



**Gaëlle Mauroit (Ciné-Télé-Revue) :
« Digitization first and foremost requires
the development of skills and the
deepening of your staff's skills »**

Nowadays digital transformation is unavoidable for any publisher wishing to secure their future. Gaëlle Mauroit, Marketing and Communication Director at Ciné-Télé-Revue, shares some key ingredients for achieving this.

Can you start by telling us more about the context in which you began this digital transformation?

In the last few years, we have seen some far-reaching changes in how people use a TV guide, with the adoption of new technology and devices (smartphones, tablets), the availability of TV guides on set-top boxes among others and the practices that are part and parcel of these transformations. So Ciné-Télé-Revue had to adapt to these new consumption patterns. While the paper magazine continues to be a key tool, our brand had to also efficiently exist on the digital level, meaning both on the level of the app and the website and on social media. Moreover, our customer base is at the center of every project we undertake. Our sole ambition is to offer them the highest level of satisfaction by fulfilling their needs and taking their expectations into account. Everything we do must be perfect in other words. Regardless of the medium we are using – magazine, digital or social media. We used a lot of A/B Testing, basing ourselves on consumer surveys, for this. Every time we try to adapt as much as possible to the needs of our different profiles, on various media.

What was the first step in this digital transformation?

We started by giving the matter a lot of thought and taking stock of the situation in order not to rush into things.

We also wanted to get all of our staff, all 19 employees, on board for this transformation. That is why we carefully redefined our strategic vision and the objectives of the CTR brand while focusing on digital media, such as the evolution of the website, the app and social media.

Since then, we have focused on raising staff awareness as much as possible about the permanent evolution of digital. This is really a crucial step for us. We make sure we always suggest projects that are meaningful, both for them and for consumers, and which enable them to work together towards a common objective.

Isabelle Rouma, the CEO of Editions CinéRevue, wanted the internal organization to be much more fluid. So we put in place a new management organization that was adapted to the complexity of the challenges that media are facing, based on a style of governance that was fully implicated in all our services. Flexibility, agility and collaborative working are at the heart of everything we do, how we think, how we work and how we respond. This new way of working is crucial if we want the multi-channel customer experience to be a success.

And finally, given that Ciné-Télé-Revue is still the reference, the handy TV guide for all screens, it had to be accessible to the largest possible number of customers, while offering adapted content. It has to be inspiring and at the heart of the emotion. So everything we do is in line with this mission, both in the magazine and on the digital level, including social media. This editorial approach was also a priority in the various stages of the digital deployment of our brand.

What are the strengths of the app and the website, compared with the print version?

Digital enables us to be more responsive and to provide last-minute information immediately. This promotes more proximity with our users, on a more regular basis than was formerly the case. Digital formats are also more dynamic when it comes to presenting content. Consumers expect much more from a digital TV guide; they want videos, links to information about the actors, etc. In short, all the things you can't do on paper, and which only enhance our image as a TV guide.

Each medium of our brand has a specific role to play: when you land on the Ciné-Télé-Revue site or open the app, you will be able to see at a glance what's on TV that evening, as well as, obviously, what's on now. These two channels enable us to respond directly to the immediate needs of our web users and users. Ultimately, 60% of this group is primarily interested in the TV guide.

But we also want to provide a more comprehensive offering, starting from this TV guide, including recommendations in terms of content, which are written up by our experts for example. We also do this in the magazine

but have adapted this to the digital format.

It goes without saying that any service provider that succeeds in efficiently developing these digital formats is a key ally to help our users navigate this content in an ergonomic manner and ensure a fluid production process for our employees.

Who reads the magazine and who visits your website?

We found that there is no overlap between print and digital. We really have two different target audiences, with very similar profiles. The main difference is their age. Readers in the 40-45 age range prefer print, while visitors in the 35-40yr age group use the website. Our research showed that these really are two different channels and that we must adapt accordingly, in function of each of them.

What investments and partnerships does such a digital transformation imply?

As I already said, digitization first and foremost requires the development of skills and the deepening of your staff's skills. Our team needed to be up to speed. That is why we earmarked a budget to ensure that our employees are at the forefront when it comes to digital. And this includes everyone, because all of our employees work on the print and digital formats. They all work on both channels. Every quarter, the entire team follows SEO training to keep up with the latest developments in terms of writing for SEO and so on.

Training is equally important when it comes to marketing this content, to ensure it has a real impact in terms of natural referencing. It must always be relevant and have high added value. But above all, it must be geared towards our audience, in a tone of voice that appeals to them, and which creates a sufficient amount of emotion to strengthen these relationships on topics that they find important. Everything revolves around this. Every article must cater to a specific need, a real expectation of our web users.

Which also explains why you regularly send them newsletters...

Yes, newsletters are an excellent proximity vector when used in the right way. It's obvious that digital has simplified and automated processes, but above all, it generates interactions. We use Actito's solutions for this. They are the European leader in terms of marketing automation. This enabled our teams to become more efficient and productive, to increase engagement with our readers and, of course, our ROI.

We have three types of newsletters: a daily one, to share editorial content, to entertain our subscribers and invite them to read our magazine; the second one is all about competitions; the third one assists our subscribers in terms of their consumption and the TV choices they make. Our main objective is to exploit this data to the best of our ability, with the help of Actito, to always offer an optimum user experience. But above all, our aim is to offer a personalized user experience.

What about social?

We have a very large Facebook community, with over 150,000 fans. We partnered with Social Lab for this. They helped us analyze the community's profile and adapt the content as much as possible, almost in real time. Here too, everything is analyzed from A to Z to respond to the community's expectations. This community mainly consists of women in the 35-40 age range, who are very engaged and interactive. Social media enable us to interact instantly with our subscribers as well as provide valuable information about the topics that interest them in the present moment.

We also have an Instagram account, with a smaller community, of 6,700 subscribers. On Twitter we have 14,500 followers. These are much smaller communities, but they are not our primary focus, unlike the website, the app and our newsletters.

So is CTR's digital transformation complete?

It will never end. As I said, we always take the time to do A/B Testing on everything we develop. The evolution of our consumers is the only thing that enables us to define what we need to change on a specific level.

What are the different steps in a successful digital transformation?

I'm tempted to say that every publisher or company has its own steps, but personally I think that the miracle recipe is relatively simple: the customer decides to spend time on our content. So it must be useful and relevant to him. If we succeed in guaranteeing this, then we will succeed in engaging our audience with the brand and consequently remain the leader in our industry. All in all, the recipe for success is to fulfil the consumer's needs.

Does print still have a future?

Yes, of course! But only if it adapts...