

CASE STUDY: PORTFOLIO OPTIMISATION TO  
REFLECT VIEWERS' NEEDS

# Clusters

your best chance of success



CHALLENGE



SOLUTION



RESULT



DISCOVERY  
NETWORKS  
CEEMEA



# PORTFOLIO OPTIMISATION TO REFLECT VIEWERS' NEEDS

*"We have a really positive working relationship with Clusters; it's a very productive and efficient co-operation based on an understanding of our needs, flexibility and tailor made solutions."*

**Sylwester Molenda**

Research, Innovation & Insights Director at Discovery Poland

## IN BRIEF

- Discovery Poland wanted to gain a deeper understanding of their audience and optimise their portfolio
- Clusters have been working with Discovery Poland since 2011, and have delivered two TV audience segmentations in this time
- The segmentations are used to support channel launches, as well as rebranding or repositioning of existing ones, programming choice (production, acquisition etc) and media choice in marketing communication
- Following Clusters' segmentation, Discovery Poland successfully launched Dlife and rebranded DWorld into DTX, significantly increasing share with the key commercial ad sales target of males
- Discovery Poland used the segmentation to strengthen their position in contract renegotiations with cable providers

## 🔍 CHALLENGE

Discovery Poland is a subsidiary of Discovery Networks, and is a portfolio of television channels involving factual, lifestyle and sports.

Discovery Poland wanted to gain a better understanding of their audience in order to optimise their portfolio, in particular looking to buy new channels that were outside their usual genres. Where Discovery was traditionally a set of factual channels, they were now looking to introduce lifestyle

and sports channels. They also wanted to present a stronger, evidence-based growth story in contract renegotiations with cable providers.

*"Discovery Poland needed a deeper understanding of their audience before launching new channels in order to avoid cannibalisation of their existing channels."* – Phu Truong, Director at Clusters



## SOLUTION

In 2011, Discovery Poland appointed Clusters to run an audience segmentation to give them a better definition and understanding of their core audiences. Following several successful years working with the first segmentation, a second segmentation was carried out in 2015 due to significant market changes. The biggest change was the analogue terrestrial TV switch-off – everyone had to change to digital – which drove a change in viewing habits. Furthermore, Discovery had bought Eurosport and Olympic rights since the first segmentation and had become a much broader portfolio of channels, beyond just factual and entertainment.

The latest segmentation was designed specifically around their new expanded portfolio. Clusters uncovered 10 segments; seven that applied to both pay and free TV, and three that applied to pay-TV only.

*“For us, understanding consumer behaviour has always been a key business priority. We chose to work with Clusters as they proposed a deeper understanding of consumers through a segmentation of the Polish population, based on TV viewing habits. They delivered a tool that strategically helped us optimise channel and portfolio targeting by identifying key viewers for each network.”*

**Sylwester Molenda**  
Research, Innovation & Insights  
Director at Discovery Poland



## RESULTS

By taking an in depth look at the types of people who watched their channels, Discovery Poland were able to uncover one high-value segment who spend a substantial time watching Discovery This information was crucial for proving the power of Discovery's portfolio in affiliates' eyes.

What's more, Discovery used the segmentation to launch channels and grow market share without cannibalising

their existing channels. Following the segmentation, Discovery Poland managed to successfully launch Dlife (a channel with a female audience) and rebrand DWorld into DTX (channel for younger men), significantly increasing share growth with the key ad sales target of men 16-49. Both of the networks complemented Discovery Poland's factual offer and so broadened the portfolio reach.

*“We still use the segmentation provided by Clusters today to inform channel launches as well rebranding or repositioning of existing ones, programming choice (production, acquisition etc) and media choice in marketing communication. It's been an invaluable addition to our strategic tools”.*

**Sylwester Molenda**  
Research, Innovation & Insights  
Director at Discovery Poland

## GET IN TOUCH

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