, newspapers, and so on, but nowadays consumers are increasingly integrating a variety of content and connected devices into their media consumption mix.

This means a trend toward a multichannel, multi-content future. As a result, an increasing mass of media content will be available at a fixed price on all devices, whereas the live experience – whether music festival or FIFA World Cup football or Lady Gaga in concert – becomes the premium form of content. In Switzerland consumers see live entertainment as special and different enough so that they are willing to pay extra for it.

With social media (e.g., Facebook, Twitter) integrated into the E&M industry, consumers are now enabled to take the logical next step from watching “everything whenever and wherever I want” to having friends and family log in to share the experience with them in real time. A PwC survey has revealed this trend in Switzerland: 30 percent of all respondents use some form of social media every day, whether Twitter, Facebook or similar social networks. Spotify (music) and Zynga (games) are two successful firms within the Swiss E & M industry that offer different content through the prominent social media platform Facebook, via which various media content can be shared.

2. Devising new business models to reinvent and expand the value proposition of E&M content

The core challenge for E&M companies now lies in how to remain relevant to consumers and business customers in a way that differentiates them from their competitors.

The reinvention of advertising

Advertisers are also focusing on using digital platforms and online tools to engage with and measure the ever-changing behaviour of consumers – who are more sophisticated about their use of technology than ever before.

In this industry, more than any other, therefore, embracing a strategic, forward-looking digital business model is critical to survival – and success.

Regardless of differences across markets, the trend across the world is that consumers' engagement with connected digital experiences is continuing to grow. As this happens, it's increasingly evident that people's time and, by extension, the data generated through the ways they spend it, are currencies that can be monetised. While this has always been the case, the addition of digitally derived insights to the mix is now redefining advertising – and expanding its value proposition.

Due to the shift from print to digital ads, advertisers want more information and more verifiable return on investment (ROI) from their ad spend. Advertisers are increasingly demanding transparent, verifiable evidence that they are hitting the right segments with the right messaging via the right platform, and thereby generating a good return on their ad spend. Until recently, the natural choice for an advertiser looking to reach, say, potential car buyers might have been to advertise on the major automobile Web sites. Now, by applying analytics to individuals' browsing behaviours, ad agencies and networks can identify specific, so-called auto-intenders who have the highest propensity for buying a car in the next 12 months. Thus, messages can be directed, for example via behavioural targeting, to specific individuals. Such developments allow better insight into the effects and impact of advertising, as well as increased efficiency in placing advertising, and thus will further boost online advertising spending. Use of display and banner ads is reducing. Advertisers would rather pay a premium for clearly demonstrated target demographics, a proven track record of engaged consumers, or solid revenues from click-throughs. Similarly, the focus is shifting from display inventory to the value inherent in behavioural factors and drivers, such as location.

Another trend that affects the advertising business is time-shifted TV and radio consumption. Recording of content with set-top boxes for later viewing is one of the main challenges for television advertising, because these services enable consumers to implement ad-skipping (of ads which are showed through linear TV). As a result, new advertising formats, such as channel-switch ads or start-up ads, are delivered through online TV providers, such as Zattoo and Wilmaa, and these cannot be skipped.

Disintermediation of distribution channels within the E&M industry

The evolution of the value chain over the next five years will see new roles emerging across the E&M industry, reflecting growing clarity about the business models that will generate value in the new landscape. Already, some content companies that have traditionally operated on a B2B model are starting to build direct relationships with consumers, thereby disintermediating their existing distribution channels. The underlying agenda here is transformation into a consumer-focused and connected company. For example, global music or film production companies can directly offer their media to consumers all over the world via the Internet. Another example: video on demand (VOD) is likely to result in a disintermediation of the film industry with the elimination of traditional movie rental stores and retailers.

The change in models for monetising media content

There is continuing change in the models that are attempting to monetise media content. As we noted in the previous edition of the Outlook, consumers will pay for privileged access to content they want, such as being able to consume content ad free, either ahead of other people or early after market launch. However, in cases when they want to try out content to find out whether they like it, they generally do not want to pay for new content the first time they try it. This tendency may in part be driven by – or reflect – the move toward freemium business models, whereby people can receive a free, ad-supported “sample” before upgrading to the premium, paid-for variant.

An additional factor is that consumers generally appear to be moving toward wanting to rent content rather than owning it outright. While people could see some value in building up VHS, CD, or DVD libraries on their shelves, they do not perceive the same kind of value in building digital content libraries.

As a result, we see the Swiss physical music and filmed entertainment market strongly decreasing; consumers prefer to rent the media electronically for a lower price than buying it physically. Taking music as an example, the models currently in use range from the iTunes-style concept of paying per transaction to own a specific piece of content, to the Spotify subscription model which gives the right to stream content from a library.

Change in pricing models

The trend toward differentiated pricing can be seen in various sectors with the emergence of a wide array of segmented pricing models. These include free or paid for options, with or without ads; payments in virtual currency; micropayments to buy bolt-on “packs”; and rental models charging cash or virtual currency over social networks.

The interactive game sector – particularly the mobile sector – has established itself as a leader in innovative price segmentation, creating flexible models wherein consumers can choose an ad-supported version, a “lite” version, or a premium, ad-free version. The free-to-play business model includes micro-transactions, which are generating a boom in revenues for the game industry. Game providers often offer the consumer the option of purchasing virtual goods to get an in-game bonus, such as an extra item, character, points, etc.

Overall, the trends highlight the need for flexibility in the way that different types of content are priced and delivered.

Part three: Digital Transformation – Strategies for the Rapid Pace of Change

The trends identified key within the E&M industry clearly show that digital technologies have become a matter of course in consumers’ daily life. These trends – even-more digital, ever-more mobile – will accelerate markedly in the years to come.

Digital technology is routine in this day and age. Tablets and smartphones are altering people’s patterns of consumption and communication, and will continue to do so, radically. People post on Facebook, share content via Dropbox, shop online and have access to the Internet, anywhere and anytime. This acceleration in the digital world affects companies in all industries, opens up new possibilities, and calls into question the classic business models.

Fit for the future with integrated solutions

All trends illustrated in the Outlook are key drivers of digital transformation. This means companies must complete their transformation from the conventional to the digital business model quickly and appropriately. The step into the digital area is not just a matter of getting a company’s face on Facebook, or developing tailor-made apps, it has an impact on a company’s entire business model. To grow revenues in the new normal, companies need to initiate the right measures. We support your digital changeover from analysis and strategy through to implementation. And we back you with one clear goal: to create sustainable values for your digital future.

Social media and collaboration

One key trend shown within the Outlook is an ongoing shift in consumers’ behaviour toward social media and collaboration. Today, consumers demand, consume, and function in a world of globally connected social media. In Switzerland, 30 percent of respondents use some form of social media every day, be that Twitter, Facebook or similar social networks.

For companies, it means much more than just new advertising channels. Social technologies make it possible to network, communicate and cooperate with customers and partners as never before. Digital channels are also usable internally, to boost commitment and enhance productivity. Success depends on getting it right: in innovation, strategy and governance.

Multi-channel and mobile

More and more consumers access and consume content simultaneously via multiple devices and connections. The shift from fixed to mobile driven and multi-channel consumption affects the entire Swiss E&M industry and brings transformational opportunities across E&M segments. Currently, global sales of tablets and smartphones have reached record levels once again, and by 2014, more people will be using mobile Internet than desktop computers.

For companies, the art is not to merely use those channels, but to connect them in a smart way. The goal is a higher level of interaction in the dialogue with customers, staff, suppliers and other stakeholders to create a unique customer experience across all channels.

Topic-based Service Packages

	Social media and collaboration	Multi-channel and mobile	Analytics and insights	New market and technology	
Strategy-based Service Packages	Business model	What opportunities does the digital landscape create for your business			
	Customer engagement	How do you engage with customers across different channels?			
	Employee and network engagement	How do you facilitate knowledge sharing and collaboration across your external organisation?			
	Technology, infrastructure and security	What technology model will underpin enhanced business agility, efficient performance, and adequate security?			
	Supply chain and process enhancement	What opportunities does digital transformation create for optimising processes and how are supply chains affected?			
	Legal, compliance and tax	How do you ensure that digital transformation projects comply with regulations? What effect would these projects have on your tax structures and how would you oversee them?			

Source: PricewaterhouseCoopers AG

Analytics and insights

In the past, trends were identified and companies tried to react. Currently it is essential to look ahead and try to scout future trends by having a finger on the customers' pulse. Companies need more than ever to understand consumer behaviours and motivations in order to engage with and immerse consumers in their connected multi-screen environment. The raw material required to gain insights – based on big data of consumers' activities, lifestyles, behaviours, and transactions – is now available at a previously inconceivable scale and depth. For example, social networks represent a rich source of consumer data.

Growing numbers of digital channels are increasing the flood of market and customer data. This poses a challenge, but also offers potential. Only those who use data efficiently, recognise trends and personalise offers, can respond promptly to changes in the market and in consumer behaviour.

Analysing data to gain insights about consumers needs to be well designed. Such tools may be triggering fears over consumers' privacy. Avoiding this will require a shift of industry mindset from customer "ownership" to customers "in control". Giving consumers control over how their personal data is used delivers higher benefits back to consumers, encouraging them to volunteer even more information, as well as providing better value for advertisers and higher rewards for media owners.

Businesses need to aim for win-win models that will enable companies to turn consumers' attention and engagement into revenues.

New market and technology opportunities

Digital transformation opens up unimagined possibilities – as long as they are recognised and successfully used. The new technology calls for a flair for developments and trends. An understanding of local and global processes and sequences is also essential. To invest in the right solution at the right time requires thorough industry and sector know-how, the optimum digital strategy and a distinctive culture of innovation.

For example, technologies like cloud computing or big data and trends like second screen give companies an additional way to interact with their customers, and new markets, like digital newspaper circulation, are potential means of income for companies within all industries.

All industries are subject to digital transformation, albeit not at the same time and not in the same ways. Such transformation often requires very high investment. It takes sound know-how and a distinct culture of innovation to invest in the right solution at the right point in time.

Byte by byte to the digital business model

As pointed out, the overall change within the E&M industry causes various challenges for companies within all industries. Thus the digital transformation challenge should be tackled jointly with a partner who has the know-how and resources to provide holistic advice. We're here to help you manage the conflict between the priorities your traditional business and stakeholder goals and your need to be nimble in adapting to the fast-changing digital world. PwC has divided this shared journey towards digital transformation into three stages:

Recognise: the digital pulse

Through observation and analysis, companies can take the pulse of digital transformation in their industry and learn what the impact is. Increasing mobility and digital solutions change customers' behaviour and expectations. Knowing what their needs are likely to be in the years ahead forms the basis for the necessary adaptations.

Develop: the digital incubator

This phase involves developing, testing and learning more – with the goal of commercialising the new concept. It can very well be that realisable ideas and approaches are already available. Others need to be developed from scratch and translated into an overall concept. And frequently, even the existing corporate structures have to be adapted.

Decide and introduce: the digital transformation

Digital transformation makes a company fit for the future. But it is also accompanied by an abundance of new technological, financial and legal issues as well as exacting security requirements. In this phase, the concept is transformed into a business model. The infrastructure, IT, processes and corporate culture all need to bear up under this new model – and under circumstances be changed or further developed in order to accommodate it.

Digital transformation is a challenge to companies at all levels. The ways and means in which we communicate, consume and work will change drastically in the coming years. How well a company can master that change will be a decisive success factor. Now, it's a matter of initiating the right steps and exploiting the opportunities.

We would be pleased to give you a personal presentation of our integrated solutions for your company, and look forward to hearing from you. Contact us to learn more: www.pwc.ch/digitaltransformation

