



Audiovisual commercial communications at a tipping point



Who we are



180+
members



45+
markets



2000+
network of
senior executives

- 
- Top management
 - Marketing & sales
 - Research/Audience
 - Creative depts
 - Special ops
 - HR, IT, Legal

- 
- Content monetisation, ads sales, revenue optimisation
 - Across platforms and devices
 - Meeting the needs of advertisers and audiences



Monitor • Help align • Benchmark • Share • Inspire
Lobby • Network • Prove • Promote • Futureproof

Our international network

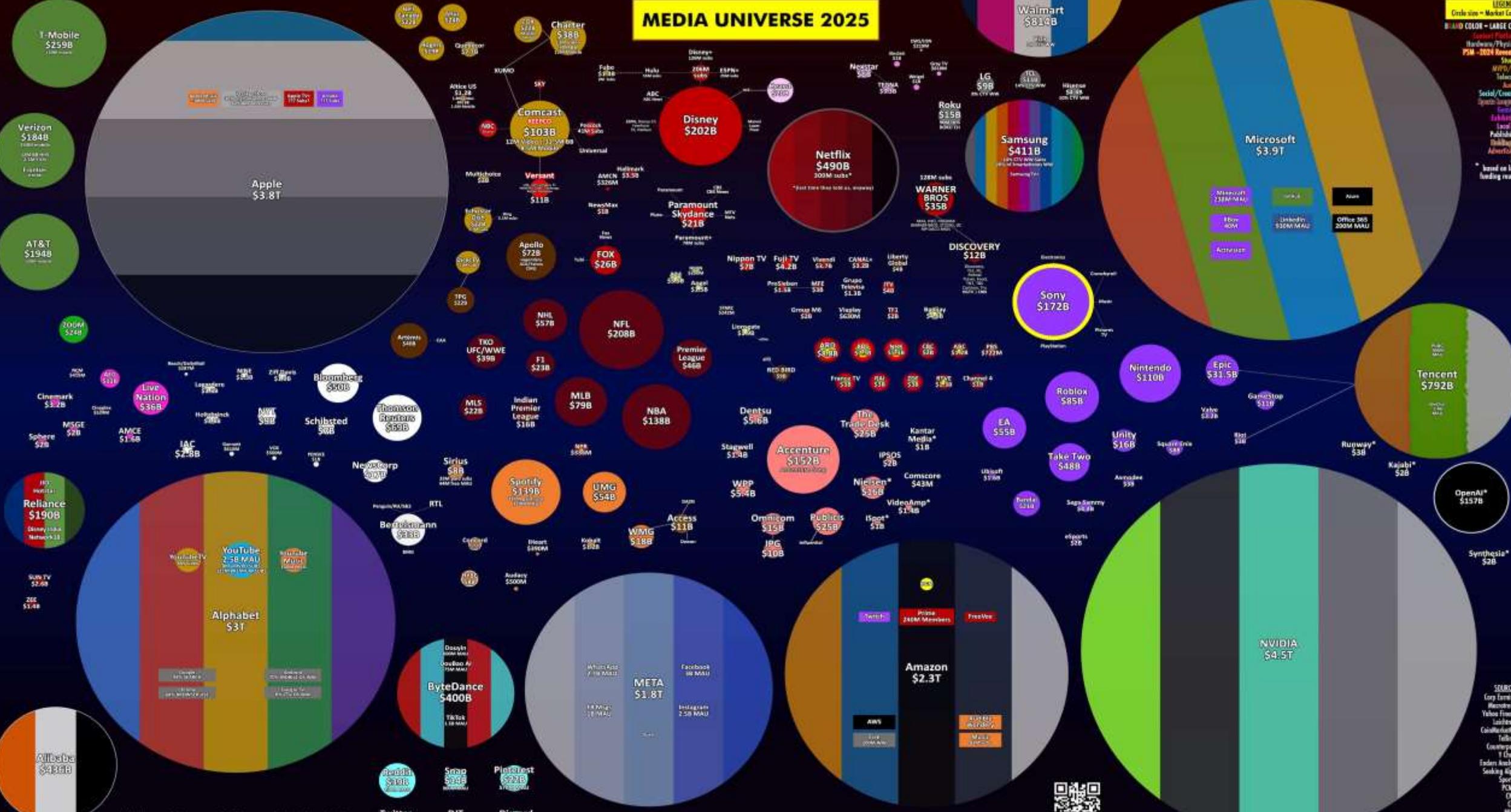
Our members are multiplatform TV & audio companies of all shapes and sizes:

- Public service and Private broadcasters
- National and International
- Pay TV and Free to air
- Mass reach and Thematic
- Linear & Streaming



MEDIA UNIVERSE 2025

Circle size = Market Cap
 Brand Color = Large Cap
 Content Platform
 Hardware/Physical
 PSM - 2024 Revenue
 Shell
 Micro-Fin
 Telecom
 Audio
 Social/Creator
 Sports/Spectrum
 Gaming
 Education
 Live TV
 Publishing
 Publishing
 Advertising
 based on last funding round



ESHAP

OCTOBER 2025

SOURCES: Corp Earnings, Wiretrends, Yahoo Finance, Statista, GlobalData, CoherentCap, Follower, Counterpoint, iChart, Ender Analysis, Seeking Alpha, Statista, PSM, CNA, CIP, NBA, Red Stag

OBJECTS ARE TO SCALE BASED ON MARKET CAP EXCEPT PSM, BASED ON 2024 REVENUE

Key Questions & Market Shifts

- **TV advertising and VSP advertising now compete directly** as users move fluidly across platforms.
- VSP usage is shifting to longer videos, reinforcing competition with traditional TV formats.
- **Influencers** add branded content, product placement, affiliate links—expanding commercial communications beyond traditional TV.
- **Connected TV** offers broadcasters better targeting and access to new to TV advertisers but raises concerns around platform dependence.

CTV & convergence

The technology layer (CTV, device ecosystems, smart TV OS) meets the content strategy layer (ad-supported formats, short-form storytelling, global reach).

What's next?

- AI-driven ad democratisation — lowering barriers for creators & niche platforms
- Premium FAST channel lineups — quality content, not just library filler
- Shoppable TV & retail media — connecting the \$300B retail media opportunity with the \$6.6T e-commerce economy by 2029

Convergence of innovation and commercial opportunity

YouTube's Role & Broadcaster Response

YouTube is positioning itself as increasingly TV like, delivering:

- **Scale:** shared viewing on one screen in one room, boosting impact.
- **Retention:** big-screen viewing generally results in longer time spent viewing - leading to higher engagement metrics and higher monetisation potential.
- **Content format shift:** higher production value, more premium formats.
- **Viewing time share:** with social media-style engagement on big screens, viewers are defaulting to the YouTube app and staying there.

YouTube's Role & Broadcaster Response

- From a strategic standpoint, **YouTube is broadening itself** from “mobile-first user-generated video platform” to a “living-room entertainment destination” - challenging both traditional TV broadcasters and pure streaming services.
- **Broadcasters** are responding in different ways – UK broadcasters are partnering with YT to ensure their content is present there.
- Similar approach in France with M6 and France TV.
- Other markets are more cautious – removing content entirely.

Adtech, Collaboration & Industry Consolidation

- Advertisers demand **frictionless transitions**: booking, buying, live optimisation, and post-campaign analytics.
- Surge in **new ad-managers** aims to attract SMEs.
- **Shared technological solutions** (e.g., Universal Ads) are central but politically and financially complex.
- **Early AI integration** is essential for inventory management, optimisation, and measurement.
- **Consolidation** accelerates: mergers, JVs, and collaborations proliferate as defence against global platforms.
- **Audience measurement** remains a structural challenge, essential for trust and budget allocation.

Fragmentation & Revenue Loss

- CTV ecosystem **overcrowded**: broadcasters, streamers, OEMs, DSP/SSPs all seeking revenue share.
- Programmatic waste rising (up to 34%); **revenue leakage** significant.
- YouTube's dominance challenges TV's core business model: long-form on VSPs grows, with also highly persuasive advertising (profiling, global scale, saturation-level ad loads).
- Overall, competitive imbalance **reduces broadcaster revenue growth** and **limits investment in domestic content and news**.

Thank you for listening

