

Accenture and M6

# Monetizing Big Data

High performance. Delivered.



M6 is a leading French media business with annual revenues of €1.6 billion. It is part of RTL Group and is ultimately owned by the Bertelsmann Group. It offers traditional and over-the-top TV content and has a growing digital portfolio of websites, e-commerce services and YouTube channels. The M6 network now ranks in the top 15 of French web platforms in terms of audience share and reaches almost a third of all French web users.<sup>1</sup>

<sup>1</sup> Médiametrie / NetRatings September 2015, audience coverage of 28%

# Opportunity

As an increasingly digital business, M6 recognized that it needed to make greater use of the large amount of data at its disposal.

M6 wanted to act decisively, both to keep pace with competitors who are upping their big data game, and to establish true differentiation in the market. M6 therefore came to Accenture with a simple question: how to achieve higher revenues from big data? Accenture and M6 embarked on an 18-month project to develop an answer that spanned M6's critical activities, from strategy to implementation and ongoing execution.

# Solution

Accenture identified three distinct phases of activity that would be required to achieve M6's desired outcomes.

The first phase involved creating a roadmap and defining the capabilities necessary for M6 to effectively monetize big data. Accenture created use cases for different data scenarios and was able to identify the precise value levers that would enable M6 to make optimal use of big data and analytics.

A key focus was advertising. Using big data platforms and advanced analytics features (machine learning algorithms + dashboards) would allow M6 to build a segmentation of their audience based on behavior across websites, enriched with anonymized offline data. This would improve relevance and personalization through targeting. It would also enable M6 to manage advertising yield more effectively and enhance its data forecasting capabilities to make more compelling offers to current and future advertisers.



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Detailed analysis enabled Accenture to map the capabilities required to support each of these key areas and define the technological and organizational architecture and operating models necessary to deliver M6's targeted business outcomes. With those agreed, Accenture was able to move into the next phase: delivering the Advanced Analytics for Advertising Solution for data monetization.



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Accenture used a 'hybrid' approach to design M6's new organizational model. The model retains the agility and business-driven advantages of a digital workforce which is close to M6's brands, while ensuring synergies, economy of scale and cross-pollination across them.

FIGURE 1 | M6 new data organization—from silos to transversal capabilities

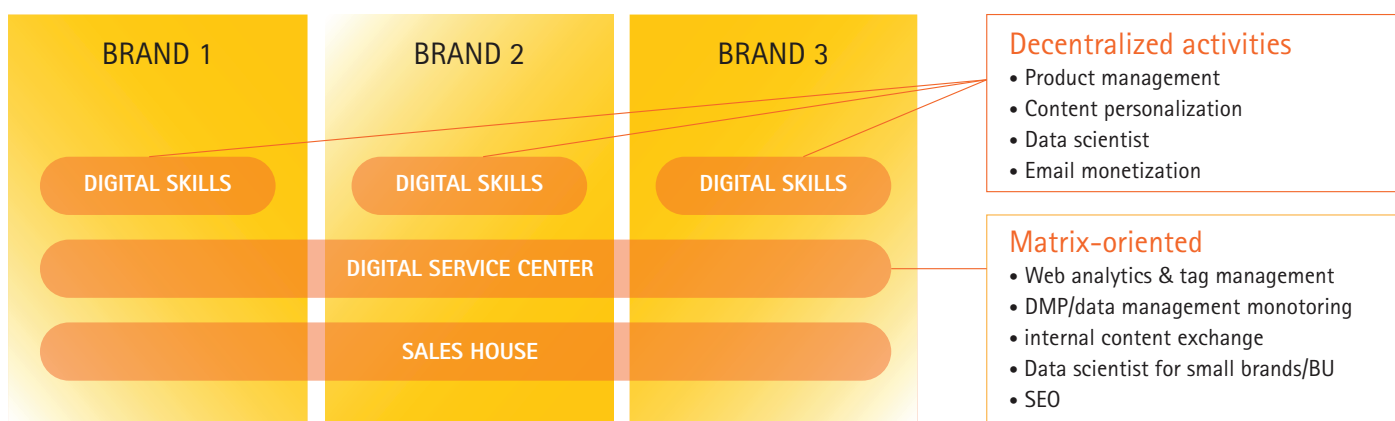
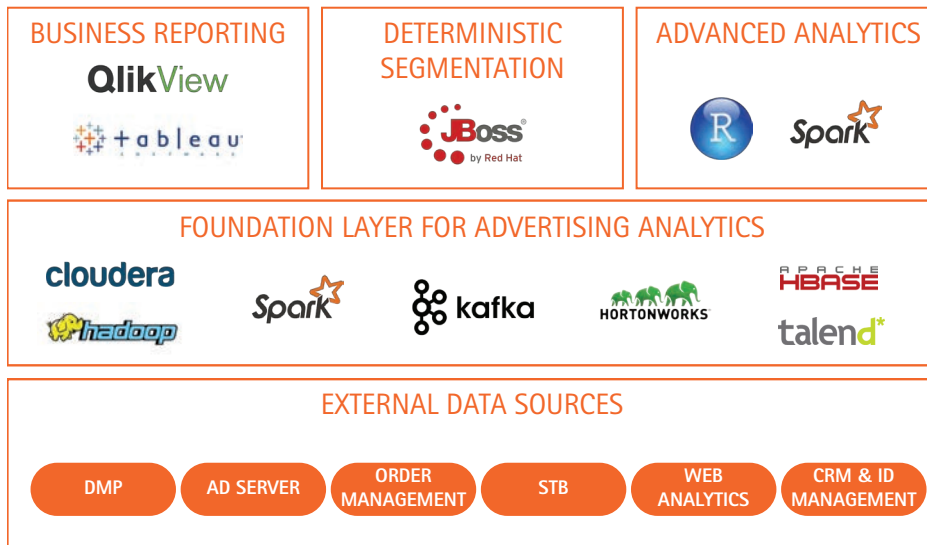


FIGURE 2 | Advanced Analytics for Advertising Solution



Moving from a siloed to a transversal approach was fundamental in achieving M6’s aim of higher revenue from data. This had clear implications for the skills and capabilities of M6’s workforce. Accenture worked with M6 to identify new roles that the organization would need—e.g. data scientists—and created detailed job descriptions for M6 to use in its recruitment.

With the data solution in place, the project has entered its third phase, in which Accenture provides advanced analytics services through the Accenture Advanced Analytics for Advertising Solution. This solution is based on an Accenture asset—the Accenture Insights Platform—but uses unique applications built around the needs of media businesses, with M6 as a charter client.

Using advanced analytics to better understand M6’s audiences across all channels and digital touchpoints—from web to mobile—was essential for the advertising business. This methodology allows M6 to serve viewers more relevant and personalized content, enabling better viewing and user experiences. Advanced analytics also enables business process reporting, data discovery and predictive/prescriptive analytics to support audience and inventory management—driving higher advertising ROIs.

Using Hadoop as its foundational technology, the platform has advanced analytics capabilities, such as machine learning, predictive modelling, and data visualization via intuitive dashboards. Using the Accenture Advanced Analytics for Advertising Solution means M6 has comprehensive access to the detailed insights it needs to design and deliver relevant and personalized content and services for its consumers and advertisers and achieve its goals for data monetization. For example, Accenture used these analytics to design the most effective incentives for mandatory sign-on for M6’s digital services, which generated a wealth of insights for M6 to harness in driving incremental revenues in line with its targets.



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# Accenture Advanced Analytics for Advertising Solution

The solution supports media companies in maximizing the success of their data monetization business objectives. It is a pre-integrated, vendor-agnostic and highly scalable platform powered by leading analytics professionals. Its features include:

**Rapid time to market** | leveraging pre-integrated assets

**Leading analytics assets and services** | using existing, flexible algorithms already developed by Accenture's leading data scientists

**Reuse investments in legacy analytics** | integrates existing data warehouse and BI applications

**Scalable** | cloud-based infrastructure using leading providers

**Open, modular and software agnostic**

**Highly available and secure** | 24/7 support from dedicated operations centres with strict security procedures



## Results

An agile approach to development enabled Accenture to work rapidly and iteratively. This made it possible to demonstrate success quickly, something that was crucial in ensuring buy-in from M6's senior management. By focusing work on M6's desired business outcomes, Accenture and M6 have already achieved considerable success. As they continue to work together, they will further enhance M6's ability to keep pace with its competitors and differentiate what it offers to the market. This is an era of fierce competition for digital consumers' attention (and wallets) from traditional broadcasters and digital natives alike. M6 now has a strong foundation from which to make rapid progress, with the agility and responsiveness that are the hallmarks of success in the digital media world.



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