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*Analysis of Discovery Communications' brand positioning in
the Italian market*

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To my special little brother, for teaching me
how to discover life with bright curiosity,
vivid passion and a taste of unconsciousness.

To my mother, for inspiring me
with her love for this language.

To my father, for giving me
the best instruments to understand
what my role is and who I want to be.

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INTRODUCTION

The thesis principal aim is to analyze the central role of discovery in our lives.

By reading the words the founder John Hendricks wrote in his book, I have been completely captured by how much we are truly involved in the process of discovery.

So, I have started to think on how every day we learn new information we like to share with the others. With this composition I want to transmit the reader my passion towards curiosity in every form, especially towards people's opinion, giving it a central role in the research, by understanding what they really thought about what I was asking them. I wanted to understand their real feelings and emotions about the topic I proposed to them.

Especially about the television market, the audience opinion is fundamental, because an editor will not be able to achieve success if he/she doesn't care about his viewers' opinions and possible advices.

So, collecting some qualitative information, I want to pass from theory to practice, to really understand what the sense of loyalty towards the Discovery brand was. As the General Director Marinella Soldi said in an interview I have seen, Discovery principal mission was to create "a sense of devotion towards the contents people were seeing" and that is what I think every brand has to realize. In my opinion, that is the marketing secret.

PART 1 Brand's history of the Discovery Communications Group

Thanks to the new value proposition the founder offered to the American palimpsest first, and then to the Italian audience, the history of Discovery Communications group has represented a real social revolution.

To better understand what the real aim of the "Discovery Mission" is, we can read and portray the words the founder John Hendricks wrote in his book.

He related about his vision, his consequent mission and the relative and difficult start of his now famous company.

The epiphany of the author is set in 1982. The first person who has been told of his new idea was his wife: Maureen. John was very young, he was afraid of his project, in comparison with the television giants of the period; such as Ted Turner (founder of the CNN in 1980), or ESPN (Entertainment and Sports Programming Network) and HBO (Home Box Office).

In the book, written in 2012, he announced with pride that the numbers he could currently counter were enormous. Discovery, in fact, delivers more than 150 television networks to more than 1.8 billion cumulative subscribers in 215 countries and territories. And those numbers continue to grow as subscription television services in emerging markets around the world. Broadcasting is in more than 45 languages and use 30 transponders on 18 different satellites.

Discovery is now a major public company with more than 4000 employees working in 50 global offices, one that brings in more than \$ 4.2 billion revenue each year.

The author wanted to explore and deepen the motivations and behavioral traits that underlie entrepreneurship. These traits evolved into a form of practical realities, which are expressed by decisions about investors and capital, offices and employees, competition and compromises with governments and incumbent technologies.

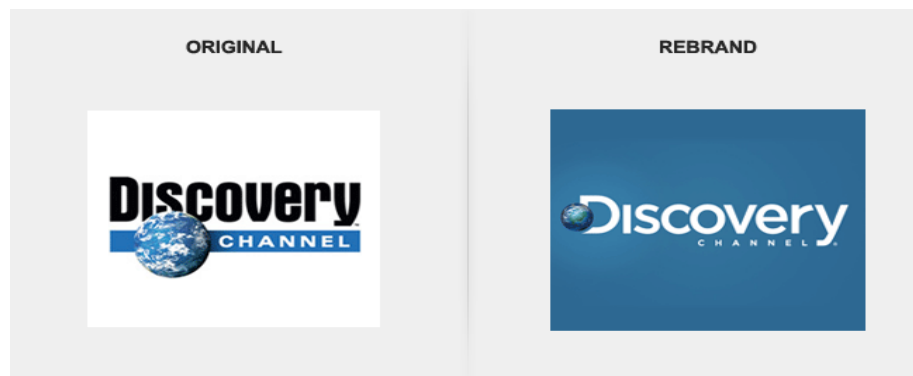
Talking about his vision and what he wanted to truly create, he has been inspired and guided by a constant curiosity towards life and experience, over the years.

Since he was a child, he has been fascinated by the whole world with its colors and environments.

In defining his brand he was obliged to make a very important decision about his creature's name and he began to reflect on several alternatives. The possibilities were: "Horizon", "Vista", "Discovery", "Explorer", "Wonder". He finally opted for "Discovery".

In all those years, the founder has focused his attention on how much people really like and on how much they were involved in the process of discovery, the feeling of reaching consciousness and acquaintance of universe and people around them.

The same message had to be transmitted through the creation of a logo, which had to remark the principal strategy's elements. So, the company needed a strong image to impress the consumer's mind, like a globe, in order to make people understand the original aim of Discovery, that of exploring the whole world.



Source: Wikipedia

Discovery joined the market in 1987, after hard work of recruitment of people, capital, founders, shareholders, ideas and planning strategy.

Hendricks had noticed that in the American television market every channel was built on a theme. HBO was devoted to movies, ESPN was completely absorbed by sports news and football championships.

He felt the absence of a real information, of a channel that was able to show only the world in his entire beauty and simplicity.

His idea was prompt and, in a little time, the founder started craving for an expansion of his business model.

He wanted to export the same model to the European cable systems, as he successfully did in the States where he introduced the documentary channel. But, most of all, he was aware that if Discovery didn't expand into Europe to fill that slot, someone else would. This episode led to a very deep crisis into Discovery's board, that saw an internal split.

They reconstituted the board in 1989, and then enlarged it only when they finally went public, in 2008. Happily, they haven't had another split vote by the Discovery board during all those years.

According to him, what really distinguishes one brand from the others? What are the crucial factors that lead to success and global expansion?

I will do a personal analysis according to some elements mentioned by the author, though adapting them to the current market contest, underlining the difficulties and the threats reality reserves.

1.1 Management of Value Proposition through Technology

Technology is the first focus point to keep in mind. Hendricks underlined the importance of being “technologically agnostic”, as to say open to any new type of technology advent, but, at the same time, wary, to manage innovation in the best way.

The companies which have turned out to be the most successful in running the market changes, are those who have been able to remain always loyal to their original value proposition, by considering it independent from the delivery channel structure. He wrote that:

“Today, if you stop and ask a Discovery employee what business we are in, you will hear that we are in the “business of satisfying curiosity”. By not tying ourselves to a particular distribution technology (even to a particular content form) we hope to remain nimble and poised to exploit all content development and distribution opportunities worldwide through cable, satellite, DVD, internet, computers, tabletapplications, mobile platforms, social media, cinema, radio, broadcasting, and through technologies yet unborn.”

In fact, in all those years innovations as Amazon, Apple, Google, Netflix have proved that technology has continuously evolved, by the creation of several new transmission means.

For this reason, he said that since they first launched Discovery Channel, he has always remarked to his employees the real importance of not defining their service as a simple “cable network”.

Therefore, the principal bedrock which sustains the company and makes it infallible to any external factor and change, is the value proposition.

As Chirantan Basu wrote in an article called “Examples of a Value Proposition Statement” published on the review “Small Business”, the value proposition has to describe the

unique value of a company’s products or, according to Discovery’s example, services.

The most known expressions are about Google and Wal-Mart: “Google is the search engine of the world” and “Wal-Mart is the leader in low prices and huge selection”. Both

quotations underline something related only to the company, that it's rare to find in other competitors or alternative services.

To create a powerful statement it is essential to carry out an analysis of the company's core specialties and particular competencies. These elements have to be consistently connected to customer requirements in order to satisfy the reference market's needs, but, at the same time, the company has to face competitors and, most of all, market trends. Only with the integration of all these factors the company will be able to convey a strong message to its customers.

The last key element mentioned by the author of the article is about specificity.

As to say, the statement has to be coherent with what is effectively proposed to the consumer. For example, Wal-Mart's value proposition is referred to its huge dimension; if a similar claim was used by a smaller competitor the phrase would be a little bit exaggerated and not related to the truth.

Moreover, technology evolution has also to be faced with the management of heavy risks. According to this, one of the most hazardous experiments has been the launch of Discovery HD theater in June 2002.

The objective was to be the first cable or satellite television network in the world to broadcast 24 hours of high-definition content every day.

The particularity was that, in opposition to the general network business strategy, Discovery HD, had no specific content theme

It was a versatile experiment to test the public reply toward a new technologic proposition, that focused its programming on a high definition quality level. Once and again Discovery broke the ice with an interesting experiment and this enterprising spirit has been deeply appreciated by the audience.

1.2 Internal Marketing Structure and Core Importance of Human Relationships

Hendricks recognized the importance of the marketing role inside a big company. The building of a good customer base is an essential element to success.

According to an article of the "Harvard Business Review" called "The Ultimate Marketing Machine", written by Marc de Swaan Arons, Frank van der Driest and Keith Weed, it has been noticed that some companies have an obsolete marketing management and, in most cases, it has been realized the need of an overhaul, but most structures didn't know how to do it.

Through the studies derived by high performers' marketing we can find some main guidelines, which are: deep data knowledge, that may help the brand reach a purposeful positioning, realized by the integration of three manifestations of brand purpose, related to: benefit sensations, fulfillment of the emotional side and satisfaction of the social condition. But the most important element is the creation of a total experience for the customer, and we can realize it by focusing on the action of personalization of offerings or by adding touchpoints (with this term we refer to all the elements which can connect the service or the product to the customer).

From general theory to practical reality, Discovery team has used a lot of interesting elements to manage human relationships, not only according to its customers but also to its employees.

For example, we never have to underrate the role and the importance of inspiring, as the same founder says, it can be the most powerful instrument.

By conciliating the employees personal objectives with those of the global structure the result will be powerful.

The most known example is that of Google, in which there is a test to assess Googliness employees, as to say their real sense of loyalty to the brand and most of all to the company's vision. Another similar meaning is that of the word "Appleiness". The two neologisms in fact have been created to underline the charismatic and innovative vision of the leaders.

Talking about Apple, the founder Steve Jobs focused his work and mission upon some important elements, the same pointed out by John Hendricks.

Leaving aside the central role of involvement, we have to keep in mind the importance of an effective communication and requirement toward the staff.

In fact, Jobs was known as a "high-maintenance co-worker" who looked for an excellent and motivated staff.

Even in famous companies like Coca-Cola, Shiseido, Unilever the strategy has been imprinted toward the reinforcement of communication functions and traditional marketing activities, as for example market research, competitive intelligence and media planning. For this reason there has been the introduction of marketing academies whose principal aim was to improve the internal structure, by creating a single marketing language and an effective development of staff competences.

The general impression is that many important and famous companies don't give much weight to the training role. So, the employees feel themselves not only demotivated but

also lacking of some important resources and competences which could be gained with new experiments, sharing of ideas and brainstorming activities, directed to stimulate their creativity, willingness and most of all, efficiency, that is of great importance for the company.

Therefore, having realized the importance of care of human feelings and behavior for a big company, the most modern marketing machines saw the birth of three different marketing roles and the disappearance of generalists, which have ruled the market for years.

They have been defined by broad types: “think” marketers, which are involved in ROI optimization and media-mix modeling, “do” marketers, who carry out the practical part about contents, design and production.

The last category is composed of “feel” marketers, who are closer to the audience.

At the same time, the connection of the marketing function with all the other roles is of vital importance: first of all, with the strategy and planning decisions, in order to define which customer segments and products are the main target, then focus on the economical side in order to decide the optimal level of spending.

The second important integration is that with executive decisions oriented to define what type of incentives give to the customers and choose what is the right mix between traditional and digital marketing channels.

1.3 Central role of Quality Contents

After the definition of a strong value proposition, that goes beyond all the transmission means, and the underlining of the great importance of human relationships within a company, we must keep in mind that the service proposed to the consumer is mainly based on a quality content.

To satisfy customer’s needs we have to guarantee the possibility to choose what to see, so the operating method preferred is the “on demand” one.

Talking about contents, the main goal the company wants to reach is to lock the viewer into its reality and the only way to do it is through the fruition of a huge variety of content choices.

That is the reason why Discovery has created two types of specialty networks.

The first are subcategories of the original Discovery Channel (divided in thematic scenes, as Discovery Science or Travel and Living). The second category is completely different because it expands their mission, by the creation of new networks as the Hub or Velocity.

Enlarging the horizons, by looking forward, will help the company to create a deep variety of specialty channels that turn around the same theme, creating a “common appeal to an enormous number of viewers with otherwise divergent interests”.

The second problem to face is related to the difficult to explore certain kinds of topics without offending some groups.

This can frequently happen because in Discovery a lot of themes are treated and, about religion aspects for example, some people may be very sensitive.

The only solution is to present the document as an impartial vision, to make the consumer form his personal idea or opinion about the subject, without influencing him with particular theories developed into the program.

According to this, if in the program a personal opinion or a particular point of view is expressed, the documentary itself is going to be presented as a “personal essay”, because the consumer needs to be informed upon possible changes of the program format.

Still talking about contents, one of the most interesting experiments Discovery has done is that of a real expansion of its audience.

Hendricks recognized that one of the most dangerous temptation, for any kind of company, could be the possibility of enlarging the effective audience by losing the current one.

In fact the existent public may not agree with the change and, at the same time, the new segment may not respond in a successful way. Conversely, it could turn out to be an operation of missed diversification.

The company has always to keep in mind that once you have betrayed your audience it will never come back, because you’ve not respected your original value proposition and the consistency you’ve promised to them.

This is particularly true in the television universe, because today we are in a transition period, in which the way of consuming contents will continuously evolve.

Discovery has been able to face this type of frontier, by taking modern reality television to the US audience.

This completely new type of television took realization in two initial shows: Trading Spaces (launched in 2000) and earlier, Eco-Challenge (which dates back to 1995).

The success was almost immediate and Discovery team quickly found out that American viewers wanted a way out by celebrating the lives of hardworking individuals.

The themes treated were not only referred to the creation of a work position or something linked to the job’s world. People were also interested in relationships and human feelings.

So, Discovery reached a new frontier, the non-fiction content, which turned out to be both educational and entertaining. There was a complete separation from the early production because Hendricks' original project was completely based on science, human evolution and studies of the environment.

At the beginning, he was astonished by this challenge, but at the same time he noticed how common people have been completely captured by this new way of telling ordinary lives. So, the brand maintained its distinctive characteristic, that of discovery, besides with this experiment it has been able to capture a new segment of market that was not fond of science and similar topics.

Obviously this strategy has been criticized. Some traditional viewers felt this new broadcast as a betrayal. They began to be scared about the possibility of a whole change of programming, in order to conquer more audience, by transmitting only superficial contents, that can be more immediate for the audience.

Discovery team faced the critics by reassuring its loyal customer base with the original message and mission: "bringing knowledge television to everyone".

The only possible strategy was to divide the audience, in order to keep a more defined distance. On one side, there was the educational audience, who was spoiled by Discovery traditional content, and from the other there were the "infotainment" viewers who showed to be ready for the change and open to the new.

For this audience a thematic channel, TLC, has been created in 2001 and it was completely focused on the creation of series talking about lifestyles, human relationships, topics that have turned out to be appreciated.

PART 2 Italian Television Market

Italian television market has seen an interesting evolution in the recent years, with the deep distinction between two forms of interactive fruition.

Pay television has been introduced in England in the sixties, and in Italy, it was available only as a cable TV. The first Italian experiment has been the creation of TELE+ in 1991, which broadcasted movies and exclusive events such as football championships.

With the birth of the satellite television, pay television began to satellite broadcast, and since January 2005 on the digital terrestrial there was another frontier represented by Mediaset Premium, which offered its subscribers specific themes as football and sport. The real competition was with Sky, that, in those years, had begun to reach success by its new fruition system that captured audience attention.

Talking about the recent economic situation of the Italian television market, in 2005 it has reached the value of €7.4 billion.

The main resource has been undoubtedly advertising, which joined almost 4 billion in 2005 and the most dynamic segment was represented by the new pay services, that have seen the leadership of the satellite system, but, at the same time, the arrival of new alternative platforms, such as DTT, IPTV.

In the end of 2009 the market value joined €8.4 billion and, in spite of the crisis, in 2011 its value was about €8,9 billion.

Between 2008 and 2010 there was the great switch off toward the digital terrestrial, in almost all the Italian houses, seeing the progressive reduction of the analogical signal. After that period, in 2011 there was the great competition between Sky and Mediaset, that was based upon the fact that they fight for the same target. For this reason they have had a lot of arguments.

In 2012 there was a real change because the economic recession affected the television sector, not only for the decrease of the advertising resource, but also for the unexpected downturn of the pay instruments, which have been the real protagonist of the last decade.

In 2013 the crisis was also persistent and this led to an investment's decrease, which signed the recovery of pay television and, even from an economical point of view, Discovery Italia, which has been able to rule the market in a difficult period, doing huge investments and consequently, overturning the editorial ranking.

2.1 Italian Palimpsest Structure

From the commercial point of view, Italian programming has experienced an interesting revolution in the last twenty years.

The Rai detained a form of palimpsest's monopoly, which was focused on a general theme, addressed to the majority of the population.

When the other channels submerged, and the competition became harder, people wanted to see more varied contents, in order to live new experiences and go through innovation.

This different approach has led to the necessary distinction between three types of palimpsests: general, thematic and personalized, as I've found out reading the manual written by Carlo Nardello and Carlo Alberto Pratesi.

With the term specialized or personalized, we refer to a type of channel focused only upon one kind of program, that can be music, sport or a few other topics.

One of the most typical example is that of Sky Music, which broadcasts only music all day long.

The creation of this kind of palimpsest is obviously typical of the pay television, that is more flexible in order to personalize its offer.

The funding system is based on two types of sources; the public funding, which provide for the payment of a canon, and the private funding, typical of Mediaset company, for example. So, given that Rai finances itself with a form of public source, it has to be loyal to the most part of the population, by giving them information, culture and entertainment in a pedagogical way. It has to act in a sort of moral duty.

On the other hand, companies which act in another perspective, have to be competitive in a commercial way, because their main object is to balance their incomes with their costs, and so they are allowed to select their audience more freely by creating contents which satisfy a specific target.

This logic is the same adopted for the pay television, which tries to satisfy people who can afford it, by paying its contracts.

So the palimpsest's marketing strategy follows a very simple scheme, which is, generally speaking, the same as in the other markets and industries.

The choices are set in order to decide what is the channel's identity, its positioning and its target to join.

The first key element is represented by the visual identity that announces the channel, with all the figurative elements, theme songs and colors which are associated to that specific type of entertainment.

After this, there is the strategic phase, concerning mainly the positioning idea.

Leaving aside the theoretical decisions, the instruments adopted are referred to the use of a genre and the collocation and creation of some programs.

One of the main problems is represented by the decision of the collocation time of programs; also Discovery at the beginning has had some difficulties, due to the understanding of Italian audience aptitudes and habits and, according to them, by deciding which times were better for which programming.

Italian audience is very methodic, and from a statistical point of view, the most preferred time slots are the mealtimes and the after dinner ones.

That is the reason why Italian programming focuses all the newscast editions in certain times, furthermore the advertising breaks are more expensive for the advertisers and the competition reaches its highest level.

2.2 Analysis of Main Competitors

Discovery, while accessing to Italian television market, had to face its bedrocks which are: Rai, Mediaset, Sky and La7.

LA7 is an Italian private channel owned by Cairo Communication Group.

It has been founded in 1974 with the name Tele Monte Carlo and became the first broadcaster in Italian language of the principato di Monaco.

In 1985 it was bought by Rede Globo, gaining the logo of the Brazilian channel. After many years it passed to the Montedison's control and finally, it was purchased by Cecchi Gori.

Its real and important programming began effectively in the last 15 years.

In fact, its first type of programs were very frivolous and without very interesting contents or information. Something changed with the advent of a new chief, Marco Tronchetti Provera, who gained control of the channel in 2002.

His main goal was to transform this type of young television into a channel full of information and interesting news from all over the world.

Therefore, la 7 began to increase its audience rating, gaining an important position and facing the principal and historical broadcasters in the country.

Nowadays, la 7 wants to reach a cultured target. Its programs are directed to people who care about culture and innovation.

The main strategy is imprinted to face the tradition linked to Rai and Mediaset, that are followed by a large amount of people, especially old, who are less inclined to novelty and to the change technology includes. So, it wants to reach young people, boys and girls who are interested in themes like current events, politics and new cultures in general.

Born in 1924 in Turin, the Unione Radiofonica Italiana was a fusion between the company Radiofono by Guglielmo Marconi and the SIRAC.

Four years later, in 1928 the company was transformed into the “Ente Italiano per le Audizioni Radiofoniche”, being left still private.

The first broadcasting started in 1954, and the company became “Rai Radiotelevisione S.p.A”. The last passage was the fusion of the Rai Holding S.p.A. (which detained the majority of the Rai stocks) in 2004 with the Rai S.p.A, turning into a public structure.

The principal broadcasts are three: the first is Rai1, which is the Italian television bedrock. Since the fifties it has played an important role in Italian people’s lives. This represents an element of strength and weakness, at the same time, because, on one hand, Italian people are faithful to the channel and to its constant presence over the years; at another level there is the risk to remain anchored to an old business model, an obsolete style of programming and to an out of date model of marketing.

To get through this problem, a process of renovation has recently started, in order to recover part of the audience who had moved to other palimpsests.

Rai2 is younger than Rai1 and it has a completely different positioning.

It is oriented to teenagers and children, with more recent contents and through a strategy based on the building of “thematic palimpsests”.

The last one is Rai3 whose mission is to join families, as Rai1 does, but in a complementary manner, because it is more focused on political contents than entertaining moments. Rai 3 is addressed to adult people, with a critical spirit and, in most cases, an elevated cultural level.

Together with the introduction of digital terrestrial, Rai has also created a platform composed of new channels, which tend to be more thematic than the others.

The most popular are: Rai Movie, devoted to movies, Rai Sport , Rai 4 and Rai 5 that are defined as mainstream TV, because they focus their programming basically upon some themes, such as movies, culture and reportage.

Currently Rai is living a difficult period, because of the danger represented by the expansion of the new television. It lived a maximum period of glory, when it was the first and the only editor.

It was able to rule the market, thanks to its educational role and strong image through the large amount of population, composed also by a large part of illiterate people, who were looking for culture and information in a simple way.

The last data tell us that it is still the first editor, but it is seriously threatened by the other broadcasters and if it can't carry out a marketing structure refreshment and, most of all, of its palimpsest content, it will run into a deep crisis.

The current success of its programming resides in the elderly, who are still affectionate to some kind of programs, including soap operas, series devoted to traditional themes and familiar stories.

Mediaset is a private company specialized active in media and communications.

It manages production and free distribution to air and pay-tv.

Listed in Borsa Italiana since 1996, it is under the holding Fininvest's control, belonging to Berlusconi's family.

Mediaset is a multinational organization including 6400 employees, and a large amount of participations in more than 40 companies.

Thanks to its type of business, Mediaset runs one of the most powerful group of advertising revenue specialized in the television market. Into the group the most influent company is Publitalia 80, founded in 1979 by Berlusconi and nowadays managed by Giuliano Andreani.

Its main channels are three: Canale 5, Rete 4 and Italia 1.

Canale 5 is the eldest channel and it has the same characteristics as Rai 1.

It carries out a general function, addressed to the most part of people and with the aim of entertaining, without any specific target to reach.

The main difference between Rai 1 and Canale 5 is with reference to the educational function. Canale 5 has been able to gain a fresher image thanks to the fact that it isn't strictly linked to edifying topics production and broadcasting, as it is free to choose its contents. That is the reason why it has made reality and talk shows its point of strength.

Italia 1 is the second main channel of Mediaset group and it is defined as a channel built on a general palimpsest, but particularly addressed to young people, to stimulate their curiosity towards cartoons, actuality, entertaining in general.

The last one is Rete 4 and it is a channel devoted to movies, cinema and information. So, it is addressed to an adult public.

As we can see, both Mediaset and Rai have a similar structure. They try to satisfy the interests of the viewers, by creating three different channels to fulfill all the varieties selected.

In order to be competitive into the Italian system, the company is also active in the pay television segment, with the creation of a national service in 2005 called Mediaset Premium, available via digital terrestrial with the introduction of more than 20 channels, some of them in high definition, others in 3D. The most known are: Mya, Joy, Action, Premium Calcio, Premium Cinema.

But at the same time, it has enlarged its digital terrestrial platforms, with some channels as Boing, Iris, La5, Italia2, Mediaset extra, Tgcom 24, Cartoonito and Top Crime.

The principal Mediaset competitor in the pay television and pay per view sector is the satellite digital platform Sky Italia.

Sky is an Italian television platform owned by the group BSkyB, born in 2003 thanks to the fusion between TELE+ and Stream TV. As we already know, Sky is active in the pay sector and its programming is also extended to the free contents of the channel Cielo. Sky has represented a crucial point in the history of Italian television system, because it has introduced a new way of watching contents, a come back to the importance of genres and thematic channels.

As we can read from the book “La Rivoluzione Satellitare: come Sky ha cambiato la televisione Italiana” written by Marco Centorrino, the author finds out that Sky’s strategy toward the audience has been successful because of the integration of two elements, which are a traditional message (represented by the mix between local and cultural contents, strictly linked to the Italian traditions) , and a modernization means, that allows the consumer to choose its own content and protect also children.

Discovery has followed this intuition developed by Sky, and, in fact, most people tend to associate these new types of television, which, even though different, have represented important revolution in the Italian fruition method.

To better understand what is the current position and percentage of Discovery, according to the other competitors, the table below is going to illustrate the Italian market situation.

Editorial ranking

1	TOTALE RAI	36,39%
2	TOTALE MEDIASET	32,03%
3	TOTALE DISCOVERY	6,43%
4	TOTALE SKY	4,90%
5	TOTALE LA7	3,18%
6	TOTALE FOX	1,43%
7	TOTALE MTV-VIACOM	1,26%
8	TOTALE DE AGOSTINI	1,17%
9	Tv2000	0,68%
10	TOTALE DISNEY	0,52%

Source: Auditel, all day; Ranking Editoriale 5h%, 1-21 Settembre

2.3 Discovery Italia

Discovery team arrived in Italy in 1997 with the launch of the Flagship Discovery Channel. Nowadays its portfolio is composed of twelve channels available on three different platforms: Sky, Mediaset Premium and free Digital terrestrial.

Discovery Italia belongs to the Discovery Communications Group and its European branch is Discovery Networks Europe, which has been founded in 1989 to produce first Discovery Channel in England. Currently his head offices are in Chiswick, in London, and it has also secondary offices in Amsterdam , Bucarest, Budapest, Copenaghen, Madrid, Milan, Monaco of Bavaria, Oslo, Paris, Stockholm and Warsaw.

Discovery finally arrived in Italy with the born of Discovery Italia S.r.l., which is situated in Milan.

In 2004 it got in contact with the agency Publikompass, for the sale of the advertising spaces that was renewed until the end of 2011, from that moment on the advertising structure was managed by the Discovery Media Smart Advertising.

In 2005 Discovery Channel wanted to broaden its horizons by creating five more broadcasters: Discovery Science, Travel and Living, Real Time, Animal Planet and Discovery Civilization (that was closed in August 2008).

Talking about strategy and innovation, in June 2010 the “Creative Hub” was born in Milan, to manage the South Europe Group’s activities and to take decisions about programming, production and marketing of such sectors in Italy, Spain and Portugal.

Another interesting creation is undoubtedly Discovery Media, the unit devoted to the sales of advertising spaces on channels and web, introduced in January 2012.

About contents, one of the most significant operations recently has been the acquisition of the independent Italian editor Switchover Media, which contained GXT, K2, Giallo, Frisbee and Focus.

The company was born from a rebranding of Jetix, controlled by the Disney Group, that in 2009 gave Switchover Media the management of the channels GXT, born in May 2005, and K2 which is a more recent creation, available only from July 2009.

In June 2010 Switchover Media created the kids channel Frisbee, broadcasted on Sky and digital terrestrial and in July 2011 it launched Canal One: a mix between GXT and K2, which aim was to include movies, shows, cartoons.

The channel didn’t obtain a positive feedback, so it turned in Giallo, a new experiment entertainment channel dedicated to crime movies.

I will do a quick presentation of all twelve channels, and, then, I will focus my attention particularly on the two main channels Real Time and DMAX, which have been successful in terms of audience, thanks to an on time brand positioning strategy.

The first four channels are: Discovery Channel, Discovery Science, Discovery Travel and Living and Discovery World.

They are marked by the key word “discovery”, mainstay of the whole scheduling.

So, even if they are different, they go around the main theme of disclosure, experiments, something new to find.

They are available on pay television only, so they have remained strictly linked to a small part of population, identifying themselves as a reality not accessible to anyone.

With the incorporation of the independent editor Switchover Media, Discovery has made a very successful strategic decision, because it has been able to conquer the Italian audience who was already loyal and fond of the existent programming, based on the six channels they already knew. So, Discovery team has worked on its potentialities, and, after a little period of break-in, it has showed a completely renewed image to the market.

Switchover Media’s cornerstones are: Giallo, K2, Animal Planet, GXT, Focus and Frisbee. Giallo has been the most appreciated channel by Italian people. It has been launched in May 2012 and it is available on pay television and free digital terrestrial. It is the first

thematic channel completely devoted to crime genre, also deepened in the literary and cinematographic world. It has entered in Discovery Italia portfolio in 2013 and the advertising is managed by the Discovery Media commercial hub. It is addressed to adult public, most of all women, between 25 and 54.

Focus has a similar history, because it has been launched only two months later, in the same year, and it is the channel of factual entertainment that takes inspiration from the famous newspaper.

The other four channels are mostly addressed to children. They have been built to satisfy their curiosity and entertain them.

K2 talks to the segment that goes between 4 and 14. Starting from a simple message and design, in 2013 it has transformed its visual identity thanks to a restyling operation and it has opened a new television season with exclusive launches. It is available on pay and free platform.

Frisbee, on the other side, is most oriented to the women's universe and its palimpsest is composed of cartoons and series with element of magic, comedy and adventure.

Then we have GXT which tries to be more heterogeneous by proposing action, adrenalin, funny, elements which can involve children, but also young men. In fact, its target is the men between 15 and 25.

The last channel, object of the acquisition, is Animal Planet. Born in 2005, wants to show all the wonders of nature, especially referring to the animals' world. The channel broadcasts spectacular and touching documentaries, moving and tender stories. Animal Planet has a diversified public formed of adults between 25-54 and children.

2.4 Strategy of Discovery Italia

After the market's and the competitors' analysis I will draw attention to the elements, that in my opinion, have characterized the success of Discovery in Italy, mainly from a commercial and relational point of view.

Talking about the contents, Discovery has introduced a new fruition method, focusing its programming on factual elements, showing that also the Italian audience was interested in that type of entertaining.

Surely, from a practical point of view, as Hendricks has noticed in its personal analysis, the introduction of the "on demand method" has completely involved the viewer, who feels

free to decide what to see in every moment; which is the same element of strength adopted by Sky.

What I have noticed, also with the help of the survey I have done and the information I have been collecting during my life and in my personal experience, social networks have completely changed people's lives and aptitudes towards media in general.

Discovery has captured this data and has tried to make itself more interactive and connected with young people, which are the target more fascinated by the social networks. When Discovery arrived in Italy, it had to make important decisions about the palimpsest's management, especially in order to understand what were the main audience aptitudes, and for this reason, it has created a palimpsest which didn't focus its programming on the most popular time slots, but it decided to capture the spectator's attention all day long.

The principal aim of this strategy was to create a broadcasting based on mechanical repetitions, in order to stimulate a sense of loyalty to the brand.

The tactical move was to concentrate huge investments on the factual production, leaving completely aside the talk shows format, which was deeply appreciated in Italy. Discovery team decided not to replicate this type of success, because they wanted to be loyal to their value proposition, by leaving the consumer free to form his own opinion on the topic he was seeing, without many author's interferences or personal views expressed by the characters of the story.

Finally, the last prompt acquisition of Switchover Media has allowed Discovery to conquer a deeper customer base, that was already loyal to the contents the precedent editor broadcasted.

So, by realizing a huge variety of programs, based on simple ideas and low costs, it was able to conquer the Italian market, that was living an economical and television crisis, beating the competitors and becoming the third Italian editor.

PART 3 Discovery Brand Positioning: Real Time and DMAX



was born in 2005 as Discovery Real Time, it shifted from pay television to Sky and its original core concept was : “Live your time”.

It is an Italian channel, and its first “business to consumer” campaign was oriented to a wide variety of customers, to show what was the nervy idea behind the creation of the channel. The colors used are blue and orange, known as complementary and bright.

Also the “on air look” was very simple, built on the construction of the above colors and highlighting the principal contents, according to beauty and style, relationships and advices for men and women.

Original logo



B2C campaign



On air look

A U-Man walks into a bar as 3 U-Women are gabbing away. They turn and look... U-Man smiles.... The U-Women continue talking... then walk out of frame. Pause ... the U-Man drinks.



During the first period of broadcasting the positioning and the concept were not as strong as they are now, the real identity of the channel started to become clearer and more defined only in 2009. The logo changed and so did the concept, migrating toward the “useful and delightful” philosophy.



In summer of the same year success arrived, with the new palimpsest focused on Italian production, which involved a huge variety of common people, who show their real jobs on camera, teaching how to reproduce their work or simply manage a lot of different activities common people may be interested in. The main topics were fashion, style, home, cookery. But, according to market changes, the broadcasting had to evolve.

When digital terrestrial appeared in 2010, the Discovery spaceship reached the market with the new trademark “Real Time”.

The positioning was now clear; after years of partial experiments and doubts, Real Time wanted to show moments of true lives, desires, feelings, “how to do” advices, tutorials which can entertain and involve the female universe. So, the target was now precise. The needs to be satisfied were those of young people and grown up women.

Another mission Discovery Italia had to carry out was to get Italian people used to international languages and broadcasting. One of the most dangerous things was the presence of the speaker’s voice over the original dialogues, instead of dubbing. So, in order to make this new type of programs popular, they decided to adapt most of the broadcasting to Italian production, making understanding easier to the Italian audience.

In fact, the launch schedule in September 2010 involved mainly Italian programs, keeping late hours for international broadcasts. This strategy turned out to be successful because the audience began to grow over the last years and this helped the engagement of a larger variety of international programs, which began to move Italian women, who were hardly fascinated from the traditions and the aptitudes of other cultures.

On the wave of good rankings, Real Time began to grow and expand its palimpsest to international borders. The Italian viewers have surprisingly demonstrated to be extremely ready to new targets, contents and messages. So, there was a clear evolution and change of

the palimpsest, that in March 2012 saw the contraposition between international and local programming.

This success has been devoted to a new type of entertainment: the factual.

As the founder Hendricks noticed, people are very fascinated and impressed by scenes of daily routine, common moments and people who have to face similar situations.

The construction of both Italian and international palimpsest turns around the same concept, that of real life filmed by cameras. But, in developing them, there have been a lot of differences.

The Italian scheduling is more focused on the use of common people, who can also become iconic figures, but without losing their reassuring way of doing that makes the viewer feel at ease and confident with the broadcast.

On the other hand, the international scheduling is more aggressive. According to the book “Factual Entertainment” written by Daniela Cardini, it emphasizes real life situations by telling obsessions that can characterize part of the audience.

The spectator is captured by this type of entertainment, but at the same time, he perceives it as excessive, too much for him. He’s sundered between a form of astonishment for what he sees and conversely he develops a sort of compassion for the people in question. This form of pity helps him to feel superior to the situation and so it receives a sensation of gratification from the television program .

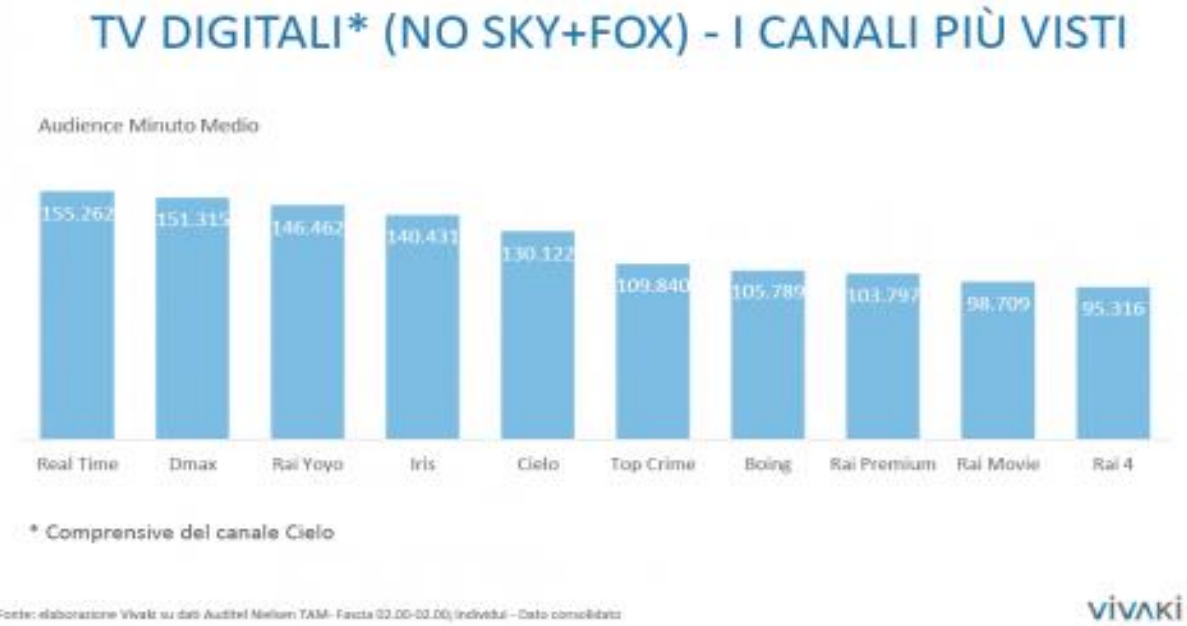
DMAX is a channel of German matrix, belonging to Discovery Communications group. It has been available in Germany, Austria and Switzerland since 2006, United Kingdom and Ireland since 2008 and in Italy since 2011.

DMAX has had a difficult life in Italy. Initially, its positioning was very confused and, for that reason, the channel has been frequently object of market researches, realized from 2011, which led to a revival channel in September 2012.

It passed through different philosophies, from “beyond the usual rules” to the concept “you watch it, you live it”. It highlights the desire to show extreme activities, that really go over conventions, but at the same time, the second concept was meant to illustrate the need for fun and entertainment that were already present in the channel identity.

The core of the programming lies inside the extreme challenges people accept in their real lives. So, as Real Time does, it is expected to bring factual entertainment into common people’s lives. It is especially addressed to young men, to fulfill their passions and interests.

In terms of audience, Real Time and DMAX are the most followed into the digital context, according to the data coming from the “Engage contemporary marketing and media” data center.



3.1 Discovery Italia Researches

Discovery Italia team has continued working on people personalities and, most of all, on their demands; so it has been performing a hard work of research. The tools used are: people meter data, viewers web panels, databases and reports and finally proprietary researches.

The first ones are able to measure channel performances, advertisements and programs. They facilitate the work in terms of objectives, common and shared data that can analyze huge realities but cannot be so precise referring to small contexts.

Panels have been introduced to better understand viewers’ personal opinions.

They are achievable through the web and give economical, flexible and quick information, but on the other hand they may provide subjective and personal views as they come from people who are already loyal to the brand.

The database role is fundamental because they permit the realization of huge researches among a high variety of samples at very low costs.

At last, we find proprietary researches. They concern studies realized ad hoc, according to a specific topic, in order to analyze, from the qualitative or quantitative point of view, data that can be precious for the whole structure. But they may lead to high costs and very long times.

According to this, about global studies, Discovery has conducted two important researches with the aim of explaining and exploring how the role of women and men has changed over the years, how it has evolved and how it can be fundamental to address the new palimpsest structure.

The first document is the research SPECIES, whose first publication is in 2008 and its revision in 2012. In the same year Discovery launched a new interpretation of the female universe, denominated SHE.

The principal theme of the document is the “research of happiness”. The inquiry is conducted over a sample of 5500 women from Europe, Russia and South Africa.

They are between twenty and forty years old on average. It results that the 80% can affirm to be satisfied about their lives. This is a very high percentage, and it has been studied according to different elements that characterize the various degrees of gladness. The 5 “attributes of happiness” are:

1. Being happy is a way of life.
2. A partner for life
3. Inside and outside beauty
4. It's about me, not you
5. Social condition

The first attribute, the most important, reveals that the concept of satisfaction coincides with that of control. It means that the most women accept their conditions, their way of life, what life can bring and what they will never afford; they are aware of themselves and of what they can effectively realize for their existence and for the people who care most.

This is the first essential bedrock, confirmed by the 65% of the women interviewed.

The second degree is referred to the presence of a man in women's lives. The general trend confirms that a woman in a relationship has more opportunities to be happy and relaxed,

maybe also because she concretely has the possibility of a consistent support in life and in the management of her daily activities.

According to this, the 79% of the women object of the research, affirmed that the first quality looked in a man is honesty and the second (with a percentage of 78%) is faithfulness and the effective capacity of giving helpful support.

The most impressive aspect about marriage and balance in a relationship is that, nowadays, in most families, women earn more money than their husbands. So, they may represent the principal economic support in a family and this symbolizes a very important goal in our societies, unimaginable only 15 years ago.

The third bedrock, after satisfaction and couple relationship, is about beauty, in all its forms and representations. How does a woman's aspect influence her life, the others' opinion, her personal self-esteem?

This topic is maybe one of the most debated in the recent years. The polemics and discussions over the exploitation of women's body have been a huge amount, full of strong positions and divergences over political figures, involving medias, web and a big variety of platforms who wanted to deepen the concept.

The role of technology is bivalent, because, from one side, it proposes a perfect image of women, which bothers the teenagers.

As a matter of fact, the analysis told us that 32% of women between twenty and twenty-four and 26% and 22% of women between twenty-five and twenty-nine and thirty and thirty-four feel under pressure because of the images spread by the media. This is strictly related to the major confidence of older women.

On the other hand, especially in recent years, with the explosive blast of Youtube and their tutorials, we can see young and mature women who show to the web community how to valorize themselves, how to correctly make up and dress. This is another example of perfect interaction between technology and media. The role of Youtube has been prophetic. The "Cliomakeup case" has been a real social revolution.

Discovery team has decided to build a whole program around this thirty-year-old girl, who teaches women how to make up, transferring this model from the web to television.

What fascinates most people and made Clio a followed and loved make-up artist has been her natural ability to create empathy, (maybe also related to her imperfect physical appearance), her simplicity, her friendly way of doing that inspired cohesion and sharing in women's world.

She suggested a new and simple approach to beauty, which turned out to be an on time marketing strategy. She has been able to sell her image and her personal message on the web, on television and on all the other social networks.

The fourth element is about the nature of our relationships, how we manage them and how they can make us feel happy.

One interesting element is about the presence of men in their children's lives. They want to be important for them and most of all for their wives, who feel happier when they can share their responsibilities in terms of children's upbringing.

All these elements contribute to create what is normally known as social condition. We have seen revolutions in our society, where a lot of women who are able to develop a personal and successful career, at the same time, are good mothers for their children. SPECIES is the study conducted upon the men's world. The sample comprehends men between 18 and 49 and the macro distinction emerged from the research is about the different ages of men.

They passed through three different phases. The first is the most difficult, which sees the young confused about his future, completely absorbed by technology and friends and submerged in the economical crisis.

The second phase tells us the story of a thirty-year-old who has a good job, maybe with a girlfriend he wants to marry and a lot of worries about how to support a future family.

Finally, the third phase, is that of consciousness, in which the man, who is forty years old, is more confident about his qualities and about what he can offer his family in terms of wealth.

What impresses the most, as the result of both surveys, are two elements: the bulky presence of technology, which has reached unimaginable levels and the surprising equality of sexes.

Indeed, a lot of men say with pride that they want children to hold an active role in their lives, especially if their wives are absorbed by their job or cannot spend a huge quantity of time with their children. The data tell us that the men who agree with this statement in Italy are 59% of the male population.

So, the same concept of equality of sexes is also reflected in careers.

Men don't suffer so much the pressure coming from their role into their families and can also accept that their wives earn more than them and can be the active part in the family.

It's a recent revolution in our system, undoubtedly caused also by the crisis, that led young men to accept simple jobs, even if they had more interesting and satisfying ambitions.

Young men have also an inclination toward a creative job thanks to the role of technology and development we have achieved. So, television programs want to increase this type of creativity, that is the reason why the palimpsest of DMAX or Real Time has been really submerged by people who are able to create, to reinvent themselves, to show people how to improve their imagination. This is a real social revolution, far away from that of the traditional palimpsests in Italy.

3.2 The Qualitative Revolution

These studies emphasize the main differences between women and men.

What Real Time and DMAX have tried to do is to develop two kinds of palimpsests that underline the true differences between these categories.

From one side, we have a programming completely based on women's expectations, on how they manage their daily routine, in terms of activities dedicated to beauty, fashion, cookery, tutorials. Every activity plays a fundamental role in the realization and in the balance of every single woman.

On the other side, men's world is completely the opposite. Men don't care much about personal realization, if they feel a sense of dissatisfaction they try to fill the gap, by finding a solution that can evolve into a kind of passion and interest which help them feel better.

They are, almost always, ready to find an intelligent alternative; a sort of way out. DMAX concentrates his programming on their sense of freedom and rebellion.

In this type of market analysis what emerges most is the central role of marketing and how it has really changed over the years.

According to what the "Harvard Business Review" says, there is a completely new approach to customers.

The study "Unlock the mysteries of your customer relationships" carried out by Jill Avery, Susan Fournier and John Wittenbraker pointed out that many companies completely lack a form of relational intelligence.

In fact, in collecting a lot of data and demographic information, which are useful and interesting, they could lose the ability to discover other important qualitative signals.

The research also points out how customers can be easily divided in different types and how they may have different needs and desires against the brand.

This is the reason why the group society, in this case Discovery, can't afford to manage the customer in a superficial way, mostly if the consumer transmits loyalty and sincere admiration toward the service or the product the society proposes.

The journal has conducted a quantitative survey, in which the relationships between consumers in China, Germany, Spain and the United States have been studied. They have identified 29 types of relationships which ranges over close siblings to haters of the brand (brand's haters) and its products.

The methods to understand this variety of customers are also related to what people say and think about the brand.

A very new and interesting source of information are surely the social networks, which can show people's opinions in a strong way, maybe thanks to key words or photos that can deepen the observation.

Through the definition of their core aspects the company decide to bolster relationships, by seeing them as honored partners, across a little share of decisional power and so involving directly the customer into the marketing decisions.

On the other hand we can also shift customers to a desired relationship by satisfying their unexpressed needs and then we have a third strategy that consists in "changing gears".

This is the most appropriate resolution when something goes wrong. It is the case of the fashion company guided by Eileen Fisher, who has noticed that the high-touch sales approach nowadays does not satisfy a huge amount of shoppers.

With the help of the research by IDEO (which is an international and design consulting firm that helps organizations to grow and build businesses) , the company found out that customers preferred to maintain a sort of distance from the sales assistants.

They didn't want to be treated as old friends, because they feel embarrassed about their priorities and personal information. So, sales assistants have been obliged to completely change their usual behavior.

3.3 From theory to practice: a Qualitative Experiment

To reinforce and test this type of approach I have done a personal qualitative experiment. I have individually met face-to-face and interviewed a small sample of 40 people, 20 women and 20 men, to understand what is their grade of loyalty to Real Time and DMAX.

The sample is made up of viewers who habitually watch the channels and that may be interested in their possible changes, so the survey can help the Discovery team to better address their contents, eventually to modify some aspects trying to enlarge their horizons. My interview is composed of eight personal questions.

Four questions are referred to the individual sphere of the sample, talking about lifestyles and ambitions, to discover the general trend joined by the channel.

The last part of the questionnaire wants to deepen the relationship between the selected sample and their level of critical analysis towards television in general and the Real Time and DMAX thematic channels, which are the main target of my personal inquiry.

The answers I collected are very different from each other, but I tried to reconstruct some general trends, according to different elements that I'm going to illustrate, to design three types of customers, taking mainly inspiration by the new approach towards the marketing researches mentioned by the "Harvard Business Review".

So long as my sample was very small I have been able to do a methodic work, that is completely based upon a maniacal importance for "listening to signals".

The sociological elements I considered are three: firstly I kept my attention upon the customer's attitude, the way in which he was talking to me and answering to my questions, if he was nervous or completely at ease, or if he wants to point out interest or personal experiences.

The first questions also enabled me to take a general picture of the sample's personality.

The second category is referred to the use of key words, that highlight the possible devotion to the channel or also a feeling of deep indifference.

The third focus point is about a possible propensity to change, that can emerge from the lifestyle but also from the practical ideas the person interviewed has been able to give with promptness and critical spirit.

As I'm going to illustrate in the next charts, the profiles outlined are:

1. Basic exchange: those type of people don't want to have a solid relationship with the channel, but at the same time, they expect from television competence and accuracy, without looking for something new or advancing high pretenses toward the broadcasting.
2. Fling: this is undoubtedly the most stimulating category, because it is composed of people who live an active life, full of passions and interests

and especially, who watch television programs with a critical spirit and real admiration. Their nature is oriented to mutation and they are a real reference point for any future changes the channel wants to do, representing lifeblood for the company.

3. Best friends: they constitute the principal customer base, with their strong level of attachment to the channel. This is the category to best manage, in order to avoid losing their loyalty, that is the core element which keeps up the company.

Questionnaire:

1. How old are you?
2. What is your main activity?
3. What are your passions?
4. What are your ambitions?
5. What do you prefer watching on television?
6. What do you expect from a television channel?
7. What does Real Time/DMAX channel suggest to you?
8. How do you think it may improve?

Interviews for Real Time

1. Nikla 1. 23 2. Unemployed 3. Sport 4. Opinion about making a family 5. Only documentaries and newscast 6. Educational programs 7. I associate the channel to diversion 8. I have no idea about it

2. Cristina: 1. 25 2. Shop assistant 3. Dance 4. Improve myself 5. Almost everything 6. Entertaining 7. I absolutely love it! 8. I like it very much, I don't think it needs any changes

3. Veronica: 1. 23 2. Student 3. Languages, art, culture 4. Becoming teacher or journalist 5. I don't watch television much but I use it as a means of diversion 6. I expect from it a big variety of programs that can fit the various customer's needs 7. Real Time is innovation 8. I think the current television system enables the customer to a huge variety of programs, so I'm very satisfied with it

4. Federica: 1. 23 2. Student 3. Listening to music, dancing, cooking 4. I would like to work for a cultural association 5. I watch almost everything, particularly movies and Sky 6. In my opinion there should be more educational programs for children and teenagers 7. Even if I like the subjects it proposes, I don't like the way they're treated 8. There should be an inversion of scope: less entertaining, more information

5. Ramona: 1. 22 2. Student 3. I like living outdoor and doing sport 4. Personal and economical realization 5. Documentaries, various programs about current events, tv series 6. Real contents 7. It's my favorite channel, because it is completely built in order to satisfy a female target 8. I don't think it needs any changes, because it is coherent with its target aim

6. Giulia c. : 1. 22 2. Student 3. Architecture, photography, art 4. Becoming an architect 5. Movies and tv series 6. I'm very fascinated by a mix of information and entertaining 7. I watch Real time when I want to relax 8. In my opinion the programming needs a general format overhaul

7. Rossella 1. 46 2. Translator 3. Writing, reading, learning 4. Developing my passions 5. Movies 6. Brilliance 7. Real Time is pure entertaining 8. I have no idea

8. Linda: 1. 26 2. Employee for a communications company 3. Dance and music 4. Personal and economical realization 5. I usually watch television in the afternoon and I focus my attention on current contents 6. Information 7. I watch Real Time very often, it gives me news on current facts 8. The channel completely satisfies my need for interesting news, so I don't think it has to be changed in any way

9. Sandra: 1. 20 2. Student 3. Football and drawing 4. Improve myself 5. Movies and newscast 6. Serious contents 7. I associate the channel to a recreation means 8. I think the television is completely submerged by superficial contents, I would like to see deeper elements

10. Fabiola: 1. 21 2. Student 3. Travels, reading, music, cooking 4. My greatest ambition is to graduate and have a good job 5. I don't watch television very much, because I find it boring 6. Less false information and more simplicity 7. I really like Real Time because it is a funny way of entertaining 8. The only change I would like to suggest is more control over contents for children

11. Milena: 1. 26 2. Student 3. Travels and sport 4. Becoming rich 5. Movies and tv series 6. I like watching good movies 7. In my spare time I watch real Time and basically I like cooking, wedding or tutorial programs. 8. I think the channel itself could improve, for example by arranging programs more oriented to common people

12. Wanda: 1. 23 2. Student 3. Reading, going to museums, sport, painting, nature 4. My biggest dream is to save the world 5. Movies, newscast, Superquark 6. Information about current events 7. Real Time inspired me the idea of a polyhedric program 8. I think that Italian television could take inspiration from the American format, but without trash contents

13. Michela : 1. 22 2. Student 3. Reading, music, listening, walking 4. Personal realization 5. Author movies that can satisfy my curiosity 6. From a television program I expect deeper contents which make me think 7. In my opinion Real Time is a constructive entertaining 8. I think products should improve, without taking care of the audience

14. Eva: 1.22 2. Housemaid, baby sitter 3. Music, cinema, art 4. Personal and economical realization 5. Documentaries, music, entertaining 6. Variety 7. Real Time is absolutely my favorite channel and I associate it with cakes, fashion and cookery 8. It has a real interesting scheduling, I don't think it needs any changes

15. Maria Elena: 1. 22 2. Student 3. Drawing, painting, art 4. Economical and personal realization 5. Almost everything 6. Interesting and educational contents 7. When I think of Real Time I associate it to cookery, design, fashion and beauty 8. I think that television in general should broadcast less violent programs and more truth about the facts it tells

16. Giovanna: 1. 21 2. Student 3. Reading, watching tv series 4. I want to coordinate a hospital division 5. I don't watch it very much 6. Less reality shows and advertising 7. I associate it to a diversion of American matrix 8. I have no idea about it 17. Vanessa 1. 23 2. Student 3. Art, cooking, reading 4. Personal and economical realization 5. Almost everything 6. Relax, intelligent entertaining 7. When I think of Real Time the first word that came up to my mind is: variety 8. I think there should be more information, leaving aside American format full of superficial contents

18. Barbara 1. 25 2. Student 3. Sport, animals and art 4. Work into the forest service 5. Movies, documentaries and tv series 6. Less advertising 7. I associate it to an innovative type of television, very similar to the Sky model 8. The only change I would like to suggest is to reduce the repetition of programs

19. Francesca : 1.23 2. Student 3. Reading, writing 4. I would like to work for the European Community, or in the public administration . 5. Newscast and tv series 6. I really would like to see tv series inspired by American formats 7. When I watch Real Time I keep my attention on the way it proposes useful but entertaining topics

8. I think that the entire Italian television's world need a change, I would like to see more authentic contents, less attached to the Italian common sense and prejudices

20. Giulia: 1.23 2. Student 3. Cinema and reading 4. Finding a job in the cinema or television field 5. Newscast or film 6. It has to be coherent 7. I occasionally watch Real Time, when I want to wander off my thoughts 8. I have no idea about it

Name	Personal attitude	Keywords	Inclination to change	Customers' profile
1.Nikla	Quiet person, she seems confident	"I associate the channel to diversion "	"I have no idea about it"	Basic exchange
2.Cristina	Smiling and positive person	"I absolutely love it!"	"I like it very much, I don't think it needs any changes"	Best friend
3.Veronica	She is lengthy, full of enthusiasm and willing of showing her competences	"Real Time is innovation "	"I think the current television system enables the customer to a huge variety of programs, so I'm very satisfied with it"	Best friend
4.Federica	Very fond of television and movies	"Even if I like the subjects it proposes, I don't like the way in which they're treated"	"There should be an inversion of scope: less entertaining, more information"	Fling
5.Ramona	A smiling woman, very cute and sweet	"It's my favorite channel, because it is completely built in order to satisfy a female	"I don't think it needs any changes, because it is coherent with its target aim"	Best friend

		target ”		
6.Giulia C.	She seems a serious person, with coherent objectives and ideas	“I watch Real Time when I Want to relax”	“In my opinion the programming needs a general format overhaul”	Fling
7.Rossella	She answers the questions in a hasty way, denoting less interest for the theme	“Real Time is pure entertaining”	“I have no idea”	Basic exchange
8.Linda	She answers the questions in a polite and passionate way	“I watch Real Time very often, it gives me news on current facts”	“The channel completely satisfies my need of interesting news, so I don’t think it has to be changed in any way”	Best friend
9.Sandra	She is an active person, full of positive energy and strength	“I associate the channel to a recreation means”	“I think television is completely submerged by superficial contents, I would like to see deeper elements”	Fling
10.Fabiola	She is a quiet person, with	“I really like Real Time and	“The only change I would	Fling

	challenging ambitions and targets to reach	its funny way of entertaining”	like to suggest is more control over contents for children”	
11.Milena	She seems to me a dynamic person, smart and brilliant	“In my spare time I watch real Time and basically I like cooking, wedding or tutorial programs ”	“I think the channel itself could improve, for example by arranging programs more oriented to common people”	Fling
12.Wanda	From her answers I can affirm that she’s a very interesting person, full of passions and particular ideas, she seems very curious about life	“Real Time inspired me the idea of a polyhedric program”	“I think that Italian television could take inspiration from the American format, but without trash contents”	Fling
13. Michela	She listened carefully to my questions and answered the most exhaustive as possible	“In my opinion Real time is a constructive entertaining”	“I think there should be a renovation of the products, without taking care of the audience”	Fling

14. Eva	She lives a quiet life, trying to conciliate her passions with her job	“Real Time is absolutely my favorite channel and I associate it with cakes, fashion and cookery”	“It has a real interesting scheduling, I don’t think it needs any changes”	Best friend
15. Maria Elena	From her questions I’ve been able to understand her determined nature	“When I think of Real Time I associate it to its interesting topics as cookery, design, fashion and beauty”	“I think that television in general should broadcast less violent programs and more truth about the facts it tells”	Fling
16. Giovanna	She seems a very reliable person, with clear objectives and without high pretenses	“I associate it to a diversion of American matrix”	“I have no idea about it”	Basic Exchange
17. Vanessa	From her tone of voice she seems a very strong person, with clear ideas and decided personality	“When I think of Real Time the first word came up in my mind is: variety ”	“I think there should be more information, leaving aside American format full of superficial contents”	Fling
18.Barbara	She seems a	“I associate it to	“The only	Fling

	little bit shy, but she's a person with	an innovative type of television, very similar to the Sky model"	change I would like to suggest is to reduce the repetition of programs"	
19.Francesca	She is a determined woman, as emerged from her tone of voice and her practical objectives	"When I watch Real Time I keep my attention on the way it proposes useful but entertaining topics"	"I think that the entire Italian television's world need a change, I would like to see more authentic contents, less attached to the Italian common sense"	Fling
20.Giulia	She answers to the questions in a short way, maybe because she doesn't care much about the topic, or because she is a shy person	"I occasionally watch Real Time, when I want to wander off my thoughts"	"I have no idea"	Basic Exchange

Interviews for DMAX

1. Pietro: 1. 26 2. Business developer 3. Sport, gravity 4. Working with my passions 5. Tv series 6. Dynamism 7. I watch it very often and I deeply appreciate its contents 8 I have no idea, because in my opinion it proposes a huge variety of choices to the consumer

2.Ossama: 1.24 2. Surveyor 3. Sport 4. I wish to gain an economical independence 5. Comic series or documentaries 6. I would like to find amusing programs, without repetitions 7. In my opinion DMAX is innovation 8. My only suggestion is to create less programs concentrated upon lives of ordinary people

3. Carlo: 1.25 2. Worker 3. Travelling, cinema, sport 4. I would like to see the entire world and improve my professional and economical life 5. Tv series and sport 6. Only entertaining 7.I enjoy most of its scheduling 8. A good change can be represented by the diversification of the format broadcast

4.Dario:1. 24 2. Surveyor 3.Sport, cinema 4. Personal and economical realization 5. Documentaries and television series 6. Real contents without vulgarities 7. I really like DMAX because of the interesting documentaries it transmits 8. I think the Italian palimpsest has to enlarge its horizons; for example it could be a good idea to take inspiration from Focus

5.Luca: 1. 23 2. Worker and student 3. Sport and tv series 4. Improve myself 5. Tv series, sport, movies and documentaries 6. It has to be interesting 7. I associate this channel to amazing experiences 8. I have no idea

6.Danilo: 1. 31 2. Worker and student 3. Sport 4. My biggest dream is to become a talented technician 5. I watch almost everything 6. Quality service, freedom of information and less gossip 7. I watch DMAX very often, it is my favorite channel 8.It has a complete scheduling, I don't think it needs any changes

7. Giuliano: 1. 22 2. Student 3. World news, football, cooking, politics 4. At the moment I'm a little bit confused about my future 5. Programs of travels and cuisine 6. New ideas

and information 7. It may represent a way out for many people 8. I will really appreciate to see less superficiality and more deep contents

8. Dilan: 1. 24 2. Student 3. Sport, music 4. Finishing my studies and looking for a correlated job 5. I watch almost everything 6. Not seeing superficial contents 7. Dmax is interesting and educational 8. I have no idea

9.Cristian: 1. 31 2. Freelance 3. Travelling, reading, going to museums 4. Finding a satisfying job 5. Adventure movies 6. Less advertising, more instructive programs 7. In my opinion DMAX involves culture, diversion and incentive towards new topics 8. I think its format is already perfect, it doesn't need any change

10.Giuseppe 1 31 2 Employee 3. Sport, cars 4. I would like to have more spare time to develop my passions 5. Sport 6. More sport and less advertising 7. DMAX is a means of diversion 8. No idea

11.Alessandro C: 1. 22 3. Student 3. Basket, sport, tv series, bungee jumping 4. Economical and personal realization 5. Sport and tv series 6. It has to be interesting and start in time without too much advertising 7. I absolutely love the channel because it shows unordinary things to people 8. The channel completely satisfies my curiosity towards extreme activities

12. Sandro : 1.24 2. Unemployed 3. Drawing and going out with friends 4. Become economically independent 5. Tv series 6. It has to be interesting 7. I watch DMAX with my brother, because he really loves it 8. I have no idea

13. Matteo 1. 24 2. Student 3. Sport, movies, tv series 4. I would like to become a good health care assistant 5. I watch programs as DMAX, Focus, Real Time 6. A television program has to stimulate creativity and amaze the viewer 7. It completely captures my curiosity 8. It's the channel I watch most, so I don't think it needs any change

14. Andrea: 1. 24 2. Student 3. Technology, computer games, photography, dogs 4. My dream is to work with dogs, in every context 5. DMAX, movies, newscast 6. Coherence of the information 7. I'm very enthusiastic about it, because I like its electrifying contents 8. I like its programming, nothing has to be changed about it

15. Riccardo: 1. 29 2. Healthcare assistant 3. Sport, music 4. My biggest desire is to develop a new life abroad 5. Tv series, documentaries, sport 6. I would like to see real contents 7. I have watched it only a few times 8. No idea

16. Fabio: 1. 24 2. Student 3. Sport, role-playing games, medicine 4. My greatest aspiration consists in reaching the whole control over my life 5. Newscast and DMAX 6. I expect variety and entertaining 7. It makes me fantasizing about different experiences 8. It's perfect as it is

17. Lorenzo 1. 20 2. Employee in a society 3. Football, London 4. My biggest dream is to live in London 5. Reality, fiction, quiz 6. I would like to see more contents for young people 7. I watch it to relax 8. I have no idea

18. Franco: best friend 1. 23 2. Student 3. I love singing 4. Becoming a famous singer 5. Movies, tv series 6. Diversion 7. I adore it, it's amazing! 8. I think its programming is already complete

19. Alessandro: 1. 26 2. Employee 3. Sport, fishing, 4. Developing my passions 5. DMAX 6. Entertainment 7. DMAX develops my fantasy 8. I adore it, in my opinion it doesn't need any change

20. Paolo: 1. 32 2. Business man 3. Reading, travelling 4. Personal and economical growth 5. Newscast 6. Information 7. I work a lot, but when I'm at home I watch mainly DMAX, to relieve the stress 8. I'm not so much interested in the television system

Name	Personal attitude	Key words	Inclination to change	Customers' profile
1.Pietro	He's an active man, full of interests and ambitions	"I watch it very often and I deeply appreciate its contents"	"I have no idea, because in my opinion it proposes a huge variety of choices to the consumer"	Best friend
2. Ossama	Proud of his job, his principal aim is to gain an economical independence	"In my opinion DMAX is innovation"	"My only suggestion is to create less programs concentrated upon lives of ordinary people"	Fling
3.Carlo	Lover of travels and discoveries	"I enjoy most of its scheduling"	"A good change can be represented by the diversification of the format broadcast"	Fling
4.Dario	He answers my questions in a polite and excited way	"I really like DMAX because of the interesting documentaries it broadcasts"	"I think the Italian palimpsest has to enlarge its horizons; for example it could be a good	Fling

			idea to take inspiration from Focus”	
5.Luca	He seems to me a serious man, very loyal to the channel	“I associate this channel to amazing experiences ”	“I have no idea”	Best friend
6.Danilo	In my opinion I see a complete fusion between his interests and the channel’s programming	“I watch DMAX very often, it is my favoritechannel ”	“It has a complete scheduling, I don’t think it needs any changes”	Best friend
7.Giuliano	He’s an interesting man, full of ideas and strong values	“It may represent a way out for many people”	“I will really appreciate to see less superficiality and more deep contents”	Fling
8.Dilan	Very cute and polite man	“DMAX is interesting and educational ”	“I have no idea”	Basic exchange
9.Cristian	He’s a freelance, with heightened sensibility and intelligence	“In my opinion DMAX involves culture, diversion and incentive towards new topics”	“I think its format is already perfect, it doesn’t need any change”	Best friend
10.Giuseppe	His answers have been very	“DMAX is a means of	“No idea”	Basic exchange

	speedy and short	diversion”		
11.Alessandro C.	Keen on sport and particularly extreme activities, I think he may represent the ideal type of target	“I completely love the channel because it shows unordinary things to people”	“The channel completely satisfies my curiosity towards extreme activities”	Best friend
12.Sandro	He seems to me a simple and humble boy, with a deep attachment to family	“I watch DMAX with my brother, because he really loves it”	“I have no idea about it”	Basic exchange
13. Matteo	He seems to me a very quiet man, he answers my questions with interest and precision	“It completely captures my curiosity”	“It’s the channel I watch most, so I don’t think it needs any change”	Best friend
14.Andrea	He talks about DMAX in an euphoric way	“I’m very enthusiastic about it, because I like its electrifying contents”	“I like its programming, nothing has to be changed about it”	Best friend
15.Riccardo	He doesn’t care much about the channel	“I have watched it only a few times”	“No idea”	Basic exchange

16.Fabio	He's an expansive and spontaneous man	"It makes me fantasizing about different experiences"	"It's perfect as it is"	Best friend
17.Lorenzo	He answers my questions in a distracted way	"I watch it to relax"	"I have no idea"	Basic exchange
18.Franco	He's a very talented man, with a strong passion for singing	"I adore it, it's amazing!"	"I think its programming is already complete"	Best friend
19.Alessandro	He cares much about his passions and personal interests	"DMAX develops my fantasy"	"I adore it, in my opinion it doesn't need any change"	Best friend
20. Paolo	He's a busy man, his answers are given in a hurry	"I work a lot, but when I'm at home I watch mainly DMAX, to relieve the stress"	"I'm not so much interested in the television system"	Basic exchange

3.4 Final Considerations

As emerged from the charts above, the two categorizations I've built highlight the main differences between men and women, the same stressed from the researches SPECIES and SHE and the same upon whose DMAX and Real Time have built their palimpsests.

The majority of the women interviewed has affirmed that their main goal is to reach a complete economical and personal realization, instead of men who base their priorities mainly upon their passions, wishing to work with them or to gain more spare time to develop it.

DMAX and Real Time satisfy these different needs and way of living but, in the women's interviews I've noticed a high percentage of flings.

Eleven elements have turned out to be deeply oriented to the change and, talking about television in general, some of them have suggested to avoid trash contents, repetitions and unnatural situations which have been mostly observed.

Another element that has captured my attention has been the searching of deeper contents, opinion expressed by both women and men.

Men, on the other hand, have turned out to be very loyal to DMAX, to appreciate its contents and way of seeing it, because I attributed 10 opinions to the category of best friends and only 4 to the category of flings.

Talking about the third customers' profile, that of basic exchange, the percentage of men is more elevated than women (6 against 4).

The people that in my opinion can be classified into this category are those who answered my questions in a hurry, without taking care of the words they used and their tone of voice. They didn't want to impress the listener. This shows that they didn't care much about the topic.

Conversely, best friends and flings were completely involved in what they were saying, trying to satisfy my curiosity and to be interesting. In my opinion this type of approach is a sociological one which also reflects their way of managing activities and their attitude towards life in general.

So, my personal experiment wanted to underline the importance of qualitative signals, that represented a real social revolution for our modern marketing machines and that could turn out to be an efficient method also for the researches related to customer's choices and personal inclination, able, at the same time, to give the company more precious information about what the viewer wanted to see and receive from the company.

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