

Corporate strategy

Making the right choices in the digital age

Across all media sectors, digital is re-defining how media can be produced, distributed, consumed and monetised. This creates hard questions for media businesses, along with their partners, suppliers, and investors. Making the right strategic choices, and then implementing them successfully and profitably, will define who the winners are over the coming years.



During the recession, for all the right reasons, media companies have focused on cost-cutting and in many cases, survival. As we emerge from the recession, growth opportunities, largely within digital areas, will become increasingly important to ongoing survival and growth aspirations; whilst pressures on some of the more traditional business areas will undoubtedly continue. Capital is scarce, the competition for talent and rights fiercer than ever and consumers increasingly savvy.

Therefore companies need to assess what it takes to be successful, and what that means for their business. Determining which areas they want to play in is a fundamental strategic question – what is the right balance between making traditional media as resilient and profitable as possible versus investing in new media offerings? This requires an honest assessment of what consumers – the heart of any strategic assessment – are willing to use and pay for, and the competitive landscape. Hard data, and sound judgement, should be at the heart of this decision.

The way forward

With the recession still fresh in minds, there will be a strong focus on profitable growth, and a combination of prioritising projects which appear likely to yield the greatest returns within a short timeframe and offer the right long-term structural change. Many businesses will also consider different investment options, including organic growth, acquisitions or JVs and partnerships.

Companies will need to consider a raft of changes in the coming years, including new products, different channels to market, M&A, geographical expansion, organisational changes, and technical and operational transformation. Whilst each exerts a different pressure on an organisation, the constant and overarching aspect will be the corporate strategy. This will ensure the business aligns itself with the new digital age during the period of change.

We expect the winners over the next few years to be those businesses that take a step back to really assess potential strategic options, based on current positioning, future market developments and the shifting customer needs. The winners will also be those businesses that then invest time and effort in implementing those strategies, ensuring that the company, its products and customers, and its culture all develop side-by-side under strong stewardship.

Delivering value

PwC has a track record in supporting our clients in building, reviewing and implementing their strategies. Our strategy proposition combines the innovation clients expect from a leading strategy house with the firm's ability to deliver solutions that work.

With analytical rigour and commercial pragmatism, we leverage our industry, functional and technical expertise, working hand in hand with clients to develop and support their strategic ambitions. Taking perspectives from within and outside the media industry is a particular forte. Delivering bottom line results from tackling and making the right strategic choices is our focus.



Contact us

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