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Digital Transformation in the Media: Solution & success factors - Christine Removille

Video Transcript

Christine Removille

[MUSIC] We implemented five steps, so it's easy. If you want to remember the Canal Plus story, five, five, five. In this case, 5 steps. Step number one, we pull together what we call the roadmap. So where it is we want to head in five years and ten years time. What is the vision? Where do we want to land? First step, which I tell you is not always easy because you're gonna see later there is a lot of learning by doing. Step number two, in a very agile environment,

which is analytic and when it concerns the consumer, we have to be agile because the consumer's changing. New data sources, new environment, fast moving environment in the TV area, everything we said before request agility in the approach. So the step number two is piloting. So what we did, is we took a sample of 100,000 people. So 100,000 people watching TV. Now this simple, we made tests. So we capture their behavior and then we put some advanced on that, some recommendations of this person should be watching this show tonight.

This person should be watching this program tomorrow and his kids should be looking at something else. So we put together some recommendation, test it with the TV viewer and then draw recommendation. Does it work or it doesn't work. We did a pilot. Once a pilot was successful, we went into the more industrialization phase. Usually, there is two types of industrialization we do. First type of industrialization is regarding the sample size. So, we need to expand it to more people. More from 100,000 people to about 6 million interactions that Canal Plus has today,

[INAUDIBLE] consumer. So, we industrialize it by opening it to more people. The second, of course, including big data technology, and including everything we talked about before. The second industrialization is around the sources. We realize that we need to understand consumer a lot better. So not only use resources we have in house that can impress, we use resources we have outside. So resources, for example, from the call center, if your consumer is gonna call the call center, what it is he said, or didn't say, or like, or doesn't like, I need to capture of his data as well. Insight about in a shop. Okay, either consumer is going to buy something, so how does it impact what he's gonna be watching tonight on TV? Advertisement, if he's looking at the banner ad on Internet, he may be interested in looking at the food program tonight. Because you saw an ad, which is about chocolate cake for example, right? So we started including some over sources into a mix as part of the industrialization process to make the recommendations smarter and smarter every day and more appropriate to the end consumer. So that at the end when you watch Canal Plus, it's not I'm gonna watch TV. It is about I'm gonna watch my TV. Cuz I know that the TVs gonna be adapted to what I like, what I want and actually what I wish I had tomorrow. So those are the five steps of a transformation we had during the project. And I'm happy to share with you probably the various challenges and success factors to make this journey a success. I would say the first challenge is to make sure that this analytic transformation got the buy-in at the CEO level, because everything I explained before, you bet you know how he's impacting large investment. So I cannot work with a organization. I cannot send this project to the IT only or to a business only or to the head of analytical. That doesn't work. The CEO himself needs to engage in transformation and buy the project.

So challenge number one is the CEO has to buy the project and get the funding behind it. The second challenge is agility and innovation. I can tell you that when we put together the vision, year one, very high level, I can tell you during the course of six years, we made a lot of changes. And agility was critical in the way we operated meaning, I'm gonna test this new idea. I've got a new service, I'm going to test it. I'm gonna build some recommendation. Does it work? It doesn't work. If it does, what do I change? What do I not change? A lot pilot, a lot of agility, a lot of prototype. We've been building many, many prototype during this project. So that we can test it. It's not only about slideware. It's not only about us doing some nice PowerPoint, but how to do it. It's about us doing it, prototyping it, see how it work, and then make some learnings about it. Agility is extremely important. The third success factor is around innovation. On this project, innovation during those six years was critical. What I mean by innovation, I mean that six years ago we are not talking about big data. Today big data is all over. So how do I migrate all my IT infrastructure, which was in a kind of [INAUDIBLE] standalone, custom made IT into big data, open source, cloud environment technology. So this migration is an example of innovation. The other part of innovation is regarding marketing. So, how do I use those fantastic consumer insights, something like Amazon does today, right. Amazon is using your consumer insight about you reading books and doing other things. So they're using it for many purposes. So, how do we use TV viewing usages for other purposes. So we had some brainstorming sessions with marketing, with consumers, our self, and brought some new ideas about how to use those consumer insights into new areas. For example, should we develop new programs?

So we have new themes or categories of program to address the consumer demand. Should we change the way we interact with consumer. Maybe people don't want core centers anymore. They want avatar. So how do I make my consumer journey evolving. For example, once I have a household, I know they're gonna have children, right? So how do I change my TV recommendation once I know that they are about to have children of the age of zero, five, and six, potentially all of them being in front of their screen? Inside about multi devices. We all know about today, we not only have multi devices, but we tend to have many screens on one device, right? So what should be the recommendation, so that when I'm watching TV, or Internet, or in front of my PC, then I'm watching what I'm the more interested in, and not only random information that's coming and pumping up to me. So innovation was critical in this journey. The other part which is important, is program and project management. When you're a company like Canal Plus, you have functions, you don't have projects. When you want to transform the enterprise in the analytic space, you need to move away from functions to project. The beauty of using a company like us, with born leading projects, that's what we do everyday. And we've been doing that since the creation of Anderson, Consulting and Accenture. Reborn as project manager. So we helped Canal Plus transform so that they have DNA, a culture around leading large, digital and analytic transformation projects versus running silos of functions with their own PNL. So a project transformation was critical in the transformation and then I promise I would deliver five challenges. The fifth and last one is about rigor in science. Rigor is important during the course of your transformation. We can not just have random, we talked about agility, agility is important and then rigor is also important in science.

What do I mean by rigor? Each time we had a new delivery or a new milestone or a new prototype or something major in the project, we make sure it was validated by marketing. If it's not validated by marketing it cannot go live, it's not an IT project. It's not a back office project, it's not a down the road project. The end consumer at the of the day, or marketing has to find it useful. So validation by marketing was really a key step to keep in mind during the whole project. The second idea was about KPIs. So when I do a project, it's great, it brings enthusiasm, it brings people around the same topic, but I will not get the buy from a CEO If I cannot show some concrete KPIs. So performance indicators and tracking of a project at each miscall is critical. It does require rigor. It means upfront.. I need to know what I am measuring. Do I measure churn? Do I measure new customers? Do I measure new mobile app, which is gonna be downloaded? What do I measure? What do I want to hit? So we implemented a very rigorous KPI setting, KPI tracking system so by the end of the day when we are meeting, we will see you, we the shareholders will be capable of saying that is a success, and why is that a success. Because we have robust KPIs we can believe in and share within the organization to bring everybody around the same table. So those are the five key challenges and success factors that I can share with you today. And so to finish, I'm gonna share with you the business outcome. And actually more importantly the consumer outcome. Cuz it's not only about creating value for business, but also creating value for consumer. The consumer doesn't see the value of a program, he will not be using it. So key business outcome.

Business outcome for Canal Plus was the capacity to develop new services according to what consumers are looking for. The capacity to reduce churn as a result of that we've seen that people who tend to have exposure to more than a hundred channels tend to be more loyal to a couple of TV stations versus surfing of a hundred channels on a daily basis. Finally, we have been capable of increasing the value of contracting to the boxes that Canon Plus is making available to the consumer. So create outcome on the bottom line, what it means for the consumer? So you're gonna see, and you'll still see it today for those living in France as well as all the countries in the world where Canal Plus exist. Africa as well, Mauritius island a lot of French speaking countries where Canal Plus [INAUDIBLE]. Go to Eureka. Eureka is the name of a program which is available today at Canal Plus. Go into Eureka at Canal Plus and you're gonna see how it works. It has a direct impact from the consumer. The consumer now when he's opening his TV set. He's getting a service which is helping him, or her, to select the best program and the best time. And at the end of the day, his it satisfied at what its been looking at so from a business standpoint we had a higher consumer satisfaction as a node from a recommendation and if its still existing today its it is a great success. I know that Netflix arrived since arrived in France last year already there in the US. Is also claiming to implement a recommendation in Gina as we've been doing at Canal Plus for six years now. So there is now fierce competition the markets, new parameters coming. I think today we're talking about consumer architect.

Yesterday we were talking about enterprise architect. So this new parent is coming today, where Canal Plus now will have to face or a new wave is starting for Canal Plus, due to this new environment which would lead proudly to another large transformation. And I can tell you that this project was lead, I will quote the current CEO of Canal Plus, regarding Eureka, because I think we can all be proud about the achievement, which is visible for the consumer and the CEO. So, the consumer, the CEO, is today, so Maxime Saada is the CEO of Canal Plus, part of the Avendi group is saying, Eureka goes a step behind Google our customers don't have to seek for program, because Eureka anticipates their needs and suggests appealing programs. So thumbs up to the team and to those of you who have been working on that. And I'm happy that you'll find this journey and six years of exciting transformation program interesting. Thank you.