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Digital Transformation in the Media: Context - Christine Removille

Video Transcript

Christine Removille

[MUSIC] Good morning, good afternoon everybody. I am Christine Removille. I am leading digital marketing for Accenture to Europe and and I used to lead Accenture Analyticin France, [INAUDIBLE] in Belgium. As part of this role, I was leading a major digital transformation a ta client called Canal+. Canal+, for those of you who don't know about it. Canal+ is a French TV player part of the group.

And Connect Plus is providing movies, video on demand, and mainly or content and services to the TV viewers across devices. Whether it is TV, whether it is mobile, whether it is iPad, and other devices that end consumers are looking at. So when we started engaging with this client, it was actually in the year 2008, and at the time Accenture used to implement large ERP transformation, many on the back office side. And then we started navigating to the front office. So talking to the business owners.

And we met with the business owners, we realized that there are a couple of issues that CANAL+ was facing at the time. The key issues were there is an ecosystem of a TV environment is totally transforming. So people like yourself are not only watching movies and programs or shows on TV anymore, you're also watching it through various devices. We saw also with expansion of non-paid TV and we need to know about Canal+ today and what else is the times TV, a paid TV station. So we see the explosion of access to programs for free.

And also at the time, consumers have been tremendously changing. So you see a lot of change. People change TV programs and then to be a lot less loyal to TV programs and TV channels today than they used to be in the past when they had a lot more limited access to TV and less choices when they are approaching TVs and content. So we came into the environment to help address those key issues for the client. And the approach we took is actually very simple and straightforward. So first of all, we explain to Canal+ that analytic need to come at the core of the enterprise. So, a need to become like the backbone of the enterprise. Reason being, that if Canal+ wants to be able to increase their sales, increase our shelf market, increase our customers stickiness, they need to better understand the consumers. Once we better understand the consumers, what they're looking at, what they want of TV programs, then we analyze those data, we make some inside out of it, recommendations KPI and then we make sure that we provide the right content, the right segment, to the right consumer, at the right time, according what he is or she is looking at or, actually wishing to get tomorrow, but not being aware of it today. To do this project, Accenture wrote five capabilities. Number one is marketing. It's critical that to do this anality transformation, it's critical we understand marketing. We understand the end consumer. We understand what it takes to increase customer loyalty.

What it takes to have a new consumer to canal+, what it takes to make sure the consumer is not leaving via tv program and so on. So you need to understand marketing and we brought these expertise to the project. Certain expertise is advance analytics so in house we have set stititions. People who have mathematical degrees and are able to build to transform the data in to inside that we can act on. The third capability is data management. So you can imagine if you want to capture consumer and behavior, you need to be at each of a touchpoint of a consumer interaction, not only with your company, you have to in this case, but also the consumer touchpoint within his own life. So I'm the consumer. What did I do today? Which would impact the TV program I'm gonna watch tonight? What it is I have been Googleized on the internet, which would impact whether I'm keen to watch rugby tonight or football tomorrow. So what it is that I did in my daily environment, which would impact whether I watch Canal+ on a [INAUDIBLE] TV channel, and I'm happy about it. So the daytime management capability is important. So in our team, we do have data expert. People who are able to identify the data sources because it's a multi-source environment. People who are able to store data because of course, we need to keep the confidentiality of those data, and that's a lot of data we need to store. And people understand big data, so you probably heard about big data technologies.

And for Canal+ we need to make sure we embrace all those data, we store them, and we manage it in a technology which is all putting off so it can all go into a big data environment. The fourth capability is around what I call Enterprise Architect. Enterprise architect that is somebody who understand each of the key capability well enough to guide Canal+ into the end to end transformation. So, when the data manager need to talk to the marketing expert, when the marketing expert need to talk to advanced analytic guys, so how does it all work together? It's all the more like an orchestra chief, right? So somebody who is really coordinating the different pieces of a puzzle. And it's extremely important to have that in house, to help Canal+ transform their program. The fifth capability, which is, of course, a core of Accenture for is IT. This program cannot happen without IT. And of course, we have people who understand solutions in the market, so we can test them. Who understand new big data technologies. Understand the cloud environment, and all the technologies that we are using today, to make Canal+ a success. So we have both five capability in house. With your, the program manager. And how did it happen? So what where the various pieces to make it a success because I tell you it is a success today. We started in 2008, fora six year transformation, and today the CEO himself called it a success.