



# The Tech Stack of news publishers

Tools and techniques used by French news publishers to produce, distribute and monetise the news

**Results of the 2026 survey**

A study by the Tech Stack association, in partnership with  
**the Sciences Po Journalism School**

*Note: This study was originally conducted and written in French. You are reading an AI-translated version. The original version can be downloaded here:*

<https://techstack.study/fr/>



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## I. Introduction

### **Which tools do news publishers in France use to produce, distribute and monetise their digital content?**

This is the question the "Tech Stack 2026" survey sets out to answer, drawing directly on the voice of publishers, and more specifically on that of the professionals who handle these tools on a daily basis: technical directors, newsroom managers, product managers, marketing managers and ad sales house directors.

Between so-called "in-house" solutions and those supplied by external providers, all of them administer — at the cost of licences, bespoke developments, add-on modules, customisations and, naturally, continuous updates — a technical apparatus in perpetual recomposition. The very term "stack" (literally, a "piling up") aptly conveys the iterative, even spontaneous, nature of this accumulation of solutions imposed by evolving technologies and changing usage.

Producing the news thus amounts to a constant balancing act between competing resources. This study reflects the difficulty of that exercise, so wide has the range of possibilities become.

Born in 2021 on the initiative of Marion Wyss, an online media professional specialising in subscriber acquisition strategies and a visiting lecturer at the Sciences Po Journalism School, the Tech Stack reaches its fifth edition in 2026. As early as 2022, Sciences Po joined the project to ensure its continuity in the form of an annual update.

For this fifth edition, the study is placed under the patronage of Alice Antheaume, Director of the Sciences Po Journalism School.

The founding principle of the Tech Stack remains unchanged: to consolidate all practices in order to draw up a complete overview, while guaranteeing each respondent the strict confidentiality of the solutions they report using.

## **A survey powered by publishers**

The 2026 edition is based on four questionnaires distributed online, open to respondents in spring 2026.

- a questionnaire devoted to the Marketing team's tools;
- a second concerning the Editorial team's (Newsroom) tools;
- a third dedicated to ad sales house tools;
- a final one relating to the Technical team's tools.

Any publisher or head of a technical, marketing, advertising or editorial team who wished to do so could fill in these forms directly.

The first phase of data screening consisted in setting aside responses that did not describe the Tech Stack of a media outlet's site. Only contributions from the following were retained:

- French-language digital media outlets, understood as any player publishing news online in French;



- qualified professionals within these media outlets.

Responses that did not meet these two criteria were therefore excluded. However, no filter was applied regarding the type or size of the media outlets: contributions from groups employing several hundred staff and those from structures bringing together a handful of journalists were treated with strictly identical weighting.

The analysis of responses then relies on a twofold approach to each tool cited: on the one hand its market share among respondents — or coverage rate —, and on the other the assessment of its quality. Each solution is indeed rated by its user on a satisfaction scale of 1 to 10, according to the following grid:

**Score 1** — a tool used for want of anything better (for reasons of cost, deadline, availability or technical compatibility), which the respondent is keen to replace.

**Score 10** — a reliable tool, whose features fully meet the user's expectations and which they have no intention of changing.

It goes without saying that, from one media outlet to another, the scores given to the same tool vary according to multiple factors: the nature of needs, level of requirements, size of the site, overall coherence of the setup, and so on. It is precisely the aggregation of the scores of all the solutions performing the same function that makes it possible to measure whether publishers consider themselves well served by their CMS, their datalake or their mapping tool.

Each question was also accompanied by a free-text field. Some of these comments are quoted throughout the study in order to enrich the reading, always with respect for the anonymity of respondents.

As previous editions were marked by the rise of generative artificial intelligence, the survey once again questioned respondents on their use of so-called "AI" tools. In 2023, an initial, general-scope question was intended above all to measure publishers' appetite for these solutions. This edition takes a further step: far from being isolated in a separate chapter, the question of AI is now treated on the same footing as the other tools and blended into each category, as close as possible to the way teams actually use it.

Finally, at the end of each questionnaire, a single score was requested in response to the following question: "What score, from 1 to 10, would you give the Tech Stack you use in light of the strategic objectives you are pursuing?"



## The participants

As the questionnaires were freely accessible, participants could respond as a group — on behalf of several brands —, or for a single media outlet. Sometimes a single person handled the exercise for an entire group, sometimes several contributors intervened for the same title.

- Marketing questionnaire: 37 respondents.
- Editorial questionnaire: 31 respondents.
- Ad sales house questionnaire: 19 respondents (ad sales houses).
- Technical questionnaire: 31 respondents.

In order to situate the respondents without resorting to a tedious enumeration, the logos of the main French titles and groups appear below; the exhaustive list of participants is given at the start of each chapter.

The study proves particularly representative of the stacks of French leaders: 75% of the media outlets ranked in the ACPM TOP 100 took part. The profiles of the respondents are varied, both in terms of the size of the media outlets and their press category. Among the participants are:

- the majority of national daily press titles;
- several audiovisual media brands (radio, television);
- magazine press titles — general-interest, business and entertainment weeklies;
- regional press groups, both daily and weekly;
- pure players, sites with no print edition;
- several trade press titles.

Set against the cumulative audience of all the participating titles, this study describes the Tech Stack underpinning more than five billion monthly page views (5.24 billion page views, to be precise). In accordance with the confidentiality commitment made to respondents, all responses were consolidated and processed anonymously, with identities masked ahead of the analysis.



## The respondents to the 2026 survey



## The limitations of the survey

This study does not compare sites, but Tech Stacks. Each respondent indeed described the full set of tools they mobilise to produce, distribute and monetise the news. This setup can apply to a single site as well as to several dozen sites, depending on whether it stems from a one-off implementation or an industrialised rollout.

The equipment rate indicated for each tool reflects its presence, expressed as a percentage, across all the stacks described. As our calculations are based on the number of users, they reflect the choices made by professionals more than any real market penetration: a tool cited only once could equip all the sites of a large-scale group, its actual distribution then being considerable. What interests us, ultimately, is the human decision that governs the choice of a solution.

For a given category, if few media outlets have equipped themselves, the total of the solutions recorded may remain below 100%. Conversely, when many media outlets combine several tools in the same category, this total may exceed 100%.

The score out of 10 corresponds to the average established by the users of each tool. When a solution is not widely used, its name is mentioned without the rating of its user or users being disclosed.

This survey establishes neither a hit parade nor a ranking. It reveals references usually kept confidential, which content producers have agreed to disclose here only. The tools



are therefore presented in the order deemed most relevant, sometimes according to their coverage rate, sometimes according to the scores given by their users.

Knowing the most widespread solutions has only relative value. Far more than a mere inventory of the most used or best-rated tools, the study offers each media outlet the opportunity to place its own choices in a broader context. Only this overall snapshot makes it possible to determine whether one is progressing, in one's field, at the same pace as others, or whether one is going one's own way, at the mercy of options that belong to oneself alone.

There is also a contradictory dynamic at play, which forbids treating any of the solutions chosen by a respondent as fixed:

- on the one hand, each team — technical, marketing, editorial — pursues its own activity, which leads it to seek out solutions meeting its needs alone;
- on the other hand, once installed, tools tend, version after version, to extend their features in order to market themselves better by satisfying all teams.

This explains why some respondents grouped together to fill in the same questionnaire, while other sites or groups produced several responses each covering only a single field — technical, marketing, advertising or editorial.

## Technical note

In the digital world, largely free of silos, it would be illusory to believe that a tool or technique falls within the exclusive use of a single profession. The study nevertheless chooses to distribute the tools across three broad domains — Marketing, Editorial and Technical —, to which is added this year a cross-cutting section devoted to Advertising tools, at the crossroads of the commercial, technical and data challenges of ad sales houses.

This breakdown constitutes neither a definitive ranking nor a stable classification of professional roles, which are by nature evolving. The authors of the study established it as follows:

Marketing — Analyst, data scientist, subscriptions manager, partnerships officer, digital advertising manager, UX journey manager, etc.

Editorial — Journalist, editor, editor-in-chief, proofreader, sub-editor, community manager, infographic designer, motion designer, editorial development officer, etc.

Technical — CTO, back-end and front-end developer, mobile developer, system and infrastructure administrator, project manager, architecture manager, SEO specialist, cloud engineer, etc.

Advertising — ad sales house director, advertising manager, media planner, key accounts manager, special operations adops project manager, business developer, client director, etc.



## Responsibilities

The "Tech Stack 2026" study was conducted and processed under the responsibility of the 1901 non-profit association "TECH STACK", created in July 2024 for the needs of the project, and made up of:

- Marion Wyss, founder of the trade media outlet Audiencers and, in a personal capacity, initiator of the first edition of the study.
- Sophie Cassam, Digital Director of the daily Le Parisien, in charge of the "Marketing tools" domain;
- Sacha Morard, former CTO/CIO of the Le Monde Group and founder of the start-up Edgee, in charge of the "Technical tools" chapter;

This team was also joined, for the first time this year, by:

- Aymeric Marolleau, Data & Lab editor-in-chief of the mind Group, who created the new "Advertising tools" section;
- Maxime Hanssen, senior reporter at the magazine Challenges, who took charge of the analysis of the "Editorial team tools" questionnaire.

Note. The professionals who processed and analysed publishers' responses had access only to the anonymised results of the questionnaires, without being able to establish any link between the contributions processed and the identity of respondents, except for the advertising part, where Aymeric Marolleau had access to all the responses in his category. Overall, only Alice Antheaume and Marion Wyss had access to the full results of all four categories.



## II. Marketing team tools

*by Sophie Cassam, Digital Director of Le Parisien*

### The respondents

37 respondents to the Marketing questionnaire: 20 Minutes, Alternatives Économiques, Bayard, Beaux Arts Magazine, Brief Media, Centre-France La Montagne, COGITERRA (Actu environnement), Groupe EBRA, Éditions Larivière, Groupe mind, Groupe Nice Matin, Groupe Sud Ouest, Jeune Afrique Media Group, L'Équipe, L'Humanité, La Pile (Reporterre), La Tribune, Le Bonbon, Le Monde, Le Parisien, Le Point, Les Echos, Les Jours, Libération, NGPA, Le Nouvel Obs, Ouest-France, Paris Match, Pour la Science, Groupe Prisma Media, Que Choisir Ensemble, Réussir Agra, RMC BFM, Rossel, SEPASAL (Agri 71), St-Paul Médias SA (La Liberté) and Télérama.

### The tool categories studied

Here is the list of the 17 marketing tool categories analysed:

- Web analytics
- Mobile analytics
- Subscription manager
- Landing pages
- Web paywall
- App paywall
- PSP (Payment methods)
- Newsletters
- User feedback
- On-site engagement
- PDF reader
- Moderation/UGC
- Push notifications
- Data visualization
- A/B testing
- Games/Gamification
- SEO



### Web analytics

Average score: 7.6/10 — equipment rate: 100%

Web analytics tools form the central nervous system of news publishers' digital strategy, enabling the measurement of audience, engagement and content performance.

Faced with the proliferation of distribution channels, publishers expect their analytics to provide a unified real-time view, predictive insights on reader engagement, and native integration with their monetisation tools.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Score range	% of scores ≥ 8	Standard deviation
<b>AT Internet / Piano Analytics</b>	54%	7.9/10	6 → 10	65%	1.09 - Consistent satisfaction
<b>Marfeel</b>	22%	8.1/10	6 → 10	63%	1.36 - Consistent satisfaction
<b>Chartbeat</b>	19%	8.0/10	7 → 10	71%	1 - Very strong consensus
<b>Matomo</b>	14%	7.2/10	5 → 9	60%	1.64 - Consistent satisfaction
<b>Google Analytics - Free version</b>	11%	6.8/10	3 → 10	50%	2.99 - Divided opinions
<b>Google 360 paid version</b>	8%	7.5/10	6 → 9	67%	1 - Consistent satisfaction
<b>In-house solution</b>	5%	6.5/10	5 → 8	50%	1.5 – Divided opinions

### Key observations

- AT Internet/Piano Analytics leads with 54% of equipped respondents
- Marfeel outperforms: best score (8.1/10) and growth to 22% in its equipment rate (vs 11% in 2024)
- Google Analytics 360 vs free: the paid version scores much better (7.5 vs 6.8)
- Chartbeat: remarkable consensus (standard deviation 0.9) with 71% highly satisfied
- In-house solutions in decline: only 5% and mediocre satisfaction

### Real-world uses and workarounds



Beyond nominal use: Piano Analytics is becoming the cross-channel data governance hub, Marfeel is used for real-time content optimisation, Chartbeat integrates into editorial workflows.

Winning combinations: The AT Internet/Piano + Chartbeat pairings account for 68% of large groups, while the Marfeel + Matomo combination offers performance and sovereignty.

## Contractual dynamics

Trends detected

- Consolidation around 2-3 players
- The end of free-of-charge as the main criterion

Three publisher profiles

- Large group profile (>100M PV): AT Internet/Piano + Chartbeat (or Marfeel)
- Medium-sized publishers profile (10-100M PV): Marfeel or Piano depending on budget
- Small publishers profile (<10M PV): Marfeel or Matomo

Key insights by size

- Marfeel dominates the Medium segment: 9.5/10 vs 7.7 for Piano in this bracket
- Chartbeat for XLarge: 8.2/10, premium solution for large volumes
- Piano consistent across all sizes: 7.7-8.2 depending on segment
- Matomo limited to small structures: Micro and Small only
- Free GA mainly Micro: 6.3/10, constrained use

## Unmet needs

- Unification of cross-channel dashboards
- AI-based predictive analytics
- Cookieless engagement measurement

## The voice of publishers

### What convinces:

*"Comprehensive and interoperable with many solutions on the market"*

*"Switched from Piano to Marfeel this year, never looking back!"*

### What frustrates:

*"Powerful solution but sometimes complex to get to grips with"*

*"Google Analytics: limited features on the free version"*

## Final comment



The 100% equipment rate confirms that web analytics is an absolute commodity. AT Internet/Piano leads with 54% and consistent satisfaction. Strong signal: Marfeel excels among medium publishers (9.5/10). Google Analytics's free offering no longer convinces (6.8/10).



## Mobile analytics

Average score: 7.1/10 — equipment rate: 65%

Mobile analytics tools enable news publishers to gain a fine-grained understanding of in-app behaviour, to measure retention and engagement, and above all to attribute downloads and subscriptions to acquisition campaigns. They complement web analytics without replacing them.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores $\geq 8$	Standard deviation
<b>In-house solution</b>	19%	8.3/10	6 → 10	71%	1.5 - Consistent satisfaction
<b>Adjust</b>	19%	6.3/10	3 → 9	14%	1.89 - Consistent satisfaction
<b>Apps Flyer</b>	16%	7.2/10	6 → 9	17%	0.98 - Very strong consensus
<b>Piano</b>	14%	6.5/10	5 → 8	25%	1.29 - Consistent satisfaction
<b>Mixpanel</b>	5%	7.5/10	6 → 9	50%	2.12 - Divided opinions
<b>Piano Analytics</b>	5%	8.0/10	8 → 8	100%	0 - Very strong consensus
<b>Firebase Analytics</b>	5%	7.5/10	7 → 8	50%	0.71 - Very strong consensus

### Key observations

- Adjust and in-house solutions dominate equipment at 19% each, but with opposite satisfaction trajectories
- In-house solutions outperform: best score in the category (8.3/10) and 71% of scores  $\geq 8$
- Adjust falls behind: only 6.3/10, weighed down by a lack of support
- AppsFlyer achieves consensus (standard deviation 0.9) and is growing strongly: 8% → 16% equipment since 2024
- One third of respondents is unequipped (35%), for want of a mobile application

### Real-world uses and workarounds



Beyond nominal use: mobile analytics splits into two distinct uses — acquisition attribution (Adjust, AppsFlyer) to steer downloads and subscriptions, and product analytics (Piano, Firebase, in-house solutions) for retention and technical performance.

Winning combinations: large publishers combine an attribution tool (Adjust or AppsFlyer) and Piano/Firebase for cross-channel consistency; the Firebase (technical performance) + Piano (web/app consistency) duo illustrates this hybrid stack logic.

## Contractual dynamics

Trends detected:

- Adjust weakening (mass layoffs, flagging support)
- The rise of AppsFlyer as the mobile attribution standard

Three publisher profiles

- Large group (>200M PV): Adjust or AppsFlyer for attribution + Piano/Firebase for product
- Medium-sized publishers profile (10-200M PV): Adjust, AppsFlyer or in-house solution depending on acquisition budgets
- Small publishers profile (<10M PV): unequipped (no app) or lightweight in-house solution

Weak signals 2027

- Reshaping of the attribution market around AppsFlyer
- Web/app analytics convergence (Marfeel, Piano unifying the two)
- Internalisation (in-house solutions) to control costs and bespoke needs

## Unmet needs

- Consolidated multi-app performance aggregation and view
- Data visualisation and real-time reporting
- Reconciliation of web and app data into a unified audience

## The voice of publishers

### What convinces:

*"Very useful for attributing download campaigns",*

*"Functional comprehensiveness, depth of data and deep-linking feature that we use a great deal"*

### What frustrates:

*"A glaring lack of support for the past year and a wave of mass layoffs at Adjust",*

*"Complex multi-app management, lack of overall performance view, high cost"*

## Final comment



With 65% equipment, mobile analytics remains conditional on the existence of an application: one third of respondents do not have one. The average score is rising (6.8/10 in 2024 → 7.1/10 in 2026) but masks a market split between acquisition attribution and product analytics. Strong signal: Adjust, the historic leader, is falling behind (6.3/10) amid restructuring, while AppsFlyer is establishing itself as the new standard and in-house solutions post the highest satisfaction (8.3/10).



## Subscription manager

Average score: 6.2 /10 — Equipment rate 92%

The subscription manager is the backbone of the subscriber relationship: contract management, billing, reminders, churn tracking and life cycle. It is a critical system, often inherited from the print era, and the hardest to migrate to digital.

Faced with the shift to digital subscription, publishers expect these tools to provide real-time data on the subscriber base (churn, lifetime, LTV), flexibility on digital offers and a clean reconciliation between print and digital.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
GLI / Ediis / Magellan	24%	5.3/10	3 → 8	22%	2 - Consistent satisfaction
In-house solution	22%	7.8/10	5 → 10	63%	1.75 - Consistent satisfaction
Mahalo / Oppper / Aboweb / TBS	19%	5.9/10	3 → 8	14%	1.57 - Consistent satisfaction
Stripe billing	11%	8.3/10	7 → 10	75%	1.26 - Consistent satisfaction
Salesforce	11%	7.0/10	5 → 8	50%	1.41 - Consistent satisfaction
Chargebee	8%	7.0/10	6 → 8	33%	1 - Very strong consensus
Majorel	5%	6.0/10	4 → 8	50%	2.83 - Divided opinions
Advantage CS	5%	5.5/10	3 → 8	50%	3.54 - Strong polarisation

### Key observations

- The lowest-rated marketing category (6.2/10), inherited from print and slowly improving since 2022
- Legacy print tools dominate the toolset (GLI/Ediis/Magellan 24%, Oppper... 19%) but disappoint (5.3 and 5.9/10)
- In-house solutions outperform: 22% adoption and 7.8/10, thanks to bringing the funnel and data in-house
- Stripe Billing, the category's top score: 8.3/10 and 75% of scores ≥8, widely endorsed internally (tech + subscription marketing)
- Print/digital divide: legacy foundations remain "prisoners of logics inherited from print" on churn, reporting and acquisition.



## Real-world uses and workarounds

Beyond nominal use: subscription management remains anchored to print (distribution, home delivery); publishers stack digital building blocks (Stripe Billing, Purchasely for the app) on top of legacy foundations.

Winning combinations: legacy print foundation (GLI or Opper) + Stripe Billing/Chargebee for digital; or full in-house development to control the funnel, data and costs.

## Contractual dynamics

Trends detected:

- Bringing operations in-house to control the funnel, data and service-provider costs
- Rise of subscription billing SaaS (Stripe, Chargebee) on top of print foundations
- Dreaded migrations of legacy foundations ("a migration that scares everyone")

Three publisher profiles

- Large print group profile: legacy foundation (GLI/Ediis/Magellan or Opper) + digital building block (Stripe/Chargebee)
- Mid-sized publisher profile: Chargebee, Salesforce or an in-house solution
- Pure player / digital-native profile: Stripe Billing or an in-house solution

## Unmet needs

- Real-time data on the subscriber base (churn, lifetime, LTV)
- CRM module and capture of acquisition sources (CDP type)
- Flexibility on digital offers and print + digital reconciliation

## The voice of publishers

### What convinces:

*"Complete satisfaction internally: tech, subscription marketing and customer service"*

*"Switching to an in-house solution to control the funnel, the database and tracking of updates"*

### What frustrates:

*"No development, very expensive, poor service, an ageing company"*

*"The tool remains a prisoner of logics inherited from print"*

### Weak signals 2027

- Decoupling of the print foundation and the digital building block (subscription billing)
- Bringing operations in-house for data and funnel control



- Emergence of subscription management SaaS (Stripe, Chargebee)

## Closing remarks

The most strained marketing category: 6.2/10, the lowest score, inherited from print and slowly improving. The adoption leaders (GLI/Ediis/Magellan 24%, Opper 19%) are also the lowest-rated (5.3-5.9/10). Value is shifting towards in-house solutions (7.8/10) and subscription billing SaaS (Stripe 8.3/10). Migrations are dreaded but are becoming inevitable in the face of digital challenges.



## Landing pages

Average score: 7.3 / 10 — Adoption rate 81%

Landing page tools make it possible to create and optimise subscription offer and conversion pages, ideally autonomously by marketing teams, without calling on technical teams.

Publishers expect these tools to offer design flexibility, autonomy on the marketing side, reliable tracking and the ability to test and iterate quickly — including on mobile applications.

### 2026 overview

Solution/Tool	Adoption rate	Average score	Range	% of scores $\geq 8$	Standard deviation
<b>In-house solution</b>	49%	7.2/10	3 → 10	50%	1.89 - Consistent satisfaction
<b>Pool Engage</b>	16%	7.8/10	6 → 10	60%	1.48 - Consistent satisfaction
<b>Qiota</b>	5%	7.0/10	6 → 8	50%	1.41 - Consistent satisfaction
<b>Unbounce</b>	5%	7.5/10	7 → 8	50%	0.71 - Very strong consensus
<b>Purchasely (app)</b>	5%	7.5/10	7 → 8	50%	0.71 - Very strong consensus

### Key observations

- Overwhelming dominance of in-house solutions: 49% adoption, nearly one publisher in two, for autonomy and speed
- Pool Engage, the main dedicated tool: 16% and 7.8/10, valued for quickly launching offer pages
- 16% not equipped: hard-coded landing pages, managed by IT, with reliance on developers
- Strong heterogeneity of in-house solutions (3 → 10): excellent when fully brought in-house, limited when dependent on IT or an agency

### Real-world uses and workarounds

Beyond nominal use: the landing page is mostly built in-house, with the dedicated tool (Pool Engage) mainly serving to give marketing autonomy.



Winning combinations: in-house solution for the web + Purchasely for the app.

## Contractual dynamics

Trends detected:

- Rise of dedicated tools to empower marketing teams
- App landing page building block still poorly covered (a gap in web tools)

Three publisher profiles

- Large group profile: in-house solution + Pool Engage for marketing autonomy
- Mid-sized publisher profile: Pool Engage or an in-house solution
- Small publisher profile: lightweight SaaS (Mailmunch, Leadpages, Webflow) or not equipped

Key insights by size:

- In-house solutions dominate across all sizes: the preferred foundation whatever the volume, for autonomy and speed
- Pool Engage among publishers structured around subscriptions: a dedicated tool to industrialise offer pages
- Lightweight SaaS for small organisations: Mailmunch, Leadpages, Webflow, simple and inexpensive
- Purchasely for the app dimension: flexibility to test and iterate on the mobile side
- Non-adoption linked to IT dependency: hard-coded landing pages managed by technical teams

## Unmet needs

- Coverage of app landing pages (missing from web tools)
- Design flexibility without dependence on IT or an agency
- Cross-domain tracking and integrated A/B testing

## The voice of publishers

### What convinces:

*"Easy to use for marketing teams"*

*"Complete control", "speed of execution and agility to update templates"*

### What frustrates:

*"You have to ask IT to integrate Figma mockups every time" (not equipped)*

*"A nightmare to manage, cumbersome configuration, layers of JS"*

### Weak signals 2027

- Empowering marketing through dedicated no-code tools
- Extension of landing pages to mobile / app



- Convergence of landing page + paywall + A/B testing into a single conversion building block

## **Closing remarks**

A young category (studied since 2024) making clear progress (6.5 → 7.3/10). In-house solutions dominate heavily (49%) for autonomy, but their quality depends on the degree of in-housing (3 to 10/10). Pool Engage is establishing itself as the reference dedicated tool (7.8/10). The 2027 challenge: further empower marketing and cover the app landing page, little addressed today.



## Web paywall

Average score: 7.6 /10 — Adoption rate: 97%

The web paywall manages access to paid content: it arbitrates between audience and subscription through content-locking rules, segmentation and conversion scenarios. It is a central and now almost universal building block of the subscription strategy.

Publishers expect their paywall to offer fine-grained targeting, dynamic scenarios adapting to the content and the user, autonomy on the marketing side, prediction through to conversion, and strict control of web performance.

### 2026 overview

Solution/Tool	Adoption rate	Average score	Range	% of scores ≥ 8	Standard deviation
Pool Access	46%	7.8	6 → 10	53%	1.09 - Consistent satisfaction
In-house solution	46%	7.8	4 → 10	59%	1.88 - Consistent satisfaction
Opper / Qiota	14%	6.8	5 → 10	40%	2.17 - Divided opinions

### Key observations

- A mature and well-rated category: 7.6/10 and 97% adoption, the paywall has become a commodity
- Pool Access leadership in a duopoly with in-house paywalls: 46% adoption each, tied on score (7.8/10)
- Pool Access commands consensus (standard deviation 1.1): "easy to use, powerful configuration"
- In-house paywall solutions polarise (4 → 10, standard deviation 1.8): technically simple but "not very customisable, no dynamic paywall"
- Opper / Qiota lagging behind: 14% and 6.8/10, deemed "rigid" despite good segmentation modules

### Real-world uses and workarounds

Beyond nominal use: Pool Access is repurposed as a cookie wall (generating consent walls); the in-house paywall serves as a simple foundation, complemented by Pool POCs for dynamic features.

Winning combinations: in-house foundation + Pool Access for segmentation and advanced scenarios; the two solutions frequently coexist within the same publisher.



## Contractual dynamics

Trends detected:

- Gradual shift from in-house paywalls to Pool Access for the dynamic and segmented paywall solution
- Growing demand for control of web performance

Three publisher profiles

- Large group profile: Pool Access for advanced segmentation, or a robust in-house solution
- Mid-sized publisher profile: Pool Access, the market standard
- Small publisher profile: simple in-house solution or Oppor / Qiota

Key insights by size:

- Pool Access, a cross-cutting standard: adopted across all sizes, with the strongest consensus (standard deviation 1.1)
- The in-house paywall holds up among large groups: a robust and simple foundation, but limited on dynamic features
- Oppor / Qiota among organisations already Oppor clients: consistency with the subscription manager
- The dynamic paywall, a dividing line: in-house publishers launch POCs to access it
- Web performance, a point of vigilance for high volumes: the paywall's impact on site performance

## Unmet needs

- Advanced dynamic paywall adapting to the content and the user, predictive models of conversion based on content and/or a personalised offer according to the user
- Fine-grained personalisation without technical intervention

## The voice of publishers

**What convinces:**

*"Very good satisfaction", "easy to use, powerful configuration"*

*"Technically operational and simple"*

**What frustrates:**

*"Performance problems and impact on site performance"*

*"No personalisation and no dynamic paywall" (in-house solution)*

**Weak signals 2027**

- Widespread adoption of the dynamic and contextual paywall
- Convergence of web + app paywall + cookie wall
- Increased pressure on web performance

## Closing remarks



A mature (7.6/10) and near-universal (97% adoption) category, structured as a perfect duopoly between Pool Access and in-house solutions (46% each, 7.8/10). Pool Access is establishing itself as the market standard with strong consensus, while the in-house paywall remains competitive but polarised between well-mastered foundations and limited solutions. The 2027 challenge: the dynamic paywall and control of web performance.



## Mobile app paywall

Average score: 6.8 / 10 — Adoption rate: 73%

The app paywall manages paid access within mobile applications: locking of premium articles, onboarding and conversion journeys, within the constrained framework of the stores. It is a younger and less universal building block than the web paywall.

Publishers expect their paywall to offer smooth onboarding journeys, A/B testing without dependency, targeting and good visualisation of mobile conversion data.

### 2026 overview

Solution/Tool	Adoption rate	Average score	Range	% of scores $\geq 8$	Standard deviation
In-house solution	35%	6.8	3 → 10	46%	2.42 - Divided opinions
Purchasely	30%	7.3	3 → 10	55%	1.74 - Consistent satisfaction
Pool Access	19%	7.0	5 → 8	33%	1.1 - Consistent satisfaction

### Key observations

- A category conditioned on the existence of an app: 73% equipped, 27% with no mobile app or on a hard paywall at installation
- In-house solution / Purchasely / Pool Access trio: three logics (in-housing, dedicated app tool, extension of the web)
- Purchasely, leader among dedicated app tools (30%, 7.3/10): A/B testing without tech dependency, onboarding, responsiveness
- The in-house solution highly polarised (3 → 10, standard deviation 2.3): well-mastered by some, "no targeting or onboarding" for others
- Constraining in-app context: less targeting and personalisation than on the web, due to the stores

### Real-world uses and workarounds

Beyond nominal use: the app paywall mainly serves to boost onboarding and in-app conversion; Purchasely enables A/B testing without calling on tech.

Winning combinations: Purchasely for the journey and onboarding + in-house solution for the paywall, or extension of Pool Access from web to app.

### Contractual dynamics



## Announced moves:

- Pool POCs launched by publishers currently on an in-house solution
- Implementations of Pool Access and recent integrations of Purchasely under way

## Trends detected:

- Rise of Purchasely as the standard among dedicated mobile app tools
- Extension of web paywalls (Pool) to the app; POCs to drive in-app conversion

## Three publisher profiles

- Large app group profile: Purchasely (journey, A/B testing) or Pool Access extended from the web (just launched, little hindsight)
- Mid-sized publisher profile: Purchasely or an in-house solution
- Small publisher profile: simple in-house solution or no application

## Key insights by size:

- Purchasely concentrated among app-first publishers: a dedicated tool for in-app onboarding and A/B testing
- The in-house solution holds up but remains limited by the in-app context (targeting, personalisation)
- Pool Access extends its coverage from web → app: consistency with the web paywall
- Non-adoption linked to the absence of an app or to a hard paywall at installation (subscription via the web)

## Unmet needs

- In-app targeting and personalisation (constrained context of the stores)
- In-app onboarding and conversion journey
- Dashboards and visualisation of app conversion data

## The voice of publishers

### What convinces:

*"The ability to A/B test without tech dependency, very good adoption of the tool by the business teams"*

*"Good business performance", "The tool meets our needs well"*

### What frustrates:

*"An internal solution that cannot handle onboarding and personalisation"*

*"We are somewhat the last wheel of the cart"*

### Weak signals 2027

- Purchasely towards a standard for in-app conversion
- Convergence of web + app paywall (Pool unifying the two)
- Rise of in-app onboarding as a conversion lever



## Closing remarks

A young category constrained by the existence of an app (73% adoption), structured as a Purchasely / In-house solution / Pool Access trio. Purchasely is establishing itself as the dedicated app tool (7.3/10) for A/B testing and onboarding without technical dependency, while the in-house paywall polarises strongly. The 2027 challenge: in-app targeting and onboarding, within the constrained framework of the stores.



## PSP (Payment methods)

Average score: 7.4/10 — Adoption rate: 86%

The payment service provider (PSP) collects subscription revenue and directly affects the reliability, security and cost of transactions. Beyond collection, it is becoming a retention lever through smart retry and automatic card updates.

Publishers expect their PSP to offer flawless technical reliability, a high acceptance rate, support for Apple Pay and Google Pay, clear reporting and anti-churn functions (dunning, card updates).

### 2026 overview

Solution/Tool	Adoption rate	Average score	Range	% of scores ≥ 8	Standard deviation
Stripe	43%	8.3	5 → 10	69%	1.4 - Consistent satisfaction
Adyen	8%	8.3	6 → 10	67%	1.7 - Divided opinions
In-house solution	8%	6.3	4 → 10	33%	2.6 - Strong polarisation
GoCardLess	5%	8.0	7 → 9	50%	1.4 - Consistent satisfaction
Ogone / Worldline	5%	5.5	5 → 6	0%	0.5 - Very strong consensus

### Key observations

- Stripe crushes the market: 43% adoption, 8.3/10 and 69% of scores ≥8 — reliability, API, reporting
- Adyen, also a top score (8.3/10): chosen for better acceptance rates, on the rise
- A highly fragmented market: more than 15 PSPs cited, often legacy banking solutions
- Legacy banking PSPs under-rated (Ogone/Worldline 5.5): robust but dated
- Cross-cutting challenges: Apple Pay / Google Pay, card acceptance rate and reporting

### Real-world uses and workarounds

Beyond nominal use: the PSP is becoming a retention lever (smart retry, card updates, anti-churn) well beyond simple collection.

Winning combinations: Stripe for the core + GoCardless for SEPA direct debit; local PSPs for Switzerland and Belgium (Postfinance, Worldline BE).



## Contractual dynamics

Announced moves:

- Migrations to Stripe (e.g. from Paybox)
- Switches to Adyen to improve the acceptance rate (several titles)

Trends detected:

- Consolidation around Stripe among new entrants
- Shift from legacy banking PSPs to Stripe / Adyen; Apple/Google Pay requirement

Three publisher profiles

- Large group profile: Stripe or Adyen (acceptance rate, multi-title management)
- Mid-sized publisher profile: Stripe, the de facto standard
- Local specificities profile: regional PSPs (Postfinance/Worldline in Switzerland-Belgium, Payline/Monext via bank)

Key insights by size:

- Stripe cross-cutting and dominant: adopted across all sizes, best consistency of satisfaction
- Adyen among large multi-title accounts: to optimise the acceptance rate
- Legacy banking PSPs among long-established organisations: robust but under-rated
- In-house solution polarised and in decline: Apple/Google Pay limitations and price increases
- Local constraints imposing specific PSPs: Switzerland and Belgium in particular

## Unmet needs

- Native support for Apple Pay and Google Pay
- Optimisation of the acceptance rate and card renewal
- LTV and forecast reporting

## The voice of publishers

**What convinces:**

*"Reliable, documented, functional, simple reporting"*

*"We've just migrated, it will increase the card acceptance rate"*

**What frustrates:**

*"We are not satisfied, we are migrating to Stripe"*

*"Does not handle Apple/Google Pay payments"*

**Weak signals 2027**

- Near-monopoly of Stripe among new entrants
- Rise of Adyen on the acceptance rate
- The PSP as an anti-churn tool (retention through payment)



## Closing remarks

A well-rated category (7.4/10) largely dominated by Stripe (43%, 8.3/10), which has become the de facto standard for its reliability and API. Adyen is rising on the acceptance rate. The market remains fragmented with a long tail of under-rated legacy banking PSPs. The 2027 challenge: Apple/Google Pay, acceptance rate and retention through payment.



## Newsletters

Average score: 6.9 /10 — Adoption rate: 100%

Tools for designing and sending newsletters and e-mailings are a central lever for loyalty and engagement for newsrooms. Simplified editing, deliverability, segmentation and reporting are the main expectations.

Publishers expect these tools to offer easy, customisable templates, excellent deliverability, advanced automation scenarios and multi-channel centralisation (email + push).

### 2026 overview

Solution/Tool	Adoption rate	Average score	Range	% of scores ≥ 8	Standard deviation
<b>Brevo (formerly Sendinblue)</b>	30%	7.1/10	5 → 10	36%	1.5 - Consistent satisfaction
<b>Selligent</b>	19%	7.1/10	6 → 9	43%	1.2 - Consistent satisfaction
<b>Ownpage (Groupe Qiota / Opper)</b>	16%	6.3/10	5 → 8	17%	1 - Consistent satisfaction
<b>Adobe campaign</b>	11%	6.8/10	4 → 9	50%	2.2 - Divided opinions
<b>Mediego</b>	11%	7.8/10	6 → 10	50%	1.7 - Consistent satisfaction
<b>In-house solution</b>	8%	7.3/10	6 → 9	33%	1.5 - Consistent satisfaction
<b>Mailjet</b>	8%	5.3/10	5 → 6	0%	0.6 - Very strong consensus
<b>Mailchimp</b>	8%	4.3/10	2 → 7	0%	2.5 - Divided opinions
<b>Batch</b>	8%	7.0/10	6 → 8	33%	1 - Very strong consensus
<b>Actito</b>	5%	8.5/10	7 → 10	50%	2.1 - Divided opinions

### Key observations

- The most fragmented market in marketing: more than 20 tools cited, one respondent in three using multiple tools
- Brevo, the equipment leader (30%, 7.1/10): good value for money
- Selligent, powerful but complex (19%, 7.1/10): modular, strong deliverability



- Mediego, best personalisation (7.8/10): personalisation algorithm, simple editing for journalists
- Mailchimp falling behind (4.3/10): expensive, poor customer service, ill-suited to editorial needs

## Real-world uses and workarounds

Beyond their nominal use: newsletters are often managed across multiple tools — a routing tool (Brevo, Selligent) paired with an editorial editing/personalisation component (Ownpage, Mediego).

Winning combinations: Ownpage (editorial editing) + Adobe or another routing tool (campaigns); Brevo + Mediego for algorithmic personalisation.

## Contractual dynamics

Announced moves:

- Switches from Selligent → Batch (pooling email + push)
- Migration to a dual Oppert + Imagino (CDP) setup

Trends detected:

- Rise of Batch at the crossroads of push + email
- Algorithmic personalisation (Mediego, Echobox) and CDP upstream of routing

Three publisher profiles

- Large group profile: Selligent or Adobe Campaign (powerful CRM) + editorial editing component
- Mid-sized publisher profile: Brevo or Selligent
- Small publisher profile: Brevo (value for money) or Mediego

Key insights by size:

- Brevo cross-cutting: mainly among organisations seeking value for money
- Selligent and Adobe among large CRM-driven groups: powerful but demanding in terms of skills
- Ownpage and Mediego for editorial editing: easily adopted by journalists, personalisation
- Batch emerging at the crossroads of push + email: channel pooling

## The voice of publishers

### What convinces:

*"Very effective, inexpensive, many features"*

*"The personalisation algorithm works well, increasing the click-through rate"*

### What frustrates:

*"A complex tool that requires highly technical profiles"*



### **Weak signals 2027**

- Convergence of email + push in unified platforms (Batch)
- Algorithmic personalisation of newsletters (Mediego, Echobox)
- Rise of CDPs upstream of routing (Imagino)

### **Final comment**

A universal category (100% equipment rate) but the most fragmented in marketing (more than 20 tools, score 6.9/10). Brevo dominates equipment (30%, 7.1) on value for money; Selligent and Adobe serve large CRM setups; Ownpage and Mediego drive editorial editing and personalisation. The 2027 challenge: email/push convergence and algorithmic personalisation.



## User feedback

Average score: 7.1 / 10 — Equipment rate: 76%

Feedback tools measure reader and subscriber satisfaction and loyalty in real time (surveys, NPS, panels). Fast, affordable and ideally connected to the rest of the stack, they are shared between marketing, product and newsroom teams.

Publishers expect these tools to offer simplicity, good value for money, capabilities for analysing and leveraging responses, and integration with the website and CRM tools.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Typeform	30%	7.0/10	4 → 9	36%	1.3 - Consistent satisfaction
Qualifio	19%	6.9/10	2 → 10	57%	2.6 - Divided opinions
In-house solution	8%	6.7/10	5 → 10	33%	2.9 - Divided opinions
Skeepers	8%	8.3/10	7 → 10	67%	1.5 - Consistent satisfaction
SurveyMonkey	5%	7.0/10	6 → 8	50%	1.4 - Consistent satisfaction

### Key observations

- A supplementary tool category: 76% equipped
- Typeform the leader (30%, 7.0/10): easy but "form-like", limited analysis capabilities
- Qualifio versatile (19%): competitions, surveys, panels — but highly polarised (2 → 10)
- Skeepers, best score (8.3/10): dedicated to satisfaction surveys and NPS
- No solution dedicated to media: generic tools repurposed for lack of a specialised offering

### Real-world uses and workarounds

Beyond their nominal use: feedback tools are repurposed — Qualifio for competitions and panels, Typeform/Tally for various forms, well beyond simple satisfaction measurement.

Winning combinations: Qualifio (games / panels) + Skeepers (NPS / satisfaction), or a general-purpose Typeform supplemented with an analysis component.

### Contractual dynamics



Announced moves:

- Switch underway to HubSpot forms (CRM alignment)

Trends detected:

- Alignment of feedback ↔ CRM/CDP (HubSpot)
- NPS / voice-of-the-customer specialisation (Skeepers) versus the general-purpose option (Typeform)

Three publisher profiles

- Large group profile: Qualifio (games / panels) + Skeepers (NPS)
- Mid-sized publisher profile: Typeform or Qualifio
- Small publisher profile: Typeform, Tally or Google Forms (lightweight/free), or no tool

Key insights by size:

- Typeform cross-cutting and general-purpose: present at all sizes for simple data collection
- Qualifio among publishers running games and panels: use extended beyond feedback
- Skeepers for structured NPS initiatives: the best score in the category
- Polarised and minimal in-house solution: often just a simple forms module
- Lack of tools linked to a lack of budget or use case: a category perceived as secondary

## Unmet needs

- A feedback solution dedicated to media (linked to the news cycle)
- Capabilities for analysing and leveraging responses (segments)
- Integration with the website and CRM tools

## The voice of publishers

### What convinces:

*"Can be used for games, polls, surveys. Widely adopted by the marketing teams".*

### What frustrates:

*"Excellent for data collection, but fairly limited analysis capabilities"*

*"Disappointed with the tool, we will be switching soon"*

### Weak signals 2027

- Alignment of feedback ↔ CRM / CDP (HubSpot)
- NPS and voice-of-the-customer specialisation (Skeepers)
- Demand for a solution dedicated to media

## Final comment



A supplementary category (7.1/10, 76% equipment rate) with no solution dedicated to media. Typeform dominates as a general-purpose tool (30%, 7.0) but disappoints on analysis; Qualifio appeals for games and panels despite strong polarisation; Skeepers earns the best score on NPS. The 2027 challenge: analysis, CRM integration and an offering designed for media.



## On-site engagement

Average score: 7.3 / 10 — Equipment rate: 65%

On-site engagement journey tools display targeted widgets (pop-ins, banners, sign-up forms) within the user journey to increase sign-ups, promote subscription and improve retention.

Publishers expect these tools to offer a rich gallery of formats, fine-grained targeting and segmentation, a high degree of autonomy on the marketing side, and extensive coverage across web and app.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Pool Engage	43%	7.4	5 → 10	50%	1.2 - Consistent satisfaction
In-house solution	14%	7.4	6 → 10	20%	1.5 - Consistent satisfaction
Opper / Qiota	5%	5.5	5 → 6	0%	0.7 - Very strong consensus

### Key observations

- Pool Engage dominates the category (43%, 7.4/10) and has doubled its equipment rate since 2024 (23% → 43%)
- Not yet a must-have category: 35% without a tool (budget)
- The gallery of formats, Pool's main strength: pop-ins and banners that are easy to activate, versatility praised
- The in-house solution is limited: "not as agile as Pool, tests limited to visuals and text"
- App coverage still weak: Pool strong on web, work remaining on the app side

### Real-world uses and workarounds

Beyond its nominal use: Pool Engage is repurposed as a Swiss army knife (pop-ins, banners, newsletter collection, acquisition, retention), well beyond the subscription journey alone.

Winning combinations: Pool Engage (journey) + a targeting tool (GTM, analytics), consistent with Pool Access (paywall).

### Contractual dynamics

Announced moves:



- Deployments and implementations of Pool Engage underway
- Website redesigns to extend the tool's use to more journeys

Trends detected:

- Standardisation of Pool Engage for on-site engagement
- Web → app extension and integration with targeting

Three publisher profiles

- Large group profile: Pool Engage (gallery of formats, targeting)
- Mid-sized publisher profile: Pool Engage or in-house solution
- Small publisher profile: lightweight in-house solution or no tool (budget)

Key insights by size:

- Pool Engage cross-cutting and dominant: widely adopted, with consensus
- In-house solution limited to simple uses: visuals and text, few advanced tests
- Consistency with Pool Access: among publishers already Pool clients on the paywall
- Lack of a tool linked to budget and the perceived ineffectiveness of internal solutions
- App coverage, the next frontier: still little addressed by the tools

## Unmet needs

- Coverage of journeys within the app (still weak)
- Advanced tests beyond visuals and text
- Less costly integration with the in-house CMS

## The voice of publishers

### What convinces:

*"Easy to use, powerful configuration options, we use it for lots of different things"*

*"A good lever for acquisition and retention via pop-ins and banners"*

### What frustrates:

*"Almost impossible to engage on-site visitors with solutions developed in-house"*

*"Costly integration with in-house CMS"*

### Weak signals 2027

- Pool Engage moving towards a standard for on-site conversion
- Web → app extension of engagement journeys
- Convergence of engagement + paywall (Pool)

## Final comment



A young category (studied since 2024) dominated by Pool Engage (43%, 7.4/10), which has doubled its equipment rate in a year. It is not yet a must-have (35% without a tool) and in-house solutions struggle to engage effectively. The 2027 challenge: app coverage and more advanced tests.



## PDF reader

Average score: 6.9 /10 — Equipment rate 92%

The PDF reader distributes the digital version of the newspaper, often ahead of the newsstand and integrated into the subscription offering. It maintains a regular appointment with the reader and contributes to retention.

Publishers expect their reader to offer technical stability, comfortable reading on web and app, secure content distribution and control over upgrade costs.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Milibris	30%	7.2/10	5 → 10	36%	1.3 - Consistent satisfaction
In-house solution	19%	7.9/10	3 → 10	86%	2.2 - Divided opinions
Twipe	19%	5.7/10	2 → 8	14%	1.9 - Consistent satisfaction
Calameo	8%	7.3/10	5 → 10	33%	2.5 - Divided opinions
Forecomm	5%	7.5/10	6 → 9	50%	2.1- Divided opinions
Immanens	5%	6.0/10	5 → 7	0%	1.4 - Consistent satisfaction

### Key observations

- A foundational category: 92% equipped, the reader is part of the subscription contract
- Milibris the leader (30%, 7.2/10): smooth reader on web + app, responsive support
- The in-house solution earns the best score (7.9/10, 86% of scores ≥8): stable and high-quality
- Twipe falling behind (5.7/10): expensive, little product innovation, security concerns
- Little enthusiasm: "part of the basic contract but does not generate strong enthusiasm"

### Real-world uses and workarounds

Beyond its nominal use: the reader is a retention product — a regular appointment announced via push and email, integrated into the subscription offering.



Winning combinations: Milibris for web + app comfort, or an in-house solution for technical control and cost.

## Contractual dynamics

Announced moves:

- Consideration of switching linked to cost (Twipe)

Trends detected:

- Pressure on costs (upgrades billed by vendors)
- Growing demand for secure distribution and product upgrades

Three publisher profiles

- Large group profile: Milibris (web + app, support) or a robust in-house solution
- Mid-sized publisher profile: Milibris or Twipe
- Small publisher profile: Calaméo, Forecomm, Immanens (lightweight and inexpensive) or in-house

Key insights by size:

- Milibris cross-cutting and the leader: the benchmark for reading comfort on web + app
- In-house solutions among publishers seeking control and cost efficiency: the best satisfaction (7.9/10)
- Twipe contested: on cost and pace of innovation
- Lightweight solutions for small organisations: Calaméo, Forecomm, Immanens
- A foundational, weakly differentiating category: essential but with little competitive stake

## Unmet needs

- Secure content distribution (off-platform)
- Product upgrades and reading comfort
- Cost control (billed upgrades)

## The voice of publishers

### What convinces:

"Very smooth reader, on both web and app, fairly responsive support"

"A high-quality and stable tool"

### What frustrates:

"Too expensive, tired of paying for every upgrade"

"Little responsiveness from the partner in resolving our issues"



### **Weak signals 2027**

- Internalisation (in-house) to control cost and security
- Security / DRM of digital distribution
- Convergence of reader + app + push (subscriber appointment)

### **Final comment**

A foundational category (6.9/10, 92% equipment rate), essential to the subscriber offering but weakly differentiating. Milibris is the leader (30%, 7.2) on web + app comfort; in-house solutions earn the best score (7.9); Twipe falls behind on cost and innovation. The 2027 challenge: cost, secure distribution and product upgrades.



## Moderation/UGC

Average score: 6.5 /10 — Equipment rate: 54%

Moderation and contribution management tools govern comments and User Generated Content to ensure constructive exchanges without degrading content quality. Moderation combines technology (AI) and human teams, often outsourced.

Publishers expect reliable and proactive moderation, unified on-site and social media coverage, AI capable of reducing false positives and negatives, and cost control.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Netino by Webhelp	35%	6.3/10	3 → 10	23%	1.7 - Consistent satisfaction
In-house solution	8%	8.3/10	7 → 10	67%	1.5 - Consistent satisfaction
Bodyguard.ai	8%	7.0/10	6 → 8	33%	1 - Very strong consensus

### Key observations

- A little-invested category: 46% without a tool (comments seen as time-consuming)
- Netino by Webhelp dominates (35%, 6.3/10) and is booming (6% → 26% → 35% since 2023): outsourced moderation
- In-house solutions earn the best score (8.3/10) but remain rare (8%)
- Bodyguard.ai drives AI (8%, 7.0/10): "runs on its own", automated moderation
- AI emerging but imperfect: "still a lot of gaps"

### Real-world uses and workarounds

Beyond their nominal use: multiple tools depending on the setting — on-site moderation (Netino, in-house), social media (Metricool), debates (Logora); AI (Bodyguard) automates the first level.

Winning combinations: Netino (on-site outsourcing) + an AI component (Bodyguard); in-house solution + an internally developed overlay for disputes.

### Contractual dynamics

Announced moves:

- Little movement; a few publishers considering switching solutions



- Partial re-internalisations to control cost and quality

Trends detected:

- Outsourcing of moderation (Netino) rising sharply
- Rise of moderation AI (Bodyguard), still imperfect; multiple tools on-site / social media

Three publisher profiles

- Large group profile: Netino (outsourcing) + AI (Bodyguard)
- Mid-sized publisher profile: Netino or Bodyguard.ai
- Small publisher profile: in-house solution or no tool (comments closed)

Key insights by size

- Netino cross-cutting but average satisfaction: the most widely used solution, without enthusiasm
- The in-house solution rare but highly satisfying: 8.3/10 where it is in place
- Bodyguard.ai among publishers betting on AI: automation of the first level of moderation
- No tool in the majority of organisations with a low volume of comments
- Moderation AI, an emerging frontier: promising but still imperfect

## Unmet needs

- Reliable moderation AI (reducing false positives and negatives)
- Unified on-site + social media coverage
- Control over the cost of outsourced moderation

## The voice of publishers

### What convinces:

*"Responsive, reliable and professional"*

*"Technical reliability, responsive and attentive support"*

### What frustrates:

*"Not very proactive"*

*"AI is emerging but there are still a lot of gaps"*

### Weak signals 2027

- Rise of moderation AI (Bodyguard, generative AI)
- Unification of on-site + social media moderation
- Re-internalisation to control cost and quality

## Final comment

The least-invested category in marketing (6.5/10, 54% equipment rate): moderation is still perceived as time-consuming and not very strategic. Netino by Webhelp



dominates outsourcing (35%, 6.3) and is booming, but disappoints on proactivity; in-house earns the best score (8.3); Bodyguard.ai drives AI. The 2027 challenge: reliable moderation AI and unified on-site / social media coverage.



## Push notifications

Average score: 7.6 /10 — Equipment rate: 86%

Push notifications inform users (web and app) in real time and boost engagement. Audience generators, they require careful calibration to remain a value-added service without becoming intrusive.

Publishers expect their push tools to offer easy interfacing with the CMS and CRM, fine-grained segmentation, web + app coverage and manageable ROI.

### 2026 overview

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Batch	51%	8.2/10	6 → 10	79%	1.0 - Consistent satisfaction
OneSignal	14%	7.2/10	6 → 9	40%	1.3 - Consistent satisfaction
Wonderpush	5%	6.5/10	5 → 8	50%	2.1 - Divided opinions
Firestore Cloud Messaging	5%	6.5/10	5 → 8	50%	2.1 - Divided opinions

### Key observations

- Batch dominates the market (51%, 8.2/10, 79% of ratings ≥8): "the benchmark", with widely praised support
- A mature and well-rated category (7.6/10), improving since 2023 (7.1)
- OneSignal, a simple alternative (14%, 7.2/10): "good and inexpensive" but sometimes siloed
- Web + app covered: Batch handles both push out and in-app push
- Key challenges: CMS/CRM integration, controllable ROI, aggregated multi-app dashboards

### Real-world uses and workarounds

Beyond nominal use: a frequent separation between marketing push (Batch) and editorial push (in-house or other), with the ambition to bring everything back onto Batch; web + app + in-app push.

Winning combinations: Batch for marketing + an editorial building block, gradually converging towards a single platform.

### Contractual dynamics



Announced moves:

- Switches to Batch and repatriation of editorial push onto Batch

Detected trends:

- Consolidation around Batch; convergence of push out + in-app
- Unification of marketing and editorial push

Three publisher profiles

- Large-group profile: Batch (segmentation, web + app, support)
- Mid-sized publisher profile: Batch or OneSignal
- Small publisher profile: OneSignal (simple, inexpensive), Google FCM or no tool in place

Key insights by size:

- Batch cross-cutting and dominant: the strongest consensus in the category (standard deviation 1.1)
- OneSignal for simplicity and cost: the alternative for smaller organisations
- Google FCM / Wonderpush as a technical add-on: basic uses
- Lack of tooling linked to the absence of an app or low publication volume
- Convergence of out + in-app: the next standard for the category

## Unmet needs

- Easier integration with the CMS and the CRM
- Controllable ROI and aggregated multi-app dashboards
- Unification of marketing and editorial push

## The voice of publishers

**What wins them over:**

*"The benchmark on the market"*

*"Very good support over many years"*

**What frustrates them:**

*"Good and inexpensive, but siloed"*

*"We run push campaigns but the ROI value isn't controllable"*

**Weak signals for 2027**

- Batch as a near-standard for publisher push
- Convergence of push out + in-app + email (unified platforms)
- Managing the ROI of notifications

## Final comment

A mature and well-rated category (7.6/10, 86% tooling rate), largely dominated by Batch (51%, 8.2/10) — the market benchmark for its support and its web + app coverage.



OneSignal plays the simple and economical alternative. The 2027 challenge: CMS/CRM integration, controllable ROI and convergence of marketing / editorial push.



## Data visualization

Average rating: 7.2 / 10 — Tooling rate: 84%

Data visualisation tools turn complex data into readable dashboards to steer strategy. Their usefulness extends to every team, hence a high tooling rate.

Publishers expect these tools to offer smooth connection to all data sources, autonomy in creating reports, and an overview of subscription / engagement / revenue.

### 2026 overview

Solution/Tool	Tooling rate	Average rating	Range	% of ratings ≥ 8	Standard deviation
Looker (Google Data Studio)	43%	6.9/10	3 → 10	38%	1.8 - Consistent satisfaction
Qlik	16%	7.3/10	5 → 10	33%	1.6 - Consistent satisfaction
Power BI	14%	6.4/10	4 → 10	40%	2.5 - Divided opinions
Tableau	14%	6.8/10	4 → 8	60%	1.8- Consistent satisfaction
In-house solution	8%	7.7/10	5 → 10	67%	2.5 - Divided opinions

### Key observations

- Looker / Data Studio the leader (43%, 6.9/10): free and integrated with Google, but "limited, requires technical expertise"
- A cross-cutting category (84% tooled), useful at all levels of the company
- The real issue: data aggregation — the retrieval and consolidation, more than the visualisation tool itself
- Dependence on data experts: "whatever the software, it depends on the business analyst"
- No tool that meets every team's needs: one publisher says they are "looking for the right one in 2026"

### Real-world uses and workarounds

Beyond nominal use: dataviz consolidates marketing and subscription KPIs (traffic, engagement, revenue), but the challenge is shifting to the upstream data stack.

Winning combinations: Looker (dashboard sharing) + Tableau/Qlik (expert analysis); Piano Workspace for publishers already using Piano.



## Contractual dynamics

Announced moves:

- Switches to Tableau Cloud; Qlik migration announced
- Several publishers actively looking for the "right tool" for 2026

Detected trends:

- Dissatisfaction with the universal tool and a shift of the challenge towards the data stack / CDP
- Looker's free-of-charge model as a major criterion; native integration into analytics

Three publisher profiles

- Large-group profile: Tableau / Qlik (expert analysis) + Looker (sharing)
- Mid-sized publisher profile: Looker or Power BI
- Small publisher profile: Looker (free) or in-house solution

Key insights by size:

- Looker cross-cutting and free: the most widespread, but polarised (3 → 10)
- Qlik and Tableau for expert analysis: at large groups with data teams
- Power BI polarised: by licences and complexity
- In-house satisfies but remains rare: 7.7/10 when it is in place
- The real challenge lies upstream: the data stack and the aggregation of sources

## Unmet needs

- A tool that meets the needs of every team
- Reliable aggregation and retrieval of data (data stack)
- An overview of subscription / engagement / revenue

## The voice of publishers

**What wins them over:**

*"Many possibilities and easy to use"*

*"Powerful and flexible"*

**What frustrates them:**

*"Complicated to manage, requires advanced mastery"*

*"A solution that's either too complicated or not sophisticated enough: we're looking for the right one in 2026"*

**Weak signals for 2027**

- A shift of value towards the upstream data stack / CDP
- The quest for a unified tool for all teams
- Native integration into analytics (Piano Workspace)



## Final comment

A cross-cutting and well-equipped category (84%, 7.2/10) but with no ideal tool. Looker / Data Studio dominates thanks to being free (43%, 6.9); Qlik and Tableau serve expert analysis; the in-house option satisfies when it is in place. The challenge is shifting to the upstream data stack — several publishers are still looking for "the right tool".



## A/B testing

Average rating: 7.0 / 10 — Tooling rate 57%

A/B testing tools compare different versions of pages to identify the best performers, ideally with autonomy and without overloading the technical teams. They are used above all on subscription journeys and the paywall.

Publishers expect these tools to offer easy set-up, controlled cost, respect for web performance and extended coverage to mobile.

### 2026 overview

Solution/Tool	Tooling rate	Average rating	Range	% of ratings ≥ 8	Standard deviation
<b>In-house solution</b>	19%	6.3/10	3 → 10	29%	2.29 - Divided opinions
<b>AB Tasty</b>	19%	7.6/10	6 → 10	43%	1.51 - Consistent satisfaction
<b>Kameleoon</b>	14%	6.8/10	5 → 8	60%	1.64 - Consistent satisfaction

### Key observations

- A category with moderate tooling: 43% not tooled (budget, time, the end of Google Optimize)
- In-house / AB Tasty duo: 19% tooling rate each
- AB Tasty, the best rating (7.6/10): UX/UI power and marketing autonomy, but "too expensive"
- In-house polarised (3 → 10): often "extremely limited", with overhauls under consideration
- Kameleoon contested: "complicated, very expensive for what we get out of it"

### Real-world uses and workarounds

Beyond nominal use: A/B testing is repurposed to replace development work, on subscription journeys and the paywall more than on editorial content.

Winning combinations: AB Tasty for marketing autonomy, or an in-house solution for cost; growing coupling with analytics (Amplitude).

### Contractual dynamics

Announced moves:

- Switches under way to Amplitude, Contentsquare or an in-house solution



- Re-insourcing under consideration to reduce costs

Detected trends:

- Cost rationalisation and a shift onto in-house or analytics
- App test coverage still weak; a gap left by the end of Google Optimize

Three publisher profiles

- Large-group profile: AB Tasty (power, autonomy) or Kameleoon
- Mid-sized publisher profile: AB Tasty or an in-house solution
- Small publisher profile: an in-house solution or no tool in place (budget)

Key insights by size:

- AB Tasty the qualitative leader: the best rating, but costly
- In-house polarised: depending on the level of investment made
- Kameleoon powerful but complex and expensive: mixed satisfaction
- No tool in place for the majority: insufficient budget and human resources
- App coverage still weak: testing mainly on the web

## Unmet needs

- Cost control (billed modules)
- Respect for web performance
- Test coverage on mobile applications

## The voice of publishers

### What wins them over:

*"Functional power, genuine autonomy for the marketing teams"*

*"Easy and not penalising for the site"*

### What frustrates them:

*"Too expensive"*

*"Very expensive for what we get out of it, each module drives the bill up"*

### Weak signals for 2027

- Rationalisation towards in-house or analytics (Amplitude)
- Test coverage on applications
- Integration of A/B testing + CRO + analytics

## Final comment

A category with moderate tooling (7.0/10, 57% tooled), marked by cost. In-house / AB Tasty duo (19% each): AB Tasty dominates on quality (7.6) but is judged expensive; in-house divides opinion. Kameleoon is powerful but complex. The end of Google Optimize has left a gap. The 2027 challenge: cost, web performance and app coverage.



## Games/Gamification

Average rating: 6.2 / 10 — Tooling rate: 43%

Games and gamification solutions attract and hold attention, increasing traffic and time spent. Coupled with personalisation, they also serve to collect data and promote subscription.

Publishers expect these tools to deliver innovation, varied and granularly controllable games, industrialisation (easy addition of games) and a CRM/data layer on casual gaming.

### 2026 overview

Solution/Tool	Tooling rate	Average rating	Range	% of ratings ≥ 8	Standard deviation
<b>In-house solution</b>	16%	6.5/10	4 → 10	33%	2.59 - Divided opinions
<b>RCI</b>	8%	6.7/10	5 → 9	33%	2.08 - Divided opinions
<b>Gamify</b>	8%	5.0/10	4 → 6	0%	1 - Very strong consensus
<b>Qualifio</b>	5%	7.0/10	7 → 7	0%	0 - Very strong consensus
<b>Keesing</b>	5%	8.0/10	7 → 9	50%	1.41 - Consistent satisfaction

### Key observations

- The least-tooled marketing category: 57% not tooled ("no need given our audience")
- In-house dominates (16%) but pulls the average down (6.5/10): "very heavy technically"
- RCI (8%, 6.7/10): a large catalogue of print + web games, optimised for mobile
- Gamify criticised (5.0/10): bugs on the reader, not very scalable
- A lack of innovation is pointed out; a CRM / casual gaming logic is emerging

### Real-world uses and workarounds

Beyond nominal use: games serve as a CRM layer on casual gaming (data collection, loyalty-building, subscription promotion) more than as pure entertainment.



Winning combinations: RCI / Keesing (catalogue) for print + an in-house solution for the web; Qualifio for marketing prize games.

## Contractual dynamics

Announced moves:

- Gamify contracts under way
- Overhauls of in-house solutions under consideration (technical limits)

Detected trends:

- Addition of a CRM layer on casual gaming
- Expectation of product innovation; multi-source print / web

Three publisher profiles

- Large print-group profile: RCI / Keesing (catalogue) + in-house web solution
- Mid-sized publisher profile: Qualifio or Gamify
- Small publisher profile: no tool in place ("no need")

Key insights by size:

- In-house dominant but not very satisfying: heavy technically, little innovation
- RCI / Keesing at print publishers with a strong games heritage
- Qualifio repurposed from feedback to prize games
- Widespread lack of tooling: audience perceived as not demanding it
- The CRM / casual gaming logic: the main avenue for the future

## Unmet needs

- Product innovation (varied and controllable games)
- Granular control and a CRM / data layer
- Industrialisation (easy addition of new games)

## The voice of publishers

**What wins them over:**

*"Large catalogue, quality of the games, mobile optimisation"*

*"A very good support agency for the development of our own games"*

**What frustrates them:**

*"In-house solution: very heavy technically, impossible to add new games"*

*"Very conventional games, impossible to control them granularly"*

**Weak signals for 2027**

- A CRM / data layer on casual gaming
- Industrialisation and control of games
- Gamification in the service of acquisition and loyalty-building



## Final comment

The least-tooled marketing category (6.2/10, 43% tooling rate): games remain a niche use, judged non-priority. In-house dominates but pulls the rating down ("heavy technically, no innovation"); RCI / Keesing serve the print heritage; Qualifio bridges to feedback. The 2027 challenge: innovation and a CRM / casual gaming layer.



## SEO

Average rating: 7.6 / 10 — Tooling rate: 70%

SEO tools optimise the visibility of sites: log and crawl analysis (technical), keyword position tracking, and content optimisation. Publishers generally combine several types of tools.

Publishers expect their SEO tools to provide reliable position data, actionable optimisation recommendations and coverage of the new challenges (Discover, GEO).

### 2026 overview

Solution/Tool	Tooling rate	Average rating	Range	% of ratings ≥ 8	Standard deviation
<b>OnCrawl</b>	27%	7.8/10	6 → 9	60%	1.03 - Consistent satisfaction
<b>ScreamingFrog</b>	24%	7.7/10	5 → 9	67%	1.41 - Consistent satisfaction
<b>SEMrush</b>	19%	7.9/10	6 → 10	57%	1.35 - Consistent satisfaction
<b>In-house solution</b>	11%	6.7/10	6 → 7	0%	0.58 - Very strong consensus
<b>Semji</b>	8%	7.3/10	5 → 9	67%	2.08 - Divided opinions
<b>YourTextGuru</b>	5%	8.5/10	8 → 9	100%	0.71 - Very strong consensus
<b>Sistrix</b>	5%	8.5/10	8 → 9	100%	0.71 - Very strong consensus
<b>Botscorner</b>	5%	8.0/10	8 → 8	100%	0 - Very strong consensus
<b>Similar Web</b>	5%	7.5/10	7 → 8	50%	0.71 - Very strong consensus

### Key observations

- A well-rated category (7.6/10) and very multi-tool: often 2 to 4 tools per publisher
- OnCrawl the leader (27%, 7.8/10): crawl and log analysis, often steered via an agency
- Screaming Frog (24%, 7.7/10): the "go-to" for technical crawling
- SEMrush (19%, 7.9/10): position and keyword tracking
- Complementarity of tool types: technical (crawl), position (SEMrush), content (YourTextGuru, Semji)



## Real-world uses and workarounds

Beyond nominal use: systematic combination of tools (crawl + position + content), often steered by an agency; repurposing for site migration and audience analysis.

Winning combinations: OnCrawl / Screaming Frog (technical) + SEMrush (position) + YourTextGuru / Semji (content).

## Contractual dynamics

Announced moves:

- Growing recourse to agencies (tools hosted on their side)
- Testing of tools to cover Discover and GEO

Detected trends:

- Gradual closing off of data access by Google (fewer positions retrieved)
- Emergence of Discover and GEO (Generative Engine Optimization); multi-tooling

Three publisher profiles

- Large-group profile: a complete stack in-house (OnCrawl + SEMrush + content tools)
- Mid-sized publisher profile: OnCrawl or SEMrush + Screaming Frog
- Small publisher profile: Screaming Frog, Yoast, Search Console (free) or an agency

Key insights by size:

- OnCrawl and Screaming Frog cross-cutting: on the technical side (crawl, logs)
- SEMrush for position tracking: and competitive analysis
- Content tools as a complement: YourTextGuru, Semji
- Frequent recourse to agencies: pooling of SEO tools
- Discover / GEO, a new front

## Unmet needs

- Position data in the face of the probable arrival of AIOverview in summer 2026
- Coverage of Discover and GEO (Generative Engine Optimization)
- Optimisation recommendations (beyond diagnosis)

## The voice of publishers

**What wins them over:**

*"Very satisfied, a more complete offering than the agency"*

*"Reliable and complete, effective position tracking"*

**What frustrates them:**



*"With Google closing off data access, the tools retrieve fewer and fewer positions"  
"Tools that are often underused and sometimes expensive relative to what we get out of them"*

**Weak signals for 2027**

- The rise of GEO (Generative Engine Optimization) and Discover
- Gradual closing off of Google data
- AI recommendations beyond diagnosis

**Final comment**

A well-rated category (7.6/10, 70% tooling rate) and resolutely multi-tool. OnCrawl and Screaming Frog dominate the technical side (crawl / logs), SEMrush position tracking, complemented by content tools. Recourse to agencies is frequent. The 2027 challenge: the closing off of Google data, Discover and GEO.



## Use of AI in marketing

— AI adopted in marketing by around 89% of respondents

Beyond the 17 tool categories, the survey asked publishers about their use of artificial intelligence in the course of their work. AI has already largely entered marketing practices, but at very varied levels of maturity.

Only 3 to 4 respondents say they do not use it and 2 make still very limited use of it. For the vast majority, AI has established itself as a day-to-day productivity assistant

### The tool landscape

Area of use	In what way	Tools cited
<b>Writing &amp; rephrasing</b>	Emails, sales pitches, short content, headlines, newsletter subject lines	ChatGPT, Gemini, Copilot
<b>Synthesis &amp; research</b>	Report summaries, information research, brainstorming	ChatGPT, Claude, Gemini
<b>Data analysis</b>	Insights, performance hypotheses, quantified analyses	ChatGPT, Gemini, in-house AI
<b>Visual creation</b>	Visuals, mock-ups, creative sets, landing pages	Canva, Figma Make, Gemini
<b>Editorial automation</b>	Keywords, headlines (Discover/Search), archive qualification	LLMs integrated into the editorial back office
<b>Development ("vibecoding")</b>	Python/SQL code, scripts, accelerating project development	Claude Code, Copilot
<b>In-house AI &amp; agents</b>	Subscriber analyses, operational agents, secure spaces	In-house tools, Dust, MAIA/LUCIA

The market is dominated by two players — ChatGPT (the most cited) and Gemini — followed by Copilot, Claude / Claude Code and Mistral. Notably, several major groups rely on secure in-house deployments (an in-house tool connected to ChatGPT/Gemini/Claude within a protected space, group AI, MAIA/LUCIA, Dust), and AI also arrives via the components integrated into market tools (Canva, Instapage, etc.). Governance and security are already concerns among the most structured publishers.

### Emerging advanced uses

- AI connected to data: an in-house AI linked to subscription managers and traffic platforms for acquisition / retention analyses
- Operational agents: creating agents to automate recurring tasks
- Editorial automation at scale: archive qualification, generation of keywords and headlines by channel



- Assisted development: "vibecoding" to accelerate the development and prototyping of projects

AI is adopted by nearly 9 out of 10 publishers, mainly for individual productivity gains (writing, summarising, ideating). A minority take the leap towards integrated and strategic uses: AI connected to subscriber data, agents, editorial automation. The main challenge is no longer adoption but the ability to industrialise AI and connect it to the data stack — the next frontier of differentiation.



## Summary of the marketing tools section

— Average score: 7.1 / 10

The marketing stack of news publishers scores an average of 7.1/10 in 2026, calculated across all the tools in the 17 categories studied (490 rated responses).

This is a decent level of satisfaction for the broadest category: the tools meet essential needs, but no category reaches excellence and the scores remain tightly clustered, between 6.2 (Subscription manager, Games) and 7.6 (Web analytics, Web paywall, Push notifications, SEO).

Over three years, this score has risen steadily: on a comparable basis, it goes from 6.6/10 in 2023 to 7.0 in 2024, then 7.1 in 2026.

The market has therefore stabilised at a good level: the room for improvement now lies less in the tools themselves than in their integration and industrialisation — connection to data, convergence of channels and the rise of AI.

### Trend in scores since 2023 and the leading tools in 2026

Category	2023 Score	2024 Score	2026 Score	Trend 2024 → 2026	Leading tool
<b>Web analytics</b>	6.7/10	7.3/10	7.6/10	↑	AT Internet / Piano Analytics
<b>Mobile analytics</b>	Not studied	6.8/10	7.1/10	↑	In-house solution
<b>Subscription manager</b>	5.8/10	6.1/10	6.2/10	↑	GLI / Ediis / Magellan
<b>Landing pages</b>	Not studied	6.5/10	7.3/10	↑	In-house solution
<b>Web paywall</b>	6.9/10	7.5/10	7.6/10	↑	Pool Access and In-house solution
<b>App paywall</b>	6.9/10	7.5/10	6.8/10	↓	In-house solution
<b>PSP (Payment methods)</b>	Not studied	7.3/10	7.4/10	↑	Stripe
<b>Newsletters</b>	6.7/10	7.1/10	6.9/10	↓	Brevo (formerly Sendinblue)
<b>Feedback</b>	Not studied	7.3/10	7.1/10	↓	Typeform



<b>On-site engagement</b>	Not studied	7.5/10	7.3/10	↓	Pool Engage
<b>PDF reader</b>	6.7/10	6.7/10	6.9/10	↑	Milibris
<b>Moderation/UGC</b>	6.0/10	6.6/10	6.5/10	↓	Netino by Webhelp
<b>Push notifications</b>	7.1/10	7.7/10	7.6/10	↓	Batch
<b>Data visualization</b>	7.0/10	7.3/10	7.2/10	↓	Looker / Google Data Studio
<b>A/B testing</b>	6.8/10	6.7/10	7.0/10	↑	AB Tasty
<b>Games/Gamification</b>	Not studied	6.5/10	6.2/10	↓	In-house solution
<b>SEO</b>	Not studied	7.8/10	7.6/10	↓	OnCrawl

Leading tool = the solution most cited in the category; in the event of a tie, the highest average score decides between the solutions.

### Top 3 most satisfying categories

- Web Analytics: 7.6/10
- Web Paywall: 7.6/10
- Push Notifications: 7.6/10

### Top 3 least satisfying categories

- Subscription manager: 6.2/10
- Games / Gamification: 6.3/10
- Moderation / Contributions: 6.6/10

### 3 main trends

The web foundation is very largely mature and media outlets are well equipped:

- Web Analytics 100% equipment rate,
- Newsletters & e-mailings 100% equipment rate,
- Web Paywall 97% equipment rate,
- Subscription manager 95% equipment rate

The main areas of non-equipment are

- Games / Gamification (57%)
- Moderation / Contributions (46%)
- A/B Testing (43%)



AI is already used by 33 out of 37 respondents (i.e. 89%), with uses dominated by writing, analysis and creation and geared towards productivity gains.

### **3 concrete recommendations**

- Prioritise a unified data / CRM / CDP / reporting layer in order to meet the recurring demands for a 360 view, cross-referencing of data and centralised management.
- Strengthen A/B testing, CRO and journey analysis: 43% of respondents are not equipped with A/B testing and several responses point to a need for tests, cohorts and funnel tracking.
- Before adding new components, rationalise licences, improve adoption and develop in-house skills, in response to the verbatims on the costs, heterogeneity and under-use of tools.



### III. Editorial team tools

*by Maxime Hanssen, senior reporter at Challenges*

#### The respondents

31 respondents to the Editorial questionnaire: Ouest-France, L'Informé, Pour la Science, Tribune de Lyon, La Tribune, 20 Minutes, Reworld Media, SEPASAL, COGITERRA (Actu environnement), Que Choisir, Groupe Sud Ouest, Reporterre, Groupe Mind, La Voix du Nord, Libération, L'Humanité, Groupe Les Echos Le Parisien, Centre-France La Montagne, BFM, Les Jours, Zoomdici, Le Parisien, Brief Media, Télérama, Bayard / La Croix, Paris Match, NGPA, Réussir-Agra, L'Équipe, Routard.com and Le Nouvel Obs.

#### The tool categories studied

Here is the complete list of the 9 editorial tool categories analysed:

- Editorial planning
- CMS (content management)
- Publishing on social networks
- Live management
- Map production
- Editorial infographics
- Natural language transcription (speech-to-text)
- Automatic reading of content (text-to-speech)
- Correction and writing assistance



## Editorial planning

Average score: 6.7/10 — Equipment rate: 97%

Editorial planning tools organise editorial meetings, publication calendars, print/web rundowns and production trade-offs. They form the daily coordination layer between newsroom, editing, sub-editing, print, web and sometimes audio/video.

### Trend in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Google tools</b>	30% equipment Score 6.8/10	33% equipment Score 6.6/10	49% equipment Score 6.3/10	48% equipment Score 6.3/10
<b>Microsoft tools</b>	9% equipment Score 6.8/10	Not studied	28% equipment Score 6.4/10	32% equipment Score 6.0/10
<b>In-house solution</b>	33% equipment Score 6.9/10	23% equipment Score 7.6/10	30% equipment Score 6.8/10	29% equipment Score 7.4/10
<b>Trello</b>	12% equipment Score 7.2/10	13% equipment Score 7.0/10	19% equipment Score 6.4/10	13% equipment Score 7.0/10
<b>Notion</b>	Cited	Cited	11% equipment Score 8.6/10	10% equipment Score 8.0/10



## 2026 Overview

Solution/Tool	Equipment rate	Average score
Google tools	48%	6.3/10
Microsoft tools	32%	6.0/10
In-house solution	29%	7.4/10
Trello	13%	7.0/10
Notion	10%	8.0/10
DeskNet	3%	7.0/10
Metricool	3%	7.0/10

## Commentary

Long underestimated, the editorial planning tool is nonetheless becoming one of the nerve centres of news production platforms. In an era of "liquid" content, adapted across several channels, its function is crucial: organising topics, coordinating teams, anticipating formats and providing visibility across the entire editorial chain.

Yet the category remains dominated by makeshift arrangements: Google Workspace, Microsoft tools, shared spreadsheets or in-house solutions. These tools are generally judged functional, but they still rely largely on human intervention, manual trade-offs and sometimes scattered information flows.

The paradox is all the stronger given that AI penetration here remains very low, with only 6.45% of respondents reporting a use, whereas AI could precisely help to centralise information, streamline workflows and better connect planning, CMS and multichannel publishing.

## Worth noting

- Most cited solutions in 2026: Google tools (48%), Microsoft tools (32%), In-house solution (29%).
- Planning confirms a long-standing tension: the most widely used tools are generalist suites, but the verbatims call for CMS integration. Google has remained stable in equipment since 2024 and its score remains low; Notion maintains high satisfaction but remains modest in penetration.

## A few remarks

*"It's makeshift, we're going to work on finding a much better solution this year"*

*"It would be better if everything were integrated into the CMS"*

*"Lack of integration with our CMS"*

*"Tools not connected to each other, too many free solutions so not very effective"*

*"Our editorial schedules and menus are not "dynamic" because they are done via Google Sheets"*



*"The print newsroom works with Excel files, which is not very convenient."*



## CMS (Content Management System)

Average score: 7.4/10 — equipment rate: 100%

### AI penetration

The CMS is by far the category where AI is most integrated: 14 out of 31 respondents report a use, i.e. 45.16%, plus 1 respondent in testing. The CMS is becoming the main entry point for editorial AI. Here, AI does not present itself first and foremost as an article-generation tool, but as a layer of assistance for formatting, enrichment, SEO, tagging and publishing productivity.

Uses: editing, pre-editing, headline writing, standfirsts, photo captions, tagging, classification, section selection, article summarisation, link recommendations, internal linking, video/photo recommendations, caption translation, paragraph rewriting, interview transcription, geolocation.

### Trend in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>In-house solution</b>	30% equipment Score 7.3/10	25% equipment Score 7.4/10	28% equipment Score 8.1/10	19% equipment Score 8.3/10
<b>WordPress</b>	19% equipment Score 8.1/10	20% equipment Score 6.6/10	28% equipment Score 7.3/10	13% equipment Score 7.8/10
<b>Drupal</b>	26% equipment Score 5.6/10	8% equipment Score 6.0/10	17% equipment Score 6.5/10	13% equipment Score 5.8/10
<b>Eidos</b>	9% equipment Score 7.2/10	Cited	9% equipment Score 6.0/10	10% equipment Score 6.3/10
<b>Swyp</b>	Not cited	Not cited	Not cited	16% equipment Score 7.0/10
<b>Cue</b>	Cited	Cited	Cited	10% equipment Score 8.0/10
<b>Sirius</b>	Cited	Cited	Cited	10% equipment Score 9.3/10



## 2026 Overview

Solution/Tool	Equipment rate	Average score
In-house solution	19%	8.3/10
Swyp	16%	7.0/10
WordPress	13%	7.8/10
Drupal	13%	5.8/10
Eidos	10%	6.3/10
Cue	10%	8.0/10
Sirius	10%	9.3/10
Storm	6%	7.5/10
S-Pulse	6%	6.0/10
Arc XP	6%	7.5/10
Strapi	3%	9.0/10
Cléo	3%	2.0/10
Spip	3%	7.0/10
Melody	3%	5.0/10

## Commentary

Long thought of as a simple input and publishing tool, the CMS is gradually becoming the newsroom's production cockpit: In 2026, all respondents are equipped and the category remains decently rated, at 7.4/10. But this maturity masks a strong fragmentation: no solution truly stands out, with in-house CMSs coming out on top at only 19% equipment. The clearest signal lies in satisfaction: in-house solutions remain the best rated, at 8.3/10, proof that newsrooms above all value the fine-tuned adaptation to their needs.

The CMS also concentrates the most advanced use of editorial AI, with 45.16% penetration, mainly around web editing: headline writing, standfirsts, tags, classification, links, media, rewriting or enrichment. The challenge is therefore no longer merely to publish, but to make the CMS a smooth and open interface

## Worth noting

- Most cited solutions in 2026: In-house solution (19%), Swyp (16%), WordPress (13%).
- The in-house CMS is not growing in penetration in the 2026 sample, but it achieves higher satisfaction than all the recurring major families. Drupal remains the signal of technical debt: present over the long term, but regularly rated less well than more flexible or better-integrated alternatives.

## A few remarks

*"Powerful CMS but modifications require developer expertise"*



*"Powerful solution, both flexible and complex, but rather costly. Also integrates Print tools."*

*"For now, it does not integrate pushes, publishing on social networks, audience measurement, editorial planning."*

*"The production CMS needs upgrades and we are dependent on the vendor"*

*"In-house solution, flexible and it is possible to make upgrades. Also adapts to each publisher, despite a common foundation"*

*"Tool designed by journalists to save them time and be effective in SEO"*

*"CMS designed for web-first production, so it fits our strategy BUT has struggled to evolve for some time (2/3 years)"*



## Publishing on social networks

Average score: 7.4/10 — Equipment rate: 77%

Social publishing tools are used to schedule, publish and track content on the platforms. They are appreciated when they reduce repetitive manipulations, but remain contested when the tool is not connected to the CMS.

### AI penetration

Social networks constitute the second-largest hub of AI use: 10 out of 31 respondents report a use, i.e. 32.26%. Here AI is mainly used as a social copywriting aid: rewriting, adaptation, hooks, prompts. It remains an assistance tool, not an automation of editorial or publishing decisions.

Uses: rewriting posts, hooks, prompts, social adaptations, ChatGPT, Copilot.

### Trend in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Non.li</b>	12% equipment Score 8.0/10	17% equipment Score 8.0/10	45% equipment Score 8.0/10	45% equipment Score 8.1/10
<b>Echobox</b>	23% equipment Score 6.7/10	22% equipment Score 6.7/10	13% equipment Score 6.8/10	3% equipment Score 7.0/10
<b>Hootsuite</b>	14% adoption Score 6.2/10	8% adoption Score 7.0/10	Cited	Not cited
<b>Agorapulse</b>	Cited	Cited	6% adoption Score 5.3/10	3% equipment Score 7.0/10
<b>In-house solution</b>	Cited	5% adoption Score not published	Not cited	Not cited

### Panorama 2026

Solution/Tool	Adoption rate	Average score
<b>Non.li</b>	45%	8.1/10
<b>Fedica</b>	6%	8.5/10
<b>Sprinklr</b>	6%	5.5/10
<b>Swello</b>	3%	8.0/10
<b>Marfeel Amplify</b>	3%	7.0/10



<b>Buffer</b>	3%	7.0/10
<b>Agorapulse</b>	3%	7.0/10
<b>Echobox</b>	3%	7.0/10
<b>SocialFlow</b>	3%	1.0/10
<b>Zoho Social</b>	3%	6.0/10

## Of note

- Most frequently cited solutions in 2026: Non.li (45%), Fedica (6%), Sprinklr (6%).
- Non.li is the clearest case of consolidation: from 12% in 2022 to 45% in 2024 and again in 2026, with a score of around 8/10.
- Pioneering tools such as Echobox and Hootsuite play a less structuring role in the 2026 panel.

## A few remarks

*"The tool saves a considerable amount of time in relaying all of the content."*

*"The tool hasn't evolved, doesn't integrate any AI component, and is becoming obsolete."*

*"It isn't integrated into the CMS."*

*"After testing Echobox and Hootsuite, we post less often, but manually. It's more effective."*



## Live blogging management

Average score: 7.8/10 — Adoption rate: 42%

Live tools make it possible to provide continuous coverage of an event, breaking news, or an editorial live feed. The category remains less widespread than CMS or infographics, but it is becoming structuring for newsrooms that work in real time.

### AI penetration

Live blogging management remains very lightly penetrated by AI: 2 out of 31 respondents report using it, i.e. 6.45%, with 4 don't-knows. AI is not yet used as a core tool for running or producing live coverage; it appears mainly downstream, to summarise or condense content.

Uses: live summary, after-the-fact synthesis.

### Trends in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>In-house solution</b>	Not studied	20% equipment Score 8.7/10	28% adoption Score 8.8/10	23% adoption Score 7.3/10
<b>Arena</b>	Not studied	5% equipment Score 6.0/10	4% adoption Score 7.5/10	Not cited
<b>LiveBlog / Live Center</b>	Not studied	5% equipment Score 5.7/10	4% adoption Score 5.0/10	Not cited
<b>Storm Live</b>	Not studied	Not cited	Not cited	6% adoption Score 10.0/10
<b>Tickaroo</b>	Not studied	Not cited	Not cited	3% adoption Score 9.0/10

### Panorama 2026

Solution/Tool	Adoption rate	Average score
<b>In-house solution</b>	23%	7.3/10
<b>Storm Live</b>	6%	10.0/10
<b>Cléo</b>	3%	5.0/10
<b>Cue</b>	3%	9.0/10
<b>Tickaroo</b>	3%	9.0/10



DSAS	3%	8.0/10
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## Of note

- Most frequently cited solutions in 2026: In-house solution (23%), Storm Live (6%), Cléo (3%).
- Live blogging confirms the premium placed on integrated or in-house solutions.
- The category score has risen slightly since 2023, but adoption remains in the minority: the category concerns above all newsrooms that make regular editorial use of live coverage.

## A few remarks

*"Strong user buy-in, numerous features, and great stability."*

*"Impossible to work on a live feed with several people at the same time."*

*"Solution developed in-house, which therefore meets our needs exactly since 2022."*

*Smooth, fast, scalable."*



## Map production

Average score: 6.8/10 — Adoption rate: 71%

Editorial mapping tools make it possible to produce interactive or static maps from geographic data. Respondents weigh ease of use, control over data, cost, mobile rendering, and adaptation to the brand's visual guidelines.

## AI penetration

AI remains weakly present in map production: 3 out of 31 respondents report using it, i.e. 9.68%. The responses do not describe automatic map generation, but rather upstream involvement: data processing, enrichment, or geolocation.

Uses: data processing, map preparation, geolocation of articles.

## Trends in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Google Maps</b>	9% adoption Score 8.0/10	12% adoption Score 6.1/10	19% adoption Score 7.6/10	35% adoption Score 6.7/10
<b>Datawrapper</b>	Cited	3% adoption Score 6.0/10	23% adoption Score 7.2/10	32% adoption Score 7.0/10
<b>OpenStreetMap</b>	Cited	Cited	Cited	26% adoption Score 6.0/10
<b>In-house solution</b>	Not cited	18% adoption Score 7.1/10	9% adoption Score 6.8/10	10% adoption Score 8.0/10
<b>Flourish</b>	5% adoption Score 6.3/10	Not cited	Cited	10% adoption Score 7.3/10

## Panorama 2026

Solution/Tool	Adoption rate	Average score
<b>Google Maps</b>	35%	6.7/10
<b>Datawrapper</b>	32%	7.0/10



<b>OpenStreetMap</b>	26%	6.0/10
<b>In-house solution</b>	10%	8.0/10
<b>Flourish</b>	10%	7.3/10
<b>QGIS</b>	6%	8.5/10
<b>Khartis</b>	3%	9.0/10
<b>Adobe Illustrator</b>	3%	8.0/10
<b>MapsCreator</b>	3%	8.0/10

### Of note

- Most frequently cited solutions in 2026: Google Maps (35%), Datawrapper (32%), OpenStreetMap (26%).
- Mapping is the category that has receded in 2026 compared with 2024. Datawrapper and Google Maps are gaining adoption over the long term, but satisfaction remains divided, notably because of cost, mobile rendering, and data retention.

### A few remarks

*"The mobile rendering isn't great."*

*"I would prefer a solution that lets us keep the data we produce rather than entrusting it to a third-party provider."*



## Editorial infographics

Average score: 7.3/10 — Adoption rate: 84%

Editorial infographic tools are used to turn data or complex explanations into visual formats, whether interactive or static. The category often relies on a combination of data journalism tools, design tools, and web publishing solutions.

### AI penetration

AI is more present in infographics than in maps: 5 out of 31 respondents report using it, i.e. 16.13%, plus 1 respondent trialling it. Its use nonetheless remains contained: AI mainly serves to prototype, extract, analyse, or test ideas, rather than to directly produce publishable visuals.

Uses: roughs, idea testing, Adobe Firefly, data extraction, data processing prior to infographics, document analysis, Notebook LLM.

Notable quote: "The studio uses Adobe Firefly for roughs intended for illustrators, or to test infographic ideas. But publishing images entirely designed by an AI is prohibited under our guidelines."

### Trends in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Flourish</b>	18% equipment Score 7.5/10	32% equipment Score 7.9/10	45% equipment Score 7.2/10	48% equipment Score 7.4/10
<b>Datawrapper</b>	19% equipment Score 7.1/10	35% equipment Score 7.3/10	28% equipment Score 7.2/10	29% equipment Score 7.4/10
<b>Adobe Illustrator</b>	14% equipment Score 6.5/10	20% equipment Score 6.4/10	28% equipment Score 7.8/10	29% equipment Score 7.3/10
<b>Canva</b>	Cited	Not cited	43% equipment Score 7.8/10	19% equipment Score 6.7/10
<b>Infogram</b>	12% equipment Score 6.2/10	Cited	Cited	13% equipment Score 8.2/10



## Panorama 2026

Solution/Tool	Adoption rate	Average score
Flourish	48%	7.4/10
Adobe Illustrator	29%	7.3/10
Datawrapper	29%	7.4/10
Canva	19%	6.7/10
Infogram	13%	8.2/10
Piktochart	6%	8.0/10
In-house solution	6%	6.5/10
Highcharts	3%	7.0/10
Figma	3%	10.0/10
Hype	3%	8.0/10
Observable	3%	8.0/10

### Of note

- Most frequently cited solutions in 2026: Flourish (48%), Adobe Illustrator (29%), Datawrapper (29%).
- Flourish and Datawrapper are lastingly structuring the category, joined by Canva in recent years. Multi-tool adoption is the norm, but it brings to light difficulties with graphic harmonisation and technical integration.

### A few remarks

*"The versatility of the tools, which adapt to different needs."*

*"Tools that each effectively meet specific needs but are difficult to harmonise with one another (technical integration, harmonisation of visual guidelines, etc.)."*

*"Infographic production is entirely in the hands of the layout studio, for print needs, with a web version in post-production. Not necessarily the most agile process...."*



## Speech-to-text

Average score: 7.6/10 — Adoption rate: 61%

Speech-to-text tools automate the transcription of interviews, conferences, or field reports. They speed up rough-cutting but are still assessed on recognition quality, handling of multiple voices, licence cost, and integration into workflows.

### Trends in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Trint</b>	7% adoption Score 7.3/10	12% adoption Score 7.4/10	26% adoption Score 7.1/10	19% adoption Score 7.8/10
<b>Google Cloud Speech-to-Text</b>	Not cited	Not cited	6% adoption Score 8.0/10	3% adoption Score 4.0/10
<b>Microsoft Azure Speech</b>	Not cited	Not cited	4% adoption Score 8.5/10	3% adoption Score 8.0/10
<b>Google Pinpoint</b>	Not cited	Cited	Cited	10% adoption Score 7.3/10
<b>In-house solution</b>	Not cited	Not cited	Not cited	10% adoption Score 9.3/10

### Panorama 2026

Solution/Tool	Adoption rate	Average score
<b>Trint</b>	19%	7.8/10
<b>Google Pinpoint</b>	10%	7.3/10
<b>In-house solution</b>	10%	9.3/10
<b>Happy Scribe</b>	6%	6.5/10
<b>Whisper / OpenAI</b>	3%	9.0/10
<b>Vook.ai</b>	3%	8.0/10
<b>Wildmoka</b>	3%	6.0/10
<b>Slack</b>	3%	6.0/10
<b>Sonix</b>	3%	8.0/10
<b>Google Cloud Speech-to-Text</b>	3%	4.0/10
<b>Microsoft Teams</b>	3%	5.0/10
<b>Microsoft Azure Speech</b>	3%	8.0/10



TurboScribe	3%	9.0/10
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## Of note

- Most frequently cited solutions in 2026: Trint (19%), Google Pinpoint (10%), In-house solution (10%).
- Speech-to-text is maturing: the category rises from 6.9/10 in 2023 to 7.6/10 in 2026. Trint remains the market benchmark, but in-house solutions and components such as Google Pinpoint or Whisper/OpenAI point to a phase of tool-supported experimentation.
- According to several accounts of hands-on experience, there is little unified in-house solution and therefore a proliferation of personal uses and tools.

## A few remarks

*"Useful for basic rough-cutting work, effective for interviews... the results are less good in open environments (a round table at a trade show, for example)."*

*"Each journalist has their own tool off in their own corner."*

*"Very effective, few or no errors."*



## Text-to-speech

Average score: 7.6/10 — Adoption rate: 42%

Text-to-speech solutions turn articles or written content into audio formats. They open up uses in accessibility, audio distribution, and the leveraging of archives, but remain under-deployed within the panel.

### Trends in recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>ETX Studio</b>	5% equipped Score 6.7/10	10% equipped Score 7.0/10	9% equipped Score 6.2/10	6% equipped Score 7.0/10
<b>Microsoft Azure Text-to-Speech</b>	Not cited	7% equipped Score 6.0/10	6% equipped Score 8.0/10	6% equipped Score 7.0/10
<b>Saoti</b>	Not cited	Cited	15% equipped Score 7.6/10	3% equipped Score 9.0/10
<b>ODIA</b>	Cited	Cited	6% equipped Score 6.7/10	3% equipped Score 8.0/10
<b>Podle</b>	Not cited	Cited	6% equipped Score 9.0/10	10% equipped Score 8.3/10
<b>Google Text-to-Speech</b>	Not cited	Not cited	Cited	6% equipped Score 8.0/10

### Panorama 2026

Solution/Tool	Equipment rate	Average score
<b>Podle</b>	10%	8.3/10
<b>Google Text-to-Speech</b>	6%	8.0/10
<b>ETX Studio</b>	6%	7.0/10
<b>Microsoft Azure Text-to-Speech</b>	6%	7.0/10
<b>ElevenLabs</b>	3%	6.0/10
<b>Audion</b>	3%	7.0/10
<b>ODIA</b>	3%	8.0/10
<b>Saoti</b>	3%	9.0/10



## Of note

- Most cited solutions in 2026: Podle (10%), Google Text-to-Speech (6%), ETX Studio (6%).
- Text-to-speech remains an emerging category but is recovering noticeably within the 2026 panel. The market remains fragmented and dependent on the perceived quality of the voices.
- The high scores of Podle or Saooti should be read with caution, as the respondent volumes are low.

## A few comments

*"Good satisfaction but still under-used on our platform."*

*"Good quality of the synthetic voices, but still a tedious environment."*

*"Effective, with human voices, even if a few words always come out a little oddly."*



## Proofreading and writing assistance

Average score: 7.2/10 — Equipment rate: 77%

Proofreading and writing-assistance tools support spelling, grammar, typography, vocabulary and sometimes rewording. They are strongly linked to editorial quality requirements and to CMS integration.

### Trends among recurring solutions

Solution/Tool	2022	2023	2024	2026
<b>Prolexis</b>	Not studied	Not studied	61% equipped Score 7.3/10	61% equipped Score 7.1/10
<b>Antidote</b>	Not studied	Not studied	11% equipped Score 8.8/10	6% equipped Score 7.5/10
<b>MerciApp</b>	Not studied	Not studied	7% equipped Score 8.0/10	10% equipped Score 8.3/10
<b>LanguageTool</b>	Not studied	Not studied	Cited	3% equipped Score 9.0/10
<b>Grammarly</b>	Not studied	Not studied	Cited	3% equipped Score 10.0/10

### Panorama 2026

Solution/Tool	Equipment rate	Average score
<b>Prolexis</b>	61%	7.1/10
<b>MerciApp</b>	10%	8.3/10
<b>Antidote</b>	6%	7.5/10
<b>In-house solution</b>	3%	5.0/10
<b>AI API</b>	3%	9.0/10
<b>LanguageTool</b>	3%	9.0/10
<b>Grammarly</b>	3%	10.0/10

### Of note

- Most cited solutions in 2026: Prolexis (61%), MerciApp (10%), Antidote (6%).



- Prolexis remains dominant as in 2024, but its average score dips slightly in the 2026 sample. Alternatives such as MerciApp, Antidote or LanguageTool appear mainly as complements or individual uses rather than as a wholesale replacement.
- This category nonetheless confirms a rise in the use of AI, or at least in testing it. Use of LLMs outside the CMS to proofread texts. "Copilot, ChatGPT 5.2 for styling, suggested corrections and improvements."

## **A few comments**

*"Tool not integrated into our CMS."*

*"Command of our dictionary and typographical specifics. Integration with all our editorial tools."*

*"Obvious errors go uncorrected, and conversely the tool flags non-existent errors because it struggles to understand certain phrasings."*



## Summary of the editorial tools section

— Average score: 7.2/10

The editorial team's tools cover the entire editorial production cycle: organising topics, producing in the CMS, adapting content for social media, covering live events, enriching formats with maps or infographics, automating transcription, voicing content and safeguarding linguistic quality.

In 2026, the panel shows a newsroom that is properly equipped but still insufficiently integrated.

The average tool score reaches 7.2/10, while the overall fit of the editorial stack to the newsroom's needs is lower, at 6.9/10.

This gap echoes a pattern already identified in previous studies: the building blocks exist, but they do not always form a seamless system.

### Score trends 2022 → 2026

Category	2022	2023	2024	2026	Trend 2024→2026
<b>Editorial planning</b>	6.8/10	7.0/10	6.5/10	6.7/10	↑
<b>CMS</b>	7.0/10	6.9/10	7.4/10	7.4/10	→
<b>Social media publishing</b>	6.9/10	7.0/10	7.3/10	7.4/10	→
<b>Live coverage management</b>	Not studied	7.5/10	7.6/10	7.8/10	↑
<b>Map production</b>	7.4/10	6.7/10	7.3/10	6.8/10	↓
<b>Editorial infographics</b>	6.8/10	7.3/10	7.4/10	7.3/10	→
<b>Speech-to-text</b>	7.3/10	6.9/10	7.3/10	7.6/10	↑
<b>Text-to-speech</b>	7.3/10	6.5/10	7.2/10	7.6/10	↑
<b>Proofreading and writing assistance</b>	Not studied	Not studied	7.6/10	7.2/10	↓

The most visible gains in 2026 concern live coverage, speech-to-text, text-to-speech and social publishing. The two declines to watch are map production and proofreading, even though the latter remains very well equipped. Editorial planning remains structurally low: it is almost universal in terms of equipment but rarely integrated end to end.



## Panorama 2026

Category	Equipment rate	Average score
Editorial planning	97%	6.7/10
CMS	100%	7.4/10
Social media publishing	77%	7.4/10
Live coverage management	42%	7.8/10
Map production	71%	6.8/10
Editorial infographics	84%	7.3/10
Speech-to-text	61%	7.6/10
Text-to-speech	42%	7.6/10
Proofreading and writing assistance	77%	7.2/10

### Key observations

- The 2026 panel comprises 31 respondents and 202 usable tool scores. Equipment is very high for the CMS (100%), planning (97%) and infographics (84%).
- The CMS remains the centre of gravity: its average score of 7.4/10 is decent, but user feedback points to very different experiences depending on whether the CMS is in-house, an off-the-shelf market solution or a legacy inheritance.
- Non.li confirms a consolidation trajectory: 12% in 2022, 17% in 2023, 45% in 2024 and 45% in 2026, with a score maintained at around 8/10.
- Map production is the relative weak point of 2026: an average score of 6.8/10, a decline compared with 2024, and expectations around mobile, costs, data sovereignty and data retention.
- AI is still spreading slowly through editorial workflows.

### Editorial AI focus 2026

AI does not appear as a standalone category but as a cross-cutting layer that inserts itself into existing editorial tools. Across the six categories with a structured AI question, 20 respondents out of 31 report at least one use, i.e. 64.5%. Including "in testing" responses, the rate reaches 67.74% (21 respondents out of 31). Key signal. Penetration is highly concentrated: the CMS (45.16%) and social media publishing (32.26%) account for the most mature uses. In the other categories, AI remains peripheral: monitoring in planning, live summarisation, data processing for maps and infographics. The dominant dynamic is therefore one of editorial-assistance AI rather than autonomous production AI.



More specifically, the use of AI in CMSs is concentrated essentially on web-editing tasks: help with headlines, standfirsts, tagging, classification, internal linking, link or media recommendations, rewording and article enrichment.

Category	Yes / respondents	AI penetration
Editorial planning	2 / 31	6.45%
CMS	14 / 31 (+1 in testing)	45.16%
Social media	10 / 31	32.26%
Live coverage management	2 / 31	6.45%
Map production	3 / 31	9.68%
Editorial infographics	5 / 31 (+1 in testing)	16.13%

### Criteria radar

Criterion	Consolidated reading 2026	A few comments
<b>Workflow integration</b>	The central need is no longer merely the existence of a tool, but its connection to the CMS, to print, to the web, to pushes and to social media.	"No direct link with our CMS - synchronisation difficulties"; "It would be better if everything were integrated into the CMS"
<b>Editorial flexibility</b>	In-house or heavily customised solutions are valued when they have been designed together with the newsrooms.	"In-house solution, flexible and open to further developments"; "Tool designed by journalists to save them time"
<b>Technical debt</b>	The critical verbatims target CMSs or workflows inherited from print, ageing UX and dependencies on the roadmap of external vendors.	"stemming from print logic"; "dated UX"; "low quality of the deliverables"
<b>Editorial autonomy</b>	No-code tools make maps and infographics easier but do not always replace data-journalism or design skills.	"a tool that is simple to use while allowing sophisticated things to be done"; "entirely in the hands of the layout studio"
<b>Useful AI</b>	AI is already present in the CMS, proofreading, transcription and sometimes social media, but it more often remains an assistance layer than an integrated system.	"OpenAI - editing help"; "headlines, spelling/typographical correction via AI before Prolexis"



## Real-world uses and workarounds

- Spreadsheets remain a fully-fledged editorial production tool: Google Sheets, Excel and Calendar serve as planning schedules, running orders, editorial menus and print/web coordination.
- The CMS is often used as an editorial hub when it can absorb live events, pushes, newsletters, SEO modules, corrections or enrichments; when it cannot, newsrooms compensate by stacking tools.
- Transcription and proofreading are frequently hybridised: shared tools, individual subscriptions, browser extensions and occasional AI uses coexist within the same newsroom.
- A useful but governed AI layer: proofreading, enrichment, headlines, classification, summarisation, transcription and social adaptations, without replacing editorial validation.
- Infographics and mapping tools are repurposed according to the level of skill available: sometimes used directly by journalists, sometimes centralised in the infographics or layout studio.

## Contractual dynamics

- The moves explicitly cited do not sketch a single market migration, but several micro-shifts: dropping Arena for Tickaroo, switching CMS to Eidos Swing, experimenting with Microsoft Lists and testing AI tools integrated into the CMS.
- The common thread is less the replacement of one vendor by another than the pursuit of integration: planning-CMS, CMS-social media, CMS-proofreading, CMS-audience and CMS-AI.
- In-house solutions remain desirable when they allow control over usage, but they expose organisations to maintenance, development costs and the risk of obsolescence if they are not governed over the long term.

## Three publisher profiles

Profile	Size benchmark	2026 respondents	Dominant tools / logics	Strategic reading
<b>Large group</b>	≥ 100M page views / month	7 respondents	In-house CMS, Sirius, Cue or heavily customised solutions; Non.li; integrated tools for live events and workflow.	Pursuit of integration, governance and controlled automation, constrained by print/web legacy.
<b>Mid-sized publisher</b>	5M to 100M page views / month	11 respondents	Google/Microsoft mix for planning, off-the-shelf or customised CMS, Flourish/Datawr apper, Prolexis.	Trade-off between cost, flexibility and integration capacity; need for tools that are



				simpler to administer.
<b>Small publisher</b>	< 5M page views / month	13 respondents	Google Workspace, Trello/Notion, WordPress, Datawrapper/Cannva, occasional AI use.	Priority on simplicity, controlled cost and autonomy; full integration often remains out of reach.

## Unmet needs

- A modern CMS, more intuitive and genuinely connected to distribution, audience and planning tools.
- Integrated editorial planning, able to handle web, print, social media, live events and newsletters simultaneously without double entry.
- Mapping and infographics tools that are simpler to industrialise, without loss of brand guidelines, with better mobile integration and better data retention.
- APIs and connectors that turn the stack of tools into a genuinely orchestrated editorial system.

## The publishers' voice

*"We have the tools we need but integration is still lacking to use them optimally."*

*"Lots of disparate tools not necessarily linked together; we dream of solutions that are more integrated with one another."*

*"No direct link with our CMS - synchronisation difficulties."*

*"I would prefer a solution that lets us retain the data we produce rather than entrusting it to a third-party vendor."*

## Weak signals 2027

- The CMS is becoming the expected orchestration layer: peripheral tools are assessed according to their ability to integrate with it.
- The CMS could become the priority integration point for editorial AI: industrialising editing, headlines, tags, links and enrichments.
- Editorial mapping and dataviz are shifting towards a question of sovereignty over the data produced, beyond mere ease of use.
- The most robust AI uses are those that reduce the time spent on formatting or adaptation, while retaining explicit human validation.
- Social tools are judged less on raw publishing than on automation, support, statistics and the management of API changes.
- Synthetic voice is progressing, but the differentiator in 2027 will be naturalness, real cost and value of use on the reader's side.



## Closing comment

The 2026 editorial stack is not under-equipped; it is under-orchestrated. The average tool score of 7.2/10 confirms that the building blocks broadly meet immediate needs. But the overall fit score of 6.9/10, and the verbatims, show that the difficulty lies elsewhere: in integration, governance and workflow fluidity.

In this context, the CMS appears as the natural editorial cockpit. No longer merely a publishing tool, but the possible point of convergence between planning, editing, proofreading, AI, enriched formats, social media and performance measurement. The challenge is therefore not to add building blocks, but to connect them better, without giving in to the temptation of a heavy, ungovernable "super CMS". The maturity of 2026 will play out in this ability to integrate AI in the right place: at the heart of web-editing, copy-qualification and editorial-enrichment processes, while retaining human control over the publishing chain.



## IV. Ad sales houses' tools

*by Aymeric Marolleau, Editor-in-Chief, Data & Lab at Groupe mind (mind Media)*

New to this fifth edition, this chapter maps out the tools used by the ad sales houses of French publishers to sell, qualify and measure their inventory. Twenty-two tool categories are analysed here, split across five main functions: sales, data, measurement, distribution (players) and advertising formats.

### The respondents

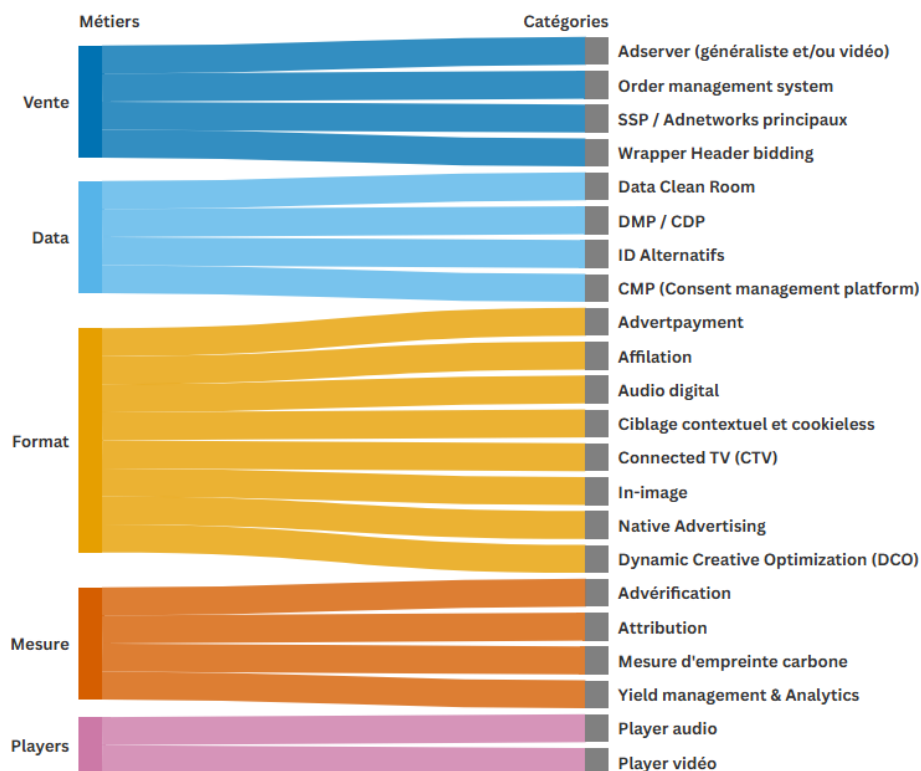
19 ad sales houses responded to the questionnaire, representing the following titles or groups:

Ad sales house	Associated brands / sites
Additi Média	ouest-france.fr and sub-domains
Centre-France La Montagne	lamontagne.fr, leveil.fr, larep.fr, etc.
France TV Publicité	france.tv
GMC Media	Groupe Marie Claire
L'Humanité	—
Lagardère Publicité News	europe1.fr, lejdd.fr, rfm.fr, europe2.fr
Le Point Communication	lepoint.fr
Les Echos – Le Parisien Médias	lesechos.fr, leparisien.fr, parismatch.com, boursier.com, etc.
Libération	liberation.fr
M6 Unlimited	m6.fr, rtl.fr
Media Figaro	lefigaro.fr, madame.lefigaro.fr, commentcamarche.net, journaldesfemmes.fr, etc.
NGPA	lafranceagricole.fr, terre-net.fr, etc.
NRJ Global	nrj.fr, nostalgie.fr, etc.
Nice Matin	nicematin.com
Orange Advertising	orange.fr and variants
Prisma Media	capital.fr, caminteresse.fr, lexpress.fr, challenges.fr, latribune.fr, etc.
Que Choisir Ensemble	quechoisir.org
Réussir AGRA	reussir.fr, agraf.fr
RMC BFM Ads	bfmtv.com, rmcbfmplay.com

## The tool categories studied

The twenty-two categories analysed are split across five main functions — sales, data, measurement, distribution (players) and advertising formats — as summarised in the diagram below.

### 22 familles d'outils réparties dans cinq métiers et usages



Graphique : mind Media pour l'étude Tech Stack 2026

## Summary of scores by category

The table below sets out, for each of the twenty-two categories studied, the equipment rate of the responding ad sales houses and the average satisfaction score awarded by their users, ranked in descending order of satisfaction.

Category	Equipment rate	Average score /10
Digital audio	63 %	8.8
Yield management & analytics	74 %	8.1
Audio player	63 %	7.8
DMP / CDP	68 %	7.6
Adservers	95 %	7.6
Video player	100 %	7.5
In-image	21 %	7.5

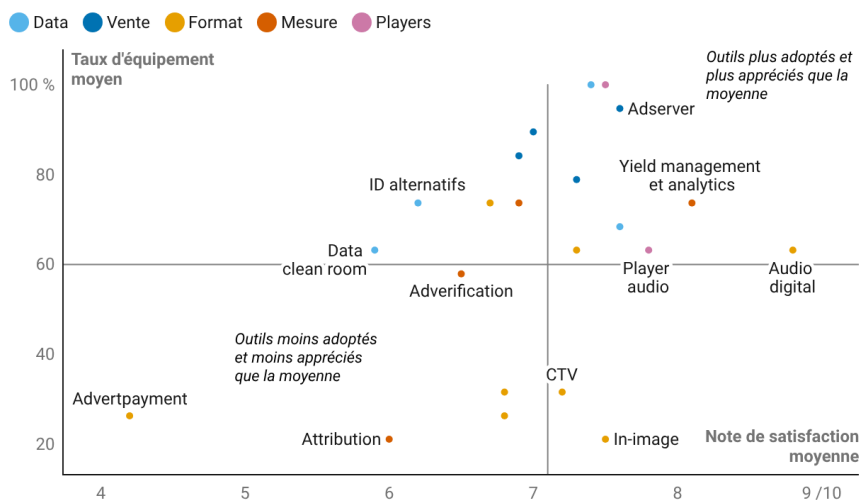


Category	Equipment rate	Average score /10
CMP	100 %	7.4
Header bidding wrapper	79 %	7.3
Contextual & cookieless targeting	68 %	7.3
Connected TV (CTV)	32 %	7.2
SSPs & adnetworks	89 %	7.0
Order management systems (OMS)	84 %	6.9
Carbon footprint measurement	74 %	6.9
Affiliation	32 %	6.8
DCO	25 %	6.8
Native advertising	68 %	6.7
Adverification	58 %	6.5
Alternative IDs	75 %	6.2
Attribution	21 %	6.0
Data clean room	63 %	5.9
Advertpayment	25 %	4.2

Plotted according to their adoption rate and their level of satisfaction, six tool categories stand out as both more widespread and better rated than average:

### Six familles d'outils sont à la fois plus adoptées et davantage appréciées que la moyenne

Comparaison, pour chaque famille d'outils, entre le taux d'équipement et la note de satisfaction moyenne auprès des répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper



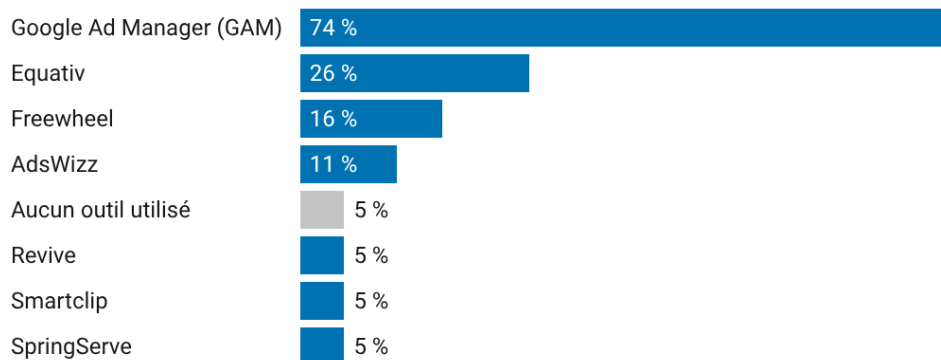
## Sales tools

### Adservers

Average score: 7.6 / 10

#### Google Ad Manager est l'adserver le plus utilisé par les régies publicitaires, avec un taux d'adoption de 74 %

Taux d'équipement des outils utilisés au sein de la famille Adserver parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

This software, which makes it possible to store ad creatives (banners, videos, etc.), serve them across websites and apps and measure their performance (impressions, clicks, etc.), is naturally one of the most widely adopted categories in the study.

Usage. 95 % of respondents use at least one adserver.

Players. Google Ad Manager (GAM) dominates the market by a wide margin. Praised for its power, its reliability and its ability to centralise all formats (video, display, CTV, etc.) within a single interface, it nevertheless suffers from a lack of transparency: ad sales houses point to a risk of dependency and a potential conflict of interest given Google's own campaigns. Among the outsiders, France's Equativ (25 % of ad sales houses) is seen as losing momentum, marked by bugs and insufficient support, while Freewheel (16 %) is positioning itself around video specialisation.

### Verbatims

*"Reliable and well connected to partners; easy to use and good market coverage."*

*"The solution currently does not make it possible to address non-consented inventory. The arbitration carried out by Google within its auction logic — between its own campaigns and those of the publisher — remains a black box: there is room for doubt as to whether the publisher's interests are systematically defended."*

*"Lots of bugs on the platform. Little development, a lack of support or of proposals for new features."*



*"A complete and high-performing solution; strengthening its adaptation to the specifics of the local market would be a genuine additional asset."*

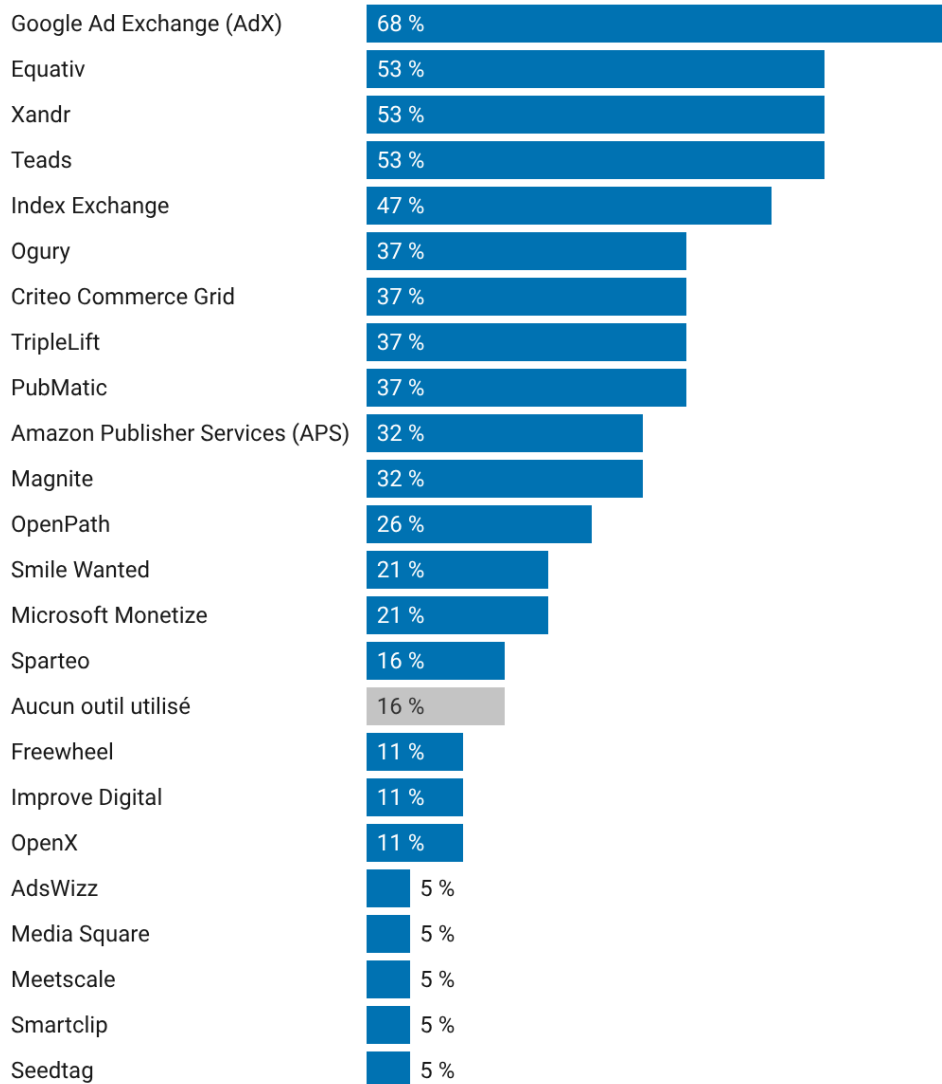


## SSPs and adnetworks

Average score: 7.0 / 10

### Google Ad Exchange est le seul SSP / adnetwork présent chez plus de la moitié des régies publicitaires

Taux d'équipement des outils utilisés au sein de la famille SSP / Adnetworks parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

SSPs (supply-side platforms) and adnetworks enable ad sales houses to automate the sale of their inventory through programmatic auctions — in particular to international audiences — or to aggregate their inventory with that of other websites.

Usage. 89 % of respondents use an SSP or an adnetwork.



Players. This is the most fragmented category in the study, with twenty-three different tools cited: ad sales houses systematically call on several of them to maximise their chances of selling at the highest CPM (cost per thousand). AdX (Google) leads with 68 % adoption, despite criticism of the opacity of its auctions; Equativ, Xandr (Microsoft) and Teads each equip a little more than one ad sales house in two. Although they fulfil their role as intermediaries, these solutions are sometimes seen as generating little incremental value and are criticised for the decline in the revenue they produce and the margins they retain; they call for constant challenge.

## **Verbatims**

*"We regularly challenge the SSPs within our stack to maximise CPMs and fill rate."*

*"Revenue down sharply for most of them, with each one's added value running out of steam."*

*"Depending on the player, a lack of transparency and too small a share of revenue redistributed."*

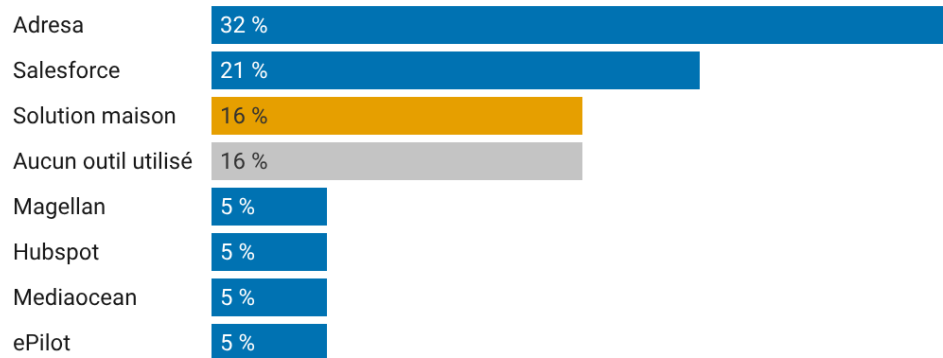


## Order management systems (OMS)

Average score: 6.9 / 10

### Aucun outil d'order management system ne se démarque parmi les régies publicitaires qui ont répondu

Taux d'équipement des outils utilisés au sein de la famille Order Management System parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Order management system tools make it possible to manage the entire workflow of a campaign: checking inventory availability, booking, invoicing and performance tracking.

Usage. 84 % of respondents use an OMS.

Players. Six tools were cited, without multi-tooling. The French software Adresa (Oppler) dominates with 32 % usage: its API connections and its flexibility are appreciated, but its interface is seen as ageing and complex when it comes to converging print and digital activities. Salesforce (21 %) attracts more unanimously positive opinions, thanks to its analytical power and the automation of customer relationship management (CRM) connected to adservers.

### Verbatims

*"Powerful, a business-specific solution, a flexible vendor that adapts to our needs. "*

*"A reliable but ageing and fairly rigid system; a complex undertaking to manage print and digital on a single platform with a sufficient level of granularity."*

*"A complete CRM, centralisation of transactions, powerful for analytics, an open API for connecting to various tools, notably GAM."*

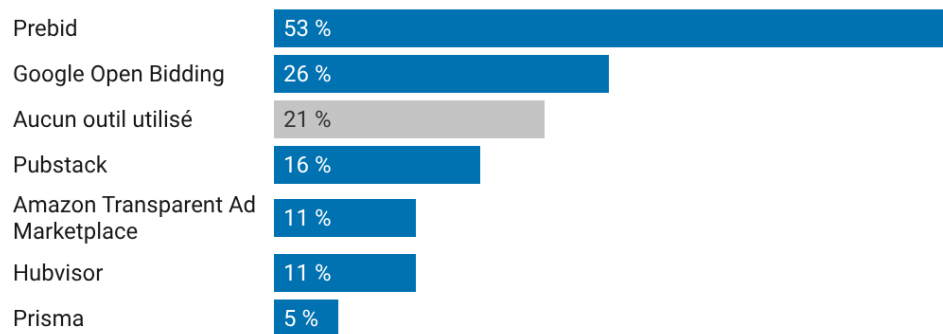


## Header bidding wrapper

Average score: 7.3 / 10

### Le wrapper header bidding Prebid est présent chez la moitié des répondants

Taux d'équipement des outils utilisés au sein de la famille Wrapper header bidding parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

These scripts, embedded in web pages, simultaneously query several providers (SSPs) before calling the main adserver, thereby putting all buyers in direct competition in order to maximise the sale price.

Usage. More than three respondents in four use a header bidding wrapper.

Players. Six tools were cited and multi-tooling is common. The open-source solution Prebid is favoured by more than half of ad sales houses; often operated by French specialists (Pubstack, Hubvisor), it is praised for its flexibility, the autonomy it provides and the quality of the technical support. The solutions from Amazon (TAM) and Google (Open Bidding) are used in a secondary capacity, to capture the exclusive demand of their closed ecosystems.

### Verbatims

*"A high-performing solution, offering a great deal of autonomy in activating and A/B testing partners. Excellent support."*

*"Good coverage and good yield; we are also going to test server side soon."*



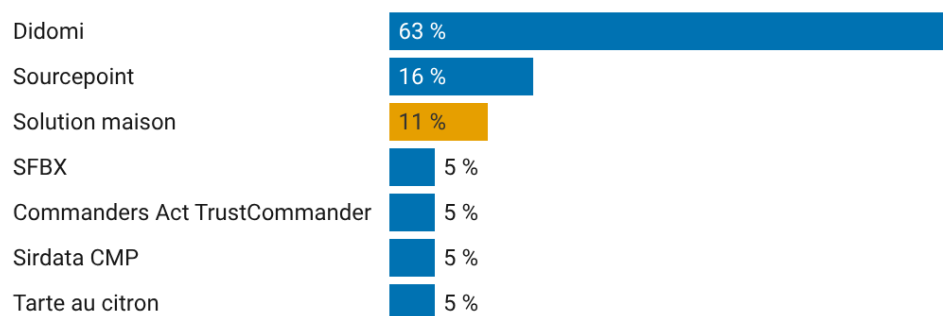
## Data tools

### CMP

Average score: 7.4 / 10

#### La quasi-totalité des répondants utilisent une plateforme de gestion du consentement (CMP), et ont placé Didomi en tête

Taux d'équipement des outils utilisés au sein de la famille CMP parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Consent management platforms make it possible to collect, store and transmit users' choices regarding the processing of their personal data, for the benefit of partners across the advertising value chain. This category emerged in response to the entry into force of the GDPR in 2018.

Usage. All respondents have a CMP.

Players. Didomi is the most widespread, present at 63 % of ad sales houses. The largest organisations praise its simplicity, its regular updates in step with regulatory changes and the quality of its customer service; smaller ones, however, find it complex and costly. Sourcepoint (16 %) is criticised for its lack of development since 2023, but its acquisition by Didomi raises hopes. Smaller publishers turn to less expensive or even free solutions, such as Sirdata (8.1 %), TrustCommander or Tarte au Citron.

### Verbatims

*"Regular updates in line with new regulations. Good service and a good customer relationship."*

*"Product stalled since 2023; switching to Didomi in 2026."*

*"CommandersAct's solution, natively integrated with the TMS TagCommander. Simple and robust integration."*

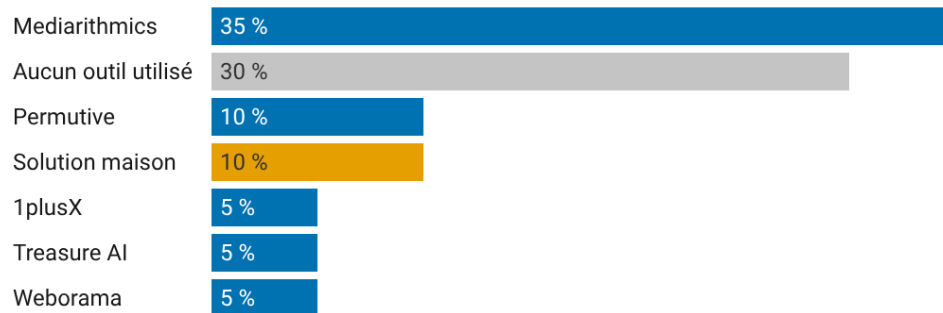


## DMP / CDP

Average score: 7.6 / 10

### Mediarithmics est la DMP / CDP la plus adoptée par nos répondants, mais elle n'est citée que par 35 % d'entre eux

Taux d'équipement des outils utilisés au sein de la famille DMP / CDP parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Data management platforms (DMPs) collect, store and sort browsing data to build advertising audience segments; customer data platforms (CDPs) unify the "first party" data of ad sales houses and publishers in order to build a single, comprehensive customer profile.

Usage. DMPs and CDPs are present at 68 % of respondents, across five different tools.

Players. The French solution Mediarithmics is the most used, but it divides opinion: some see it as high-performing and responsive for data exploitation, others deplore the low revenue generated and the absence of concrete uses on the market. The 32 % of ad sales houses that are not equipped cite major barriers: heavy financial and technical investments, a lack of in-house skills, poorly qualified databases and insufficient maturity among sales teams.

### Verbatims

*"A high-performing solution, suited to our data-activation business needs."*

*"Good compatibility with our ecosystem (GAM and DV) and good volumes on first party data, with a real ability to create audience and contextual segments."*

*"Little real use by the market."*

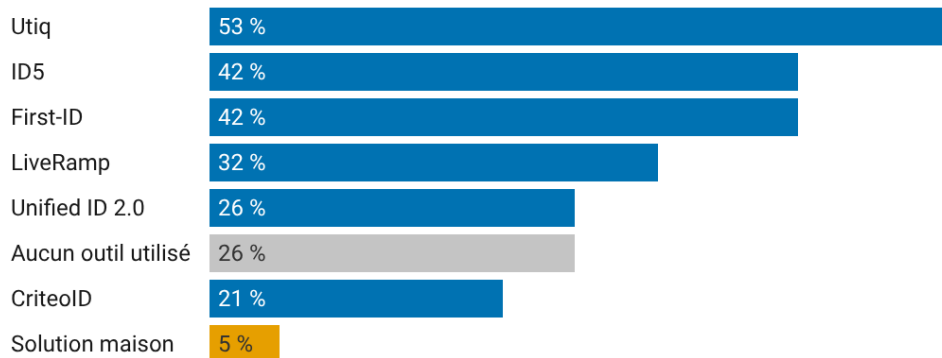


## Alternative IDs

Average score: 6.2 / 10

### Utiq a été adopté par la moitié des répondants, mais un tiers d'entre eux n'utilisent aucun ID alternatif

Taux d'équipement des outils utilisés au sein de la famille ID alternatifs parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Alternative IDs, or unique identifiers, were created to compensate for the gradual disappearance of third-party cookies. Publishers and adtech companies took up the subject first, while adoption remains timid among agencies and advertisers. Although Google ultimately gave up, in spring 2025, on removing third-party cookies from Chrome, the problem still arises on Safari, Edge and Firefox: signals remain highly fragmented and reconciliation, particularly at the point of performance measurement, remains complex.

Usage. Three ad sales houses in four use at least one alternative ID, above all the most mature ones.

Players. Multi-tooling is common — up to six IDs at some ad sales houses. Six providers are cited, with a slight edge for Utiq, an ID created by several European telecom operators. The market suffers from heavy fragmentation: ad sales houses deplore the lack of clarity on the added value and the weakness of revenue, while the timid adoption on the buyer side holds back monetisation. Several professionals nonetheless point out that these are young solutions, still in the process of being structured.

### Verbatims

*"The increment provided by these solutions in programmatic has yet to be proven; demand from agencies or advertisers is non-existent."*

*"Universal IDs show interesting potential, but the market is still in a development phase: standards, adoption levels and operating models continue to take shape."*

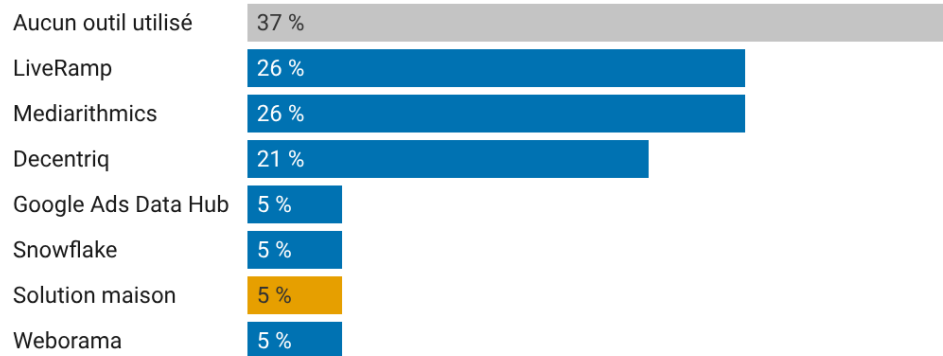
## Data clean room



Average score: 5.9 / 10

## Les data clean rooms n'ont été adoptées que par 6 régies sur 10

Taux d'équipement des outils utilisés au sein de la famille Data clean room parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Data clean rooms are secure environments within which advertisers and publishers can cross-reference and analyse their respective databases without ever exposing or exchanging their users' personally identifiable data.

Usage. The technology remains relatively uncommon (a little more than 6 respondents in 10). It is absent from some large ad sales houses, while others are multi-equipped in order to work with the data clean rooms their clients want.

Players. Six tools were cited, without any one establishing itself. The satisfaction score (5.9/10) reflects contrasting perceptions: while some see little use and revenue, many ad sales houses are more positive, notably about LiveRamp (recently acquired by Publicis), seen as effective for secure data activation in a context of tightening regulation.

### Verbatims

*"LiveRamp is effective for secure data activation, well aligned with our business challenges in a fast-growing market subject to major regulatory requirements."*

*"We work with the data clean rooms the client wants."*



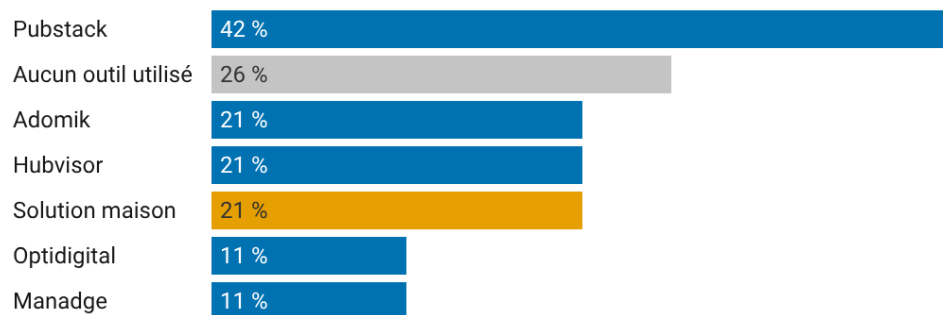
## Measurement tools

### Yield management and analytics

Average score: 8.1 / 10

#### Pubstack est l'outil de yield management et analytics le plus utilisé par les répondants

Taux d'équipement des outils utilisés au sein de la famille Yield management et analytics parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

To continuously adjust their floor prices, test different SSP partners and understand bidder behaviour, ad sales houses increasingly turn to a yield management and analytics tool.

Usage. Three ad sales houses in four are equipped.

Players. The five providers cited are all French, and multi-tooling is not uncommon, in order to draw on complementary strengths. With one of the highest scores in the study, these services are clearly appreciated.

#### Verbatims

*"The tool has enabled us to gain agility and efficiency in yield and in optimising our inventory. Very good support."*

*"Hubvisor manages our Prebid wrapper; Adomik handles internal mapping by seller, agency, format and bidder, as well as market benchmarking; Pubstack drives tracking and alerts; Tableau ensures revenue reporting and monitoring."*

*"Powerful and useful tools, but expensive."*



## Carbon footprint measurement

Average score: 6.9 / 10

### DK est utilisé par la moitié des répondants pour la mesure de l'empreinte carbone des campagnes publicitaires qu'ils diffusent

Taux d'équipement des outils utilisés au sein de la famille Mesure empreinte carbone parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

In the wake of the Climate and Resilience Act enacted in August 2021, online advertising players have multiplied initiatives aimed at demonstrating that they take their environmental impact into account: carbon calculators, eco-design of campaigns, neutrality targets, strengthened CSR offerings. Many carbon footprint measurement specialists emerged during this period, with the aim of helping ad sales houses, agencies and advertisers reduce the most emitting items without degrading performance.

Usage. Nearly three ad sales houses in four report using a dedicated tool.

Players. France's DK, founded in 2021 by Adrien Galerneau, is the most cited, ahead of Greenbids (acquired in May 2025 by Perion). The rather low score is explained by some ad sales houses' questions about the real contribution of these tools: while technical effectiveness is acknowledged, business usefulness divides opinion, and 26 % of respondents do without them, considering that the market is not ready to pay or that advertiser demand is almost non-existent.

### Verbatims

*"This enabled us to reduce the carbon impact of requests by up to 30 %, with no effect on revenue."*

*"There is little contribution and the market is not yet ready to pay for this type of solution."*



## Adverification

Average score: 6.5 / 10

### Plus d'une régie sur deux utilise Integral Ad Science pour l'adverification

Taux d'équipement des outils utilisés au sein de la famille Adverification parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

These technologies audit campaigns according to three criteria: brand safety (the ad is not displayed alongside illegal or hateful content), fraud prevention (the ad was indeed shown to a human, and not to a bot) and viewability (the ad was actually seen on screen).

Usage. These technologies are present at only 58 % of respondents, and absent from the stack of a few large players who consider them costly.

Players. Integral Ad Science (IAS) dominates by a wide margin: its strong adoption by advertisers prompts ad sales houses to equip themselves with the same tool in order to run campaigns on an equal footing. More than 40 % of ad sales houses do not use it, considering the cost prohibitive and reproaching these solutions for being too buyer-oriented, behind on attention measurement and lacking transparency on block lists.

## Verbatims

*"The tool is the leader in France and very well established among advertisers; to run campaigns, it is therefore desirable to have the same tools."*

*"Fairly satisfied, but a very costly solution."*

*"Measurement providers must fight alongside publishers to optimise block lists and demonstrate transparency, so as not to take revenue from both sides."*

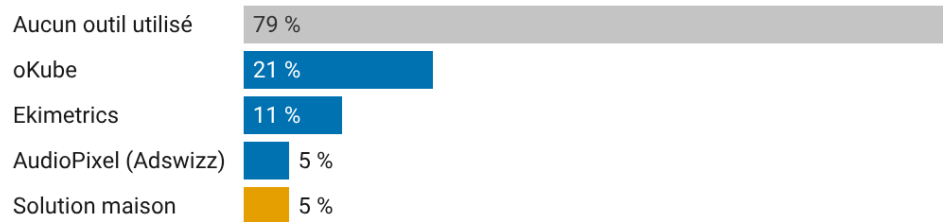


## Attribution

Average score: 6.0 / 10

### oKube, Ekimetrics et AudioPixel (Adswizz) sont les trois outils d'attribution cités par les répondants

Taux d'équipement des outils utilisés au sein de la famille Attribution parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Attribution is an analytical model that reconstructs a customer's conversion path and assigns the appropriate credit to each touchpoint (a click on an email, the display of a banner, a Google search, etc.) that led to the purchase.

Usage. This is one of the least widespread categories: only 21 % of ad sales houses report a dedicated tool, mainly players in the audiovisual sector, where CPMs are high. Owing to a significant cost, measurements are not systematic and often respond solely to the buyer's request.

Players. The solution oKube, from SmartTraffic (Dékuple Group), was systematically cited.

## Verbatims

*"Measurements are not systematic, because the cost is significant."*



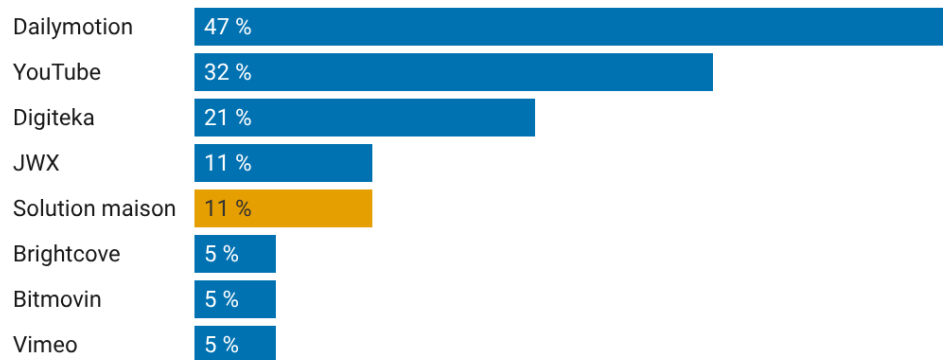
## Player tools

### Video player

Average score: 7.5 / 10

#### Dailymotion et YouTube sont les deux players vidéo les plus utilisés par les répondants

Taux d'équipement des outils utilisés au sein de la famille Player vidéo parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

For ad sales houses, video content players must be compatible with the industry's technical standards (VAST, VPAID) in order to interrupt the stream and serve in-stream ads (pre-roll, mid-roll, post-roll) smoothly. Video formats are among those that deliver the highest CPMs.

Usage. All the ad sales houses surveyed have adopted a video player.

Players. Seven tools were cited, sometimes chosen by publishers rather than by ad sales houses; multi-tooling is rare. Dailymotion (the leader) is praised for its technology (speed, configuration) but criticised for the weakness of its support and a monetisation perceived to be in decline. YouTube is chosen mainly by smaller ad sales houses; Digiteka is appreciated by large players for its teams, despite weaknesses on live.

### Verbatims

*"For a free player, good configuration and monetisation capabilities; on the other hand, support is scarce and the strength of recommendation non-existent."*

*"The only product for syndicating our own content: powerful, very well integrated with the CMS and scalable."*

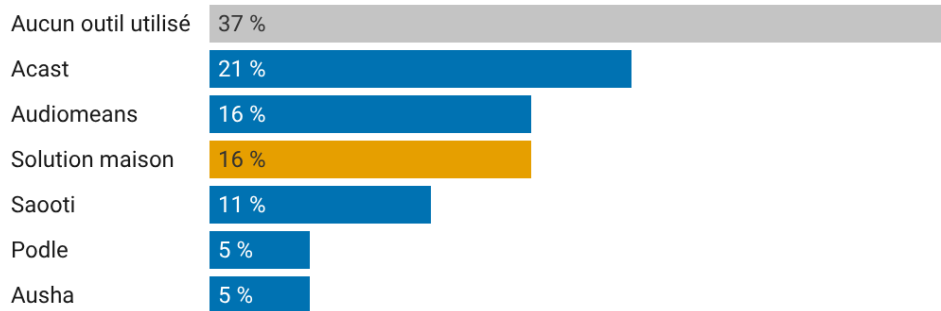


## Audio player

Average score: 7.8 / 10

### 63 % des répondants utilisent un player audio

Taux d'équipement des outils utilisés au sein de la famille Player audio parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

These interfaces, embedded in a website or an app, allow an audio stream to be played. They are configured to query the adserver and dynamically insert spots before, during or after the editorial content.

Usage. 63 % of respondents use an audio player, in particular audiovisual specialists and large ad sales houses.

Players. Among the five tools cited, Sweden's Acast and France's Audiomeans are the most common. Multi-tooling is rare, and the choice sometimes falls to the publisher rather than the ad sales house.



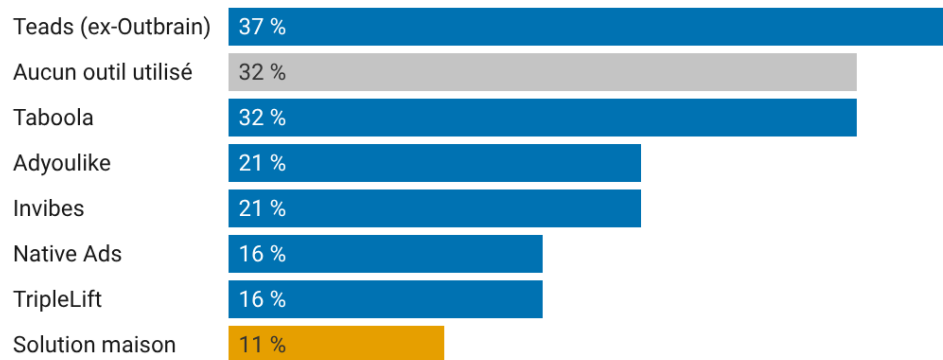
## Ad format tools

### Native advertising

Average score: 6.7 / 10

#### Le format native advertising est très répandu parmi les répondants

Taux d'équipement des outils utilisés au sein de la famille Native advertising parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Native advertising covers ads designed to match the form, function and tone of the editorial content that hosts them: sponsored articles, recommendation modules at the end of an article, etc.

Usage. 68 % of ad sales houses offer native formats.

Players. The recommendation modules Outbrain (Teads) and Taboola are the most cited, sometimes chosen by publishers. Despite a recurring debate on the quality of the ads, ad sales houses praise an excellent contribution of additional revenue.

### Verbatims

*"A big business generator; cumbersome, but powerful. Satisfied with the performance and the new formats on offer."*

*"The quality of the ads leaves something to be desired: a vast debate."*

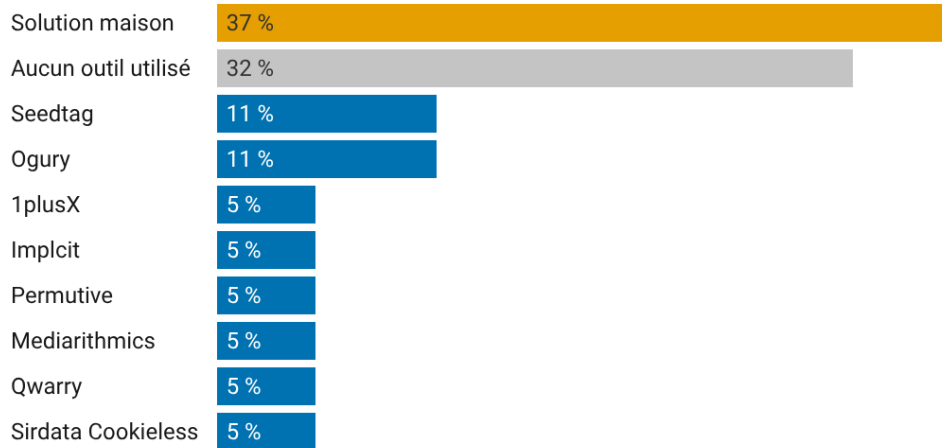


## Contextual and cookieless targeting

Average score: 7.3 / 10

### Un tiers des répondants ont développé leur propre solution de ciblage contextuel et cookieless

Taux d'équipement des outils utilisés au sein de la famille Ciblage contextuel et cookieless parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Contextual and cookieless targeting methods are not based on the user's history, but on the content of the page they are viewing. This is a response to the ability given to users to refuse the sharing of their data and to the disappearance of third-party cookies on certain browsers.

Usage. 68 % of ad sales houses practise contextual and semantic targeting.

Players. There is strong development of "in-house" tools, often boosted by AI. On the provider side, eight tools are cited, notably 1plusX (DMP) and Ogury (SSP). The technology is praised, but revenue sometimes disappoints, for lack of sufficient investment from advertisers.

### Verbatims

*"Our strategy has always been to prioritise our first party data via our DMP, which we have enriched with AI to increase our targeting and filtering capabilities (audience and contextual)."*

*"Advertiser investment in cookieless remains too low."*

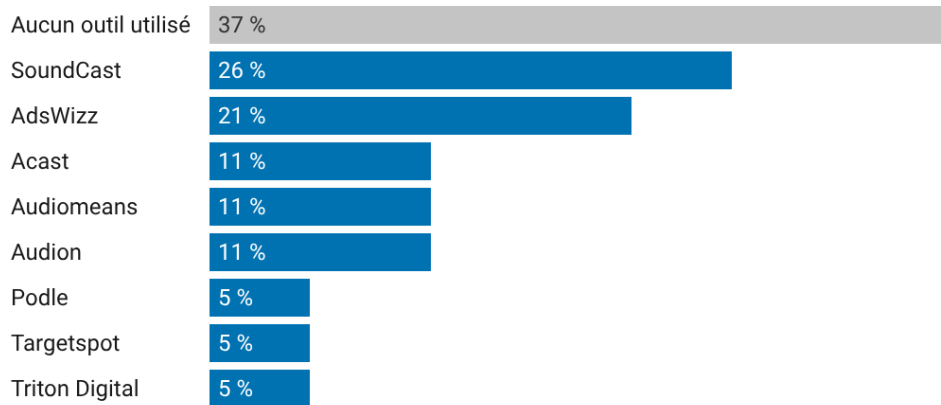


## Digital audio

Average score: 8.8 / 10

### Le format audio digital est adopté par plus de la moitié des répondants

Taux d'équipement des outils utilisés au sein de la famille Audio digital parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Digital audio covers sound ad formats served within digital content such as podcasts, web radios or music streaming platforms.

Usage. Adopted by 63 % of ad sales houses for podcasts and web radios, sometimes with multi-tooling.

Players. France's SoundCast is the most common, alongside the benchmark AdsWizz. With the best score in the study, digital audio is one of its great successes: a fast-growing sector, with tools seen as powerful, smooth and innovative.

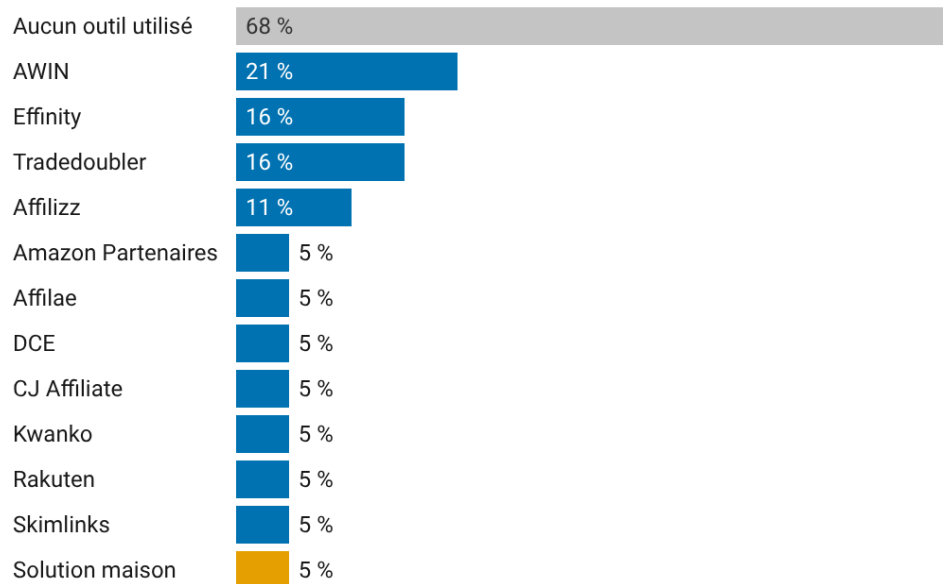


## Affiliation

Average score: 6.8 / 10

### L'affiliation n'a été adoptée comme levier de monétisation que par 3 régies sur 10

Taux d'équipement des outils utilisés au sein de la famille Affiliation parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Affiliation is a performance marketing technique whereby a website (the affiliate) promotes an advertiser's products via tracked links and earns a commission for each sale or sign-up generated.

Usage. Rare (32 % of ad sales houses, including among large players), with frequent multi-tooling.

Players. Eleven tools were cited; AWIN comes out on top, thanks to its fit with the market and the support of its sales teams. The business contribution is seen as good by some, while others deplore tracking and reporting that are too complex.

## Verbatims

*"A good fit of the product to the market and very substantial support from the sales team."*

*"Reporting and tracking are complex to set up."*

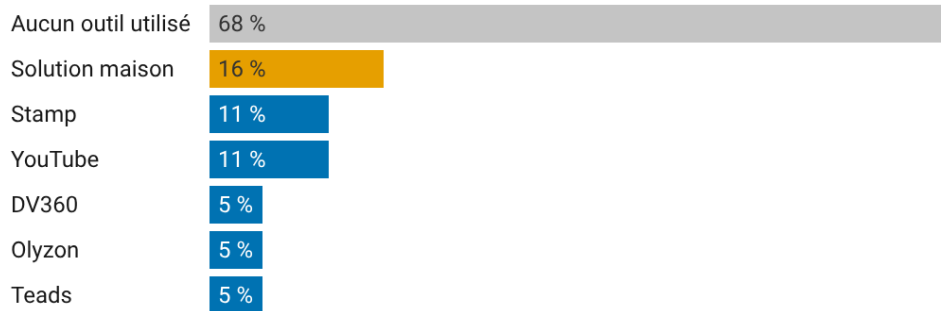


## Connected TV (CTV)

Average score: 7.2 / 10

### Cinq outils du marché sont cités pour la CTV

Taux d'équipement des outils utilisés au sein de la famille CTV parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

"Connected TV" ads are served on internet-connected televisions, via the native apps of smart TVs, set-top boxes (Apple TV, Chromecast) or games consoles.

Usage. Concerns 32 % of respondents.

Players. Numerous "in-house" solutions (suited to direct sales) coexist with the French specialists Stamp and Olyzon, as well as with Teads, DV360 and YouTube (Google). The sector, growing strongly, meets needs well.

### Verbatims

*"An in-house solution very well suited to direct sales, the only monetisation channel authorised to date."*

*"We have access to a significant volume of CTV via the inventory of our YouTube channels."*



## Advertpayment

Average score: 4.2 / 10

### L'advertpayment a été rarement adopté par les répondants, mais toujours avec ViewPay

Taux d'équipement des outils utilisés au sein de la famille Advertpayment parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Advertpayment is a content-unlocking model: the user "pays" for access to an article by agreeing to watch an ad (often video), rather than subscribing or paying per item.

Usage. Only 25 % adoption.

Players. France's ViewPay is the only provider cited (Google's Offerwall also exists as an alternative). The model, struggling, suffers from a lack of volume, low revenue and insufficient integration into the customer journey.

### Verbatims

*"Not enough revenue, no volume."*

*"Little market use and insufficient integration into the customer journey."*



## DCO

Average score: 6.8 / 10

### Seul un quart des répondants déclarent un outil de DCO

Taux d'équipement des outils utilisés au sein de la famille DCO parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

Dynamic creative optimization (DCO) assembles and personalises the elements of an ad (image, text, button) in real time according to the user's data at the moment of display: local weather, time, geolocation, previously viewed products, etc.

Usage. Only 25 % adoption for this real-time personalisation technology.

Players. Four tools were cited, including France's ADventori, but no leader stands out; the function is often managed on the DSP side.

### Verbatims

*"Very little used, managed on the DSP side."*



## In-image

Average score: 7.5 / 10

### L'in-image est le format le moins adopté par les répondants, et aucun outil ne se démarque

Taux d'équipement des outils utilisés au sein de la famille In-image parmi les répondants à l'étude Tech Stack 2026 pour les régies publicitaires.



*Le total peut être supérieur à 100 % car certaines régies utilisent plusieurs outils.*

Graphique: mind Media • Source: Etude Tech Stack 2026 • Créé avec Datawrapper

The in-image format is embedded within, or overlaid on, the editorial images present on a web page.

Usage. The rarest format (21 %).

Players. Two specialists share the market: Bliink (French) and Seedtag (Spanish). Sometimes refused by publishers, the format is nonetheless seen as very high-performing and high-quality by the ad sales houses that use it.

### Verbatims

*"A high-performing format: capping is managed and the advertisers are of good quality."*



## The use of AI by ad sales house teams

Ad sales house managers were asked about their use of artificial intelligence: do they use it in their work, in what way, for what purposes and with which tools?

Most use it for general-purpose applications aimed at simplifying processes and increasing productivity: meeting transcription, help with responding to briefs, market monitoring, preliminary legal analyses. Some have integrated it at the heart of their work — designing promotional campaigns (concept, wording, visuals, A/B testing), simplifying reporting and analysis — or even into the creation of new advertising offerings built around GEO. Among the most advanced uses, one ad sales house reports exploring the AdCP protocol in order to expose its inventory to the agents of agencies and DSPs.

Ad sales houses rely on general-purpose tools (ChatGPT, Gemini, Microsoft Copilot) as well as on more specialised services (Midjourney and Nano Banana for image generation, Salesforce's Agentforce for CRM). The most mature develop their own tools from the available large language models, or benefit from shared solutions at the scale of their group.

## Overall satisfaction with the advertising stack

Three questions concluded this section: are you missing a tool to achieve your objectives? How would you describe the fit of your advertising stack to your strategy (score out of 10)? And why?

**Average score: 7.4 / 10**

### **Verbatims**

*"Our stack meets our challenges of monetisation, performance and operational control, while offering the flexibility needed to support our changes."*

*"The balance is good between financial resources, internal human resources to run it and revenue efficiency."*

*"Precise management of costs is necessary, as these tend to rise sharply: it is advisable to regularly reassess and renegotiate pricing terms in order to optimise the overall yield of the business."*



## V. Technical team tools

*by Sacha Morard, former CTO/CIO of Le Monde Group, founder of Edgee*

31 respondents to the Tech questionnaire were selected for this 2026 edition, representing the following groups: 20 Minutes, L'Équipe, Mediapart, Beaux Arts & Cie, L'Humanité, NGPA, Brief Media, La Provence / Corse Matin, Nice-Matin, Canal+ Brand Solutions, Le Monde, Pour la Science, Celyan SAS Citoyens.com, Le Parisien, Reporterre, Centre-France La Montagne, Le Point, Réussir, COGITERRA, Le Télégramme, Rossel, Contexte, Les Echos, SIPA Ouest-France, Groupe Bayard, Les Jours, SudOuest.fr, Libération and Télérama.

### The tool categories studied

21 categories of technical tools are analysed this year, including six new ones dedicated to AI and data:

- Front-end framework
- Back-end programming languages or framework
- Programming languages for mobile applications
- E-commerce solution
- Web performance measurement tools
- Tag Management System
- CDN
- Anti-bot / anti-crawler solution
- Web Application Firewall (WAF)
- Hosting
- Database technology
- Data Warehouse (new category)
- Single Sign-On (SSO)
- Source code management and collaboration
- Project management tool
- Code assistant (new category)
- Language models (LLMs) integrated into products (new category)
- Framework / SDK for LLM applications (new category)
- AI agent orchestration (new category)
- Multi-model platform (new category)
- Vector database (RAG / semantic search) (new category)



## Front-end framework

**Average score: 8.0/10**

A front-end framework provides the tools and libraries for building the user interfaces of news websites, handling interactivity and data presentation while ensuring compatibility with modern browsers.

Faced with the demands of SEO performance and audience, publishers weigh up traditional HTML mastered end to end against modern frameworks (React, Next) that industrialise multi-brand development.

### Change in scores 2023 → 2026

Category average score	2022	2023	2024	2026
Back-end framework	Not studied	Not studied	7.9	8.0

### 2026 overview

31/31 respondents equipped (100%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Traditional HTML/CSS/JS	68%	7.9	2 → 10	62%	1.8 - Divided opinions
ReactJS	35%	7.9	5 → 10	64%	1.3 - Consistent satisfaction
NextJS	13%	7.8	7 → 8	75%	0.4 - Very strong consensus
HTMX	6%	7.5	6 → 9	50%	1.5 - Divided opinions
Vue.js	6%	7.0	6 → 8	50%	1 - Consistent satisfaction

Also cited: Symfony / Twig, jQuery, WordPress, Bootstrap, in-house, Scala, Stimulus

### Key observations

- Traditional HTML/CSS/JS is the most deployed solution (68% of respondents).
- Vue.js is the lowest-rated solution among the main ones (7.0/10).
- NextJS is the subject of a strong consensus (standard deviation 0.4).
- 100% of respondents are equipped in this category.



## Real-world uses and repurposing

Beyond its nominal use, traditional HTML/CSS/JS serves as a performance foundation for preserving Core Web Vitals, while NextJS is used for server-side rendering in the service of SEO and multi-site pooling.

Winning combinations: The pairing of traditional HTML + React in islands (targeted hydration) is a recurring combination: it reserves React for interactive areas and keeps HTML light elsewhere.

## The voice of publishers

What convinces

*"well suited / constrained by ArcXP"*

*"Simple, robust, lightweight and with no external dependency."*

What frustrates

*"a very dated stack (2016) with very little scope for change, with some absurdities"*

*"It's the provider's solution; I have no control over these technical choices. From what I can see, it works."*

## Weak signals 2027

- Generalisation of island architectures (partial hydration)
- Retreat of heavy SPAs in favour of server rendering
- Rise of HTMX / Stimulus among small teams

## Final comment

A category 100% equipped and stable (8.0/10). Traditional HTML/CSS/JS remains the dominant foundation, but React and Next are gaining ground as an industrialisation layer. The underlying trend is towards a return to server rendering and interactive islands.



## Back-end programming languages or framework

**Average score: 8.0/10**

Back-end languages and frameworks carry the business logic, storage and exchanges between systems. They are chosen for their performance, their ecosystem and the availability of skills.

The landscape remains dominated by PHP/Symfony, but the JavaScript/TypeScript and Python ecosystem is gaining ground, driven by full-JS and data/AI uses.

### Change in scores 2023 → 2026

Category average score	2022	2023	2024	2026
Back-end framework	Not studied	Not studied	8.2	<b>8.0</b>

### 2026 overview

31/31 respondents equipped (100%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Symfony	39%	8.4	6 → 10	75%	1.3 - consistent satisfaction
Typescript	23%	8.9	8 → 10	100%	0.8 - very strong consensus
JS	19%	8.0	6 → 9	83%	1 - consistent satisfaction
Python	19%	7.7	6 → 9	50%	1.1 - consistent satisfaction
Wordpress	16%	7.4	3 → 10	80%	2.3 - strong polarisation
Laravel	16%	7.4	5 → 9	60%	1.4 - homogeneous satisfaction
NextJS	16%	7.8	7 → 9	60%	0.7 - very strong consensus
Java	10%	7.7	6 → 9	67%	1.2 - homogeneous satisfaction



Solution/Tool	Equipment rate	Average score	Range	% of scores $\geq 8$	Standard deviation
Django	6%	9.0	9 → 9	100%	0 - very strong consensus

**Also mentioned: SPIP, PHP, classic PHP, NestJS, Node, .net MVC, Scala, Node.js, php phalcon, phalcon, GO, PHP MySQL, ArcXP**

## Key observations

- Symfony is the most widely deployed solution (39% of respondents).
- Django achieves the highest satisfaction in the category (9.0/10).
- Wordpress polarises opinion (standard deviation 2.3).
- Django enjoys strong consensus (standard deviation 0).
- 100% of respondents are equipped in this category.

## Real-world uses and workarounds

Symfony remains the application core and the API, while NestJS/TypeScript enables a full-JS approach between front and back end; Python is establishing itself in the data and AI building blocks.

Winning combinations: The pairing of Symfony (business core) + TypeScript/Node (API and front end) is the most frequent combination among mid-sized publishers.

## The voice of publishers

What wins them over

*"Response time, responsiveness"*

*"Robust, basic, simple and effective."*

What frustrates them

*"gets the job done but has been customised in every direction, so major incompatibility issues and technical debt"*

*"It's the provider's solution; I have no control over these technical choices. From what I can see, it works."*

## Weak signals 2027

- Full-JS / full-TypeScript consolidating
- Python as the pivot language for AI uses
- Microservices architectures becoming more widespread

## Final comment



Category 100% equipped, solid score (8.0/10, slightly down vs 2024). Symfony remains the standard, but TypeScript achieves the highest satisfaction. Full-JS and Python are advancing markedly.



## Programming languages for mobile applications

### Average score: 8.0/10

Mobile development relies on native languages (Swift, Kotlin) or cross-platform frameworks (React Native, Flutter) that reduce costs and turnaround times.

Nearly a quarter of respondents do not publish a native application; for the others, the native / cross-platform trade-off shapes the choices.

### Score evolution 2023 → 2026

Category average score	2022	2023	2024	2026
Mobile app language	Not studied	Not studied	8.0	<b>8.0</b>

### 2026 overview

24/31 respondents equipped (77%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Swift	42%	8.3	6 → 10	77%	1.2 - homogeneous satisfaction
Kotlin	39%	8.3	6 → 10	75%	1.3 - homogeneous satisfaction
React Native	26%	7.2	2 → 10	62%	2.4 - strong polarisation
Flutter	10%	8.7	7 → 10	67%	1.2 - homogeneous satisfaction
Java	6%	7.5	7 → 8	50%	0.5 - very strong consensus
<b>Also mentioned: .net MAUI, webview, Objective C, Capacitor</b>					

### Key observations

- Swift is the most widely deployed solution (42% of respondents).
- Flutter achieves the highest satisfaction in the category (8.7/10).
- React Native polarises opinion (standard deviation 2.4).
- Java enjoys strong consensus (standard deviation 0.5).



- 77% of respondents are equipped in this category.

## Real-world uses and workarounds

Native is reserved for consumer apps with demanding performance requirements; React Native and Flutter serve to pool iOS/Android with smaller teams, sometimes in a hybrid webview.

Winning combinations: Swift + Kotlin (dual native) at large groups; React Native or Flutter alone at smaller teams seeking to pool efforts.

## Contractual dynamics

- Ongoing migrations from legacy React Native to Flutter at several respondents
- Rewriting of ageing native apps reported

## The voice of publishers

What wins them over

*"Response time, responsiveness"*

*"Native and standard technologies."*

What frustrates them

*Set out too early 10 years ago and low maintenance. We're rewriting everything"*

## Weak signals 2027

- Rise of Flutter at the expense of React Native
- Hybrid approaches: webview + targeted native
- Capacitor to wrap the web in a native app

## Final comment

77% of respondents are equipped (the others have no app). Stable score (8.0/10). Native dominates but Flutter is rising; React Native suffers from its legacy.



## E-commerce solution

### Average score: 6.3/10

An e-commerce solution manages online sales: payments, catalogues, orders and personalisation. It is often a satellite activity for news publishers.

This is the lowest-rated category in the panel, marked by outsourced solutions and recurring dissatisfaction.

### Score evolution 2023 → 2026

Category average score	2022	2023	2024	2026
E-commerce solution	Not studied	Not studied	6.2	<b>6.3</b>

### 2026 overview

18/31 respondents equipped (58%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
In-house solution	19%	7.0	4 → 10	50%	1.9 - divided opinions
PrestaShop	13%	5.2	2 → 7	0%	1.9 - divided opinions
WooCommerce	6%	8.0	6 → 10	50%	2 - strong polarisation
Shopify	6%	8.5	8 → 9	100%	0.5 - very strong consensus
<b>Also mentioned: Aboshop, Novius, Magento, Sylius, Netful</b>					

### Key observations

- In-house solution is the most widely deployed solution (19% of respondents).
- Shopify achieves the highest satisfaction in the category (8.5/10).
- PrestaShop is the lowest-rated solution among the main ones (5.2/10).
- WooCommerce polarises opinion (standard deviation 2).
- Shopify enjoys strong consensus (standard deviation 0.5).
- 58% of respondents are equipped in this category.

### Real-world uses and workarounds



In-house solutions serve to manage multi-brand stores (sometimes on Drupal), while PrestaShop and WooCommerce equip more standard stores, often operated by providers.

Winning combinations: No dominant combination: e-commerce remains fragmented and largely delegated to providers or to isolated in-house solutions.

## The voice of publishers

What wins them over

*"The simplest with WordPress"*

*"Deployed in-house, bespoke"*

What frustrates them

*"Magento: zero stars!"*

## Weak signals 2027

- Gradual re-internalisation onto in-house solutions (Drupal, Sylius)
- Persistent dissatisfaction with outsourced solutions
- Low prioritisation of e-commerce in the tech roadmap

## Final comment

Only 58% equipped, and the lowest score in the panel (6.3/10). In-house solutions and PrestaShop dominate, but dissatisfaction is clear and overhauls are numerous.



## Web performance measurement tools

### Average score: 8.1/10

These tools measure and optimise speed, stability and the user experience, with reports and recommendations.

Web performance is a competitive topic among publishers, who use multiple tools to cross-check figures and monitor competitors.

### Score evolution 2023 → 2026

Category average score	2022	2023	2024	2026
Web performance measurement	Not studied	Not studied	8.3	<b>8.1</b>

### 2026 overview

28/31 respondents equipped (90%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Google Lighthouse	42%	7.8	5 → 10	62%	1.4 - homogeneous satisfaction
SpeedCurve	35%	8.3	6 → 10	73%	1.2 - homogeneous satisfaction
WebPageTest	23%	7.7	6 → 10	57%	1.4 - homogeneous satisfaction
Millecheck	16%	9.2	7 → 10	80%	1.2 - homogeneous satisfaction
Cloudflare	13%	8.2	7 → 10	50%	1.3 - homogeneous satisfaction
Matomo	13%	8.0	6 → 10	75%	1.4 - homogeneous satisfaction
In-house solution	13%	7.2	6 → 8	50%	0.8 - very strong consensus
Pingdom	6%	7.0	6 → 8	50%	1 - homogeneous satisfaction



Solution/Tool	Equip. rate	Average score	Range	% of scores $\geq 8$	Standard deviation
<b>Also mentioned: Smartprofile, Google CruX, GTmetrix, Amplitude, Cruxvis, New relic, AppSignal, treo.sh, PageSpeed, SeachConsole</b>					

### Key observations

- Google Lighthouse is the most widely deployed solution (42% of respondents).
- Millecheck achieves the highest satisfaction in the category (9.2/10).
- Pingdom is the lowest-rated solution among the main ones (7.0/10).
- In-house solution enjoys strong consensus (standard deviation 0.8).
- 90% of respondents are equipped in this category.

### Real-world uses and workarounds

Google Lighthouse serves as a free first diagnostic, SpeedCurve provides RUM monitoring and competitive intelligence, with several tools combined to cross-check measurements.

Winning combinations: SpeedCurve (RUM + competition) + Google Lighthouse (free diagnostic), often supplemented by Chrome's CrUX data, form the benchmark combination.

### Contractual dynamics

- Reinforcement of RUM monitoring reported at several respondents
- Stacking of tools to make measurements more reliable

### The voice of publishers

What wins them over

*"Free and easy to use"*

*"The reporting is high quality, as is the support."*

What frustrates them

*"Google's recommendations are rarely the truly right leads"*

### Weak signals 2027

- Widespread adoption of RUM via CrUX and SpeedCurve
- Rise of Millecheck driven by its support
- Search for sovereign alternatives to US tools

### Final comment

90% equipped, very good score (8.1/10). Lighthouse (free) and SpeedCurve dominate; Millecheck achieves the highest satisfaction, driven by its support.



## Tag Management System

### Average score: 8.0/10

Tag Management Systems manage tracking tags without constant developer intervention, subject to performance and compliance constraints.

Google Tag Manager dominates the market, but some publishers are moving away from it for web performance and sovereignty reasons.

### Score evolution 2023 → 2026

Category average score	2022	2023	2024	2026
Tag Management System	Not studied	Not studied	7.8	<b>8.0</b>

### 2026 overview

23/31 respondents equipped (74%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Google Tag Manager	58%	7.8	5 → 10	67%	1.5 - <i>divided opinions</i>
In-house solution	10%	7.0	6 → 9	33%	1.4 - <i>homogeneous satisfaction</i>
<b>Also mentioned: Matomo, Matomo Tag Manager, PiwikPro, Tealium</b>					

### Key observations

- Google Tag Manager is the most widely deployed solution (58% of respondents).
- In-house solution is the lowest-rated solution among the main ones (7.0/10).
- 74% of respondents are equipped in this category.

### Real-world uses and workarounds

GTM serves for the rapid deployment of marketing/analytics tags, but several teams are re-internalising it into the code for performance and compliance reasons.

Winning combinations: GTM managed by the tech team + partial native integration into the code constitutes the emerging compromise to limit tag proliferation.



## Contractual dynamics

- Stated decision to remove the TMS in favour of native integration into the code
- Technical teams taking GTM back in hand

## The voice of publishers

What wins them over

*"It gets the job done, no frills."*

*"Free. Lots of tutorials available"*

What frustrates them

*"We've just implemented it: no feedback to date."*

*"Requires appropriate governance and documentation"*

## Weak signals 2027

- Re-internalisation of tags into the code
- Decline of the TMS as a standalone layer
- Rise of sovereign solutions (Matomo, PiwikPro)

## Final comment

74% equipped, score 8.0/10. GTM dominates massively (free), but the re-internalisation of tags and compliance are becoming structuring topics.



## CDN

**Average score: 8.0/10**

A CDN distributes content across geographically dispersed servers to reduce loading times, with security, cost and performance as key criteria.

Sovereignty is becoming a point of tension: several respondents are seeking a European alternative to the dominant US players.

### Score evolution 2023 → 2026

Category average score	2022	2023	2024	2026
CDN	7.7	8.1	8.5	<b>8.0</b>

### 2026 overview

27/31 respondents equipped (87%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Cloudflare	32%	7.7	5 → 9	70%	1.3 - homogeneous satisfaction
Fastly	26%	8.8	6 → 10	75%	1.5 - divided opinions
Akamai	23%	7.6	6 → 9	57%	1.2 - homogeneous satisfaction
Amazon CloudFront	16%	8.2	7 → 9	80%	0.7 - very strong consensus
<b>Also mentioned: Azure CDN, Google Cloud CDN, Bunny</b>					

### Key observations

- Cloudflare is the most widely deployed solution (32% of respondents).
- Fastly achieves the highest satisfaction in the category (8.8/10).
- Amazon CloudFront enjoys strong consensus (standard deviation 0.7).
- 87% of respondents are equipped in this category.



## Real-world uses and workarounds

Fastly is valued for its programmability (edge, on-the-fly image processing), Cloudflare for its services-to-price ratio and its security; some operate multi-CDN.

Winning combinations: Multi-CDN (Fastly + Akamai + Bunny) still exists among the large groups but is seen as burdensome; the trend is towards consolidation onto a single player.

## Contractual dynamics

- Active search for sovereign alternatives to US CDNs
- Rationalisation of multi-CDN configurations reported

## The publishers' voice

What convinces

*"Relatively expensive"*

*"We make little use of it, but it's fairly simple."*

What frustrates

*"no SLA on volume when purging the cache"*

## Weak signals 2027

- Sovereignty pressure on US CDNs
- Impact of Cloudflare/Fastly outages on satisfaction
- Convergence of CDN + edge + security under a single player

## Final comment

87% equipped, but a marked decline in the score (8.5 in 2024 → 8.0 in 2026). Cloudflare remains the most deployed but sees its score fall; Fastly achieves the best satisfaction.



# Anti-bot / anti-crawler solution

**Average score: 7.8/10**

These technologies detect and limit bots and crawlers, an issue made more acute by the rise of AI crawlers.

A subject under strong tension this year, but where dedicated solutions remain unevenly deployed.

## Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Anti-bot / anti-crawler solution	Not studied	Not studied	8.2	<b>7.8</b>

## 2026 overview

23/31 respondents equipped (74%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Cloudflare	23%	8.3	6 → 10	71%	1.3 - consistent satisfaction
Fastly bot management	19%	7.3	6 → 8	50%	0.7 - very strong consensus
Akamai Bot Manager	16%	7.8	6 → 9	60%	1.2 - consistent satisfaction
In-house solution	10%	8.7	8 → 9	100%	0.5 - very strong consensus
Botscorner	6%	7.0	6 → 8	50%	1 - consistent satisfaction

**Also cited: Tollbit, Imperva, DataDome, Datadome**

### Key observations

- Cloudflare is the most deployed solution (23% of respondents).
- The in-house solution achieves the best satisfaction in the category (8.7/10).
- Botscorner is the lowest-rated solution among the leading ones (7.0/10).
- The in-house solution is the subject of a strong consensus (standard deviation 0.5).
- 74% of respondents are equipped in this category.



## Real-world uses and workarounds

The anti-bot modules built into CDNs (Cloudflare, Fastly, Akamai) serve as the first line; French solutions (DataDome, Botscorner) are rising for fine-grained blocking.

Winning combinations: The CDN's anti-bot module + a specialised French solution (DataDome / Botscorner) for targeted blocking is the emerging combination.

## Contractual dynamics

- Botscorner testing phases reported
- Rise of French solutions to counter AI crawlers

## Unmet needs

- Better observability of bot traffic
- Greater effectiveness against AI bots
- Reduction of false positives

## The publishers' voice

What convinces

*"Very effective for knowing what's going on."*

*"Ability to properly configure what you want"*

## Weak signals 2027

- AI crawlers as a new security front
- Rise of sovereign solutions (DataDome, Botscorner)
- Need for observability dedicated to bot traffic

## Final comment

74% equipped, a marked decline in the score (8.2 → 7.8). The fight against AI crawlers is a rising subject; Cloudflare, Fastly and Akamai dominate, while French solutions are gaining ground.



## Web Application Firewall (WAF)

**Average score: 7.9/10**

The Web Application Firewall protects sites against malicious traffic and cyberattacks. The trade-offs concern cost and management complexity.

The WAF is often tied to the CDN, which simplifies its implementation when you are already a customer.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Web Application Firewall	7.2	8.0	8.0	<b>7.9</b>

### 2026 overview

26/31 respondents equipped (84%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Cloudflare	26%	7.2	1 → 10	75%	2.7 - strong polarisation
Fastly WAF	16%	8.4	8 → 10	100%	0.8 - very strong consensus
Akamai	16%	8.0	7 → 9	80%	0.6 - very strong consensus
AWS WAF	13%	9.0	8 → 10	100%	0.7 - very strong consensus
<b>Also cited: In-house solution, Imperva, Fortiweb, GCP Cloud Armor, DataDome</b>					

#### Key observations

- Cloudflare is the most deployed solution (26% of respondents).
- AWS WAF achieves the best satisfaction in the category (9.0/10).
- Cloudflare polarises opinion (standard deviation 2.7).
- Akamai is the subject of a strong consensus (standard deviation 0.6).
- 84% of respondents are equipped in this category.

### Real-world uses and workarounds



The WAF is frequently activated through the existing CDN (Fastly, Cloudflare, Akamai); AWS WAF more specifically protects the subscription/auth components.

Winning combinations: CDN + WAF from the same provider (Fastly WAF, Cloudflare) for the site, AWS WAF for the auth/subscription components: a common split.

## Contractual dynamics

- WAF deployments still in progress at some respondents
- Growing tie-in of the WAF to the CDN

## Unmet needs

- Reduction of false positives
- Control over the cost of premium solutions
- Faster blocking response

## The publishers' voice

What convinces

*"Meets the need adequately."*

*"Meets our needs and requirements."*

What frustrates

*"Not sovereign, looking for an alternative. WAF has much room for improvement"*

## Weak signals 2027

- WAF increasingly tied to the CDN
- Rise of French solutions (DataDome)
- Simplified activation when already a CDN customer

## Final comment

84% equipped, stable score (7.9/10). Cloudflare remains the most deployed; AWS WAF achieves the best satisfaction. Cost and false positives remain the points of attention.



# Hosting

**Average score: 7.8/10**

Hosting is the foundation of any digital media outlet. The criteria combine reliability, speed, scalability, costs and sovereignty.

US hyperscalers dominate, but the presence of European players illustrates a strong sensitivity to sovereignty.

## Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Hosting	7.2	7.7	7.9	<b>7.8</b>

## 2026 overview

31/31 respondents equipped (100%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
Amazon Web Services (AWS)	35%	8.5	7 → 10	91%	0.9 - very strong consensus
Google Cloud Platform (GCP)	23%	8.3	8 → 10	100%	0.7 - very strong consensus
SDV	13%	7.2	4 → 10	50%	2.2 - strong polarisation
OVH	13%	7.8	6 → 10	50%	1.5 - divided opinions
In-house solution	10%	7.3	7 → 8	33%	0.5 - very strong consensus
Scaleway	6%	7.5	7 → 8	50%	0.5 - very strong consensus
Microsoft Azure	6%	7.5	7 → 8	50%	0.5 - very strong consensus

**Also cited: Octopuce, Infogérance, Wordpress VIP, Monaco Télécom, UPSON, Hexanet, Cyllène French sovereign host, Upsun, ArcXP**



## Key observations

- Amazon Web Services (AWS) is the most deployed solution (35% of respondents).
- SDV polarises opinion (standard deviation 2.2).
- The in-house solution is the subject of a strong consensus (standard deviation 0.5).
- 100% of respondents are equipped in this category.

## Real-world uses and workarounds

AWS and GCP serve as a scalable foundation rich in managed services; OVH, Scaleway and SDV meet a sovereignty requirement, often in a multi-cloud or hybrid setup. Winning combinations: Multi-cloud AWS + GCP among the large groups; a sovereign host (OVH, SDV, Scaleway) alone or in an on-premise hybrid among publishers attached to sovereignty.

## Contractual dynamics

- Explicit sovereignty initiatives at several respondents
- Hybrid on-premise / cloud strategies reported

## Unmet needs

- European hosts on a par with the hyperscalers
- Control over cloud price inflation
- FinOps optimisation of the cloud bill

## The publishers' voice

What convinces

*"Apart from price inflation"*

*"Very good, modern platform"*

What frustrates

*"Infrastructure instability, lack of responsiveness and flexibility."*

## Weak signals 2027

- Sovereignty as a structuring criterion
- Multi-cloud and hybrid consolidating
- Pressure on cloud costs

## Final comment

100% equipped, score 7.8/10. AWS and GCP dominate and are the highest-rated, but OVH, Scaleway and SDV reflect a strong sovereignty requirement.



## Database technology

**Average score: 8.5/10**

Databases store and organise application data, whether relational or NoSQL.

It is the highest-rated category of the classic technical foundation.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Database technology	Not studied	Not studied	8.5	<b>8.5</b>

### 2026 overview

29/31 respondents equipped (94%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
MySQL	39%	8.2	7 → 10	92%	0.8 - very strong consensus
Redis	39%	8.4	7 → 10	83%	1 - consistent satisfaction
PostgreSQL	35%	8.6	7 → 10	91%	0.9 - very strong consensus
MongoDB	26%	7.6	5 → 10	62%	1.3 - consistent satisfaction
MariaDB	23%	8.6	7 → 10	86%	1 - consistent satisfaction
AWS DynamoDB	13%	8.8	8 → 10	100%	0.8 - very strong consensus
<b>Also cited: Microsoft SQL Server, Elasticsearch, Snowflake (data warehouse) + AWS for raw data storage (data lake), AWS Aurora serverless V2 (with PostgreSQL), SQL Server, Elastic</b>					

### Key observations

- MySQL is the most deployed solution (39% of respondents).
- AWS DynamoDB achieves the best satisfaction in the category (8.8/10).



- MySQL is the subject of a strong consensus (standard deviation 0.8).
- 94% of respondents are equipped in this category.

## Real-world uses and workarounds

MySQL/MariaDB carry the relational legacy, PostgreSQL is becoming the migration target, Redis handles caching and MongoDB the document-based content.

Winning combinations: PostgreSQL (target) + Redis (cache) + MongoDB (documents) forms a common trio; MariaDB/MySQL persist on the legacy.

## The publishers' voice

What convinces

*"Supplemented by Elasticsearch indexing"*

*"Meets our needs and requirements"*

What frustrates

*"Does the job despite a few functional limitations (postgres is better equipped but doesn't work on our CMS)."*

## Weak signals 2027

- PostgreSQL as the new relational standard
- Redis confirmed as the reference cache
- Rationalisation of multi-database stacks

## Final comment

94% equipped, the highest score of the classic foundation (8.5/10). MySQL and Redis are the most cited, but PostgreSQL is the most favoured technology and the target of migrations.



## Data Warehouse

**Average score: 7.7/10**

The Data Warehouse centralises and structures data for large-scale analysis. A new category in 2026.

It reflects the growing power of data uses, with cost control as a major concern.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Data Warehouse	Not studied	Not studied	Not studied	<b>7.7</b>

### 2026 overview

24/31 respondents equipped (77%)

Solution/Tool	Equipment rate	Average score	Range	% of scores ≥ 8	Standard deviation
BigQuery	39%	8.0	5 → 10	75%	1.4 - consistent satisfaction
In-house solution	13%	5.5	1 → 8	25%	2.7 - strong polarisation
Snowflake	13%	8.2	7 → 10	75%	1.1 - consistent satisfaction
PostgreSQL	10%	7.7	7 → 8	67%	0.5 - very strong consensus

**Also cited: DuckDB, Fabric, ADL, Azure Fabric, AWS Redshift, Azure Synapse, S3**

### Key observations

- BigQuery is the most deployed solution (39% of respondents).
- Snowflake achieves the best satisfaction in the category (8.2/10).
- The in-house solution is the lowest-rated solution among the leading ones (5.5/10).
- The in-house solution polarises opinion (standard deviation 2.7).
- PostgreSQL is the subject of a strong consensus (standard deviation 0.5).
- 77% of respondents are equipped in this category.



## Real-world uses and workarounds

BigQuery serves as an analytics hub integrated into the Google ecosystem; Snowflake equips groups in migration; some host their own data warehouse (DuckDB, PostgreSQL).

Winning combinations: BigQuery + the Google ecosystem on the analytics side; Snowflake as a unified data foundation among groups in consolidation.

## Contractual dynamics

- Migrations to Snowflake announced in 2025
- Insourcing of open-source data warehouses reported

## Unmet needs

- Control and predictability of costs
- Analytics data sovereignty
- Operational simplification of platforms

## The publishers' voice

What convinces

*"Serverless and affordable"*

*"Integrated into our ecosystem"*

What frustrates

*"Legacy code, migration project"*

## Weak signals 2027

- Cost as the primary barrier to data platforms
- Emerging open-source in-housing (DuckDB)
- Data lake + warehouse convergence

## Final comment

New category, 77% equipped (7.7/10). BigQuery leads ahead of Snowflake. Cost control is the recurring point of attention.



## Single Sign-On (SSO)

**Average score: 7.9/10**

Single Sign-On simplifies access to applications via a single authentication, strengthening security and experience.

SSO is often integrated into the subscription / CRM solution.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Single Sign-On (SSO)	Not studied	Not studied	7.3	<b>7.9</b>

### 2026 overview

23/31 respondents equipped (74%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Auth0	32%	7.7	3 → 10	78%	1.8 - divided opinions
In-house solution	19%	7.2	2 → 10	67%	2.9 - strong polarisation
Okta	19%	8.7	8 → 10	100%	0.7 - very strong consensus
Google Identity	10%	10.0	10 → 10	100%	0 - very strong consensus
Keycloak	6%	7.5	6 → 9	50%	1.5 - divided opinions
<b>Also mentioned: SSO Opper</b>					

### Key observations

- Auth0 is the most widely deployed solution (32% of respondents).
- Google Identity achieves the highest satisfaction in the category (10.0/10).
- The in-house solution polarises opinions (standard deviation 2.9).
- Google Identity is the subject of a strong consensus (standard deviation 0).
- 74% of respondents are equipped in this category.



## Real-world uses and workarounds

Auth0 manages reader authentication, while Okta and Google Identity handle internal access; in-house solutions cover specific identification flows.

Winning combinations: Okta (internal, journalists) + Auth0 (readers) is a common split among groups; in-house OAuth2 solutions among sovereignty-focused publishers.

## Contractual dynamics

- Migrations from in-house solutions to Auth0 reported
- Consolidation around Okta for internal access

## Unmet needs

- Better performance of SSO redirects
- SSO better integrated with CRM/subscription
- Faster implementation

## The publishers' voice

What convinces

*"Open and well-suited standard"*

*"A bit expensive but very good"*

## Weak signals 2027

- Auth0 for readers, Okta for internal use
- OAuth2/OIDC as the integration standard
- Persistent sovereign in-house solutions

## Final comment

74% equipped, clear improvement in the score (7.3 → 7.9). Auth0, Okta and in-house solutions share the market; Okta and Google Identity are the best rated.



## Source code management and collaboration

**Average score: 8.3/10**

These tools manage source code and collaboration (change tracking, branches, continuous integration).

GitHub and GitLab share a market where no credible in-house solution emerges.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Source code management and collaboration	Not studied	Not studied	8.6	<b>8.3</b>

### 2026 overview

29/31 respondents equipped (94%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
GitHub	48%	8.6	7 → 10	73%	1.2 - uniform satisfaction
GitLab	45%	8.1	1 → 10	79%	2.3 - strong polarisation

**Also mentioned: Azure DevOps, In-house solution**

### Key observations

- GitHub is the most widely deployed solution (48% of respondents).
- GitLab polarises opinions (standard deviation 2.3).
- 94% of respondents are equipped in this category.

### Real-world uses and workarounds

GitHub is valued for its ecosystem and GitHub Actions (CI/CD); GitLab is preferred in self-hosted/on-premise setups for control and sovereignty.

Winning combinations: GitHub (ecosystem, CI via Actions) for some, GitLab self-hosted (sovereignty, integrated CI) for others; rarely both together.



## Contractual dynamics

- Pricing tension reported on managed GitLab vs self-hosted
- Standardisation around GitHub among several teams

## The publishers' voice

What convinces

*"For its CI/CD features"*

What frustrates

*"Archaic... manual version management :-("*

## Weak signals 2027

- GitHub as the de facto standard
- GitLab self-hosted for sovereignty
- Integrated CI/CD as a decisive criterion

## Final comment

94% equipped, score 8.3/10. GitHub establishes itself as the standard, closely followed by GitLab; GitHub achieves the highest score, driven by GitHub Actions.



## Project management tool

**Average score: 7.7/10**

Project management tools organise and track tasks, priorities and deadlines. Jira dominates by a very wide margin, despite recurring criticism of its complexity and cost.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Project management tool	Not studied	Not studied	7.4	<b>7.7</b>

### 2026 overview

29/31 respondents equipped (94%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
Jira	55%	7.6	2 → 10	76%	2.4 - strong polarisation
In-house solution	10%	7.7	5 → 10	67%	2.1 - strong polarisation
Trello	10%	9.3	8 → 10	100%	0.9 - very strong consensus
<b>Also mentioned: Notion, Shortcut, Azure DevOps, + MS Planner, Zube, GitHub, Slack list, Linear, Redmine</b>					

### Key observations

- Jira is the most widely deployed solution (55% of respondents).
- Trello achieves the highest satisfaction in the category (9.3/10).
- Jira polarises opinions (standard deviation 2.4).
- Trello is the subject of a strong consensus (standard deviation 0.9).
- 94% of respondents are equipped in this category.

### Real-world uses and workarounds

Jira structures the roadmap and multi-team tracking (sometimes with Jira Product Discovery); lighter tools (Trello, Notion, Linear) serve as targeted alternatives.



Winning combinations: Jira (overall tracking) + Notion/Slack (lightweight collaboration) coexist; Linear/Trello emerge as complete alternatives among small teams.

## Contractual dynamics

- Search for alternatives to Jira (Notion, Linear) reported
- Partial migrations to lighter tools

## Unmet needs

- Simpler tools for simple needs
- Reduction of Jira's cost and complexity
- Better integration with the code repository

## The publishers' voice

What convinces

*"Scalable, democratised and easy"*

*"Adopting GitHub for project management is above all driven by a desire to rationalise our technical stack. By centralising code and task management in a single tool, we avoid the proliferation of third-party software and simplify the team's workflows."*

What frustrates

*"Jira is barely of any use to us anymore apart from time logging; we're looking for an alternative, either directly with Notion or with Linear"*

## Weak signals 2027

- Rise of Linear and Notion against Jira
- Search for lightness and controlled cost
- Convergence of project management + code repository

## Final comment

94% equipped, score 7.7/10. Jira remains ultra-dominant despite the criticism; Trello and lightweight alternatives (Notion, Linear) are gaining ground.



# The irruption of AI into the technical stack

The 2026 edition confirms a major shift: AI is no longer merely an occasional productivity tool, it is settling durably into publishers' technical stacks. Five new categories were added this year to reflect this: code assistants, language models integrated into products, LLM frameworks / SDKs, agent orchestration and multi-model platforms, not forgetting vector databases.

## Code assistant

**Average score: 7.6/10**

Code assistants (completion, generation, agents) are becoming widespread in publishers' technical teams. New category in 2026.

Massive and rapid adoption, with high turnover between tools.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Code assistant	Not studied	Not studied	n/s	<b>7.6</b>

## 2026 overview

25/31 respondents equipped (81%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
GitHub Copilot	48%	7.7	5 → 10	40%	1.5 - <i>divided opinions</i>
Claude Code	29%	8.3	7 → 10	56%	1.2 - <i>uniform satisfaction</i>
Cursor	19%	7.8	6 → 10	50%	1.3 - <i>uniform satisfaction</i>
OpenAI Codex	16%	7.0	5 → 9	20%	1.3 - <i>uniform satisfaction</i>

**Also mentioned: ChatGPT, We are still testing on this subject, In-house solution**

## Key observations

- GitHub Copilot is the most widely deployed solution (48% of respondents).



- Claude Code achieves the highest satisfaction in the category (8.3/10).
- OpenAI Codex is the lowest-rated solution among the main ones (7.0/10).
- 81% of respondents are equipped in this category.

## Real-world uses and workarounds

GitHub Copilot serves as an IDE-integrated assistant, Claude Code and Codex in agent/CLI mode for exploration and refactoring; many teams juggle several tools depending on the need.

Winning combinations: Copilot (IDE) + Claude Code or Codex (agent/CLI) is the most common combination; some favour BYOK (bring your own key) tools.

## Contractual dynamics

- Switches from Copilot to Cursor reported
- Recent deployments of Claude Code and Codex in team mode

## Unmet needs

- Maturity of professional offerings
- Control of token cost (daily limits)
- Stability of a very volatile market

## The publishers' voice

What convinces

*"Integrated into IDEs or in agent mode with OpenCode."*

*"Currently the best on the market in terms of generation, comprehension, code exploration and configuration."*

What frustrates

*"Professional offerings are not yet mature, the market is volatile, requiring juggling between tools."*

*"We are not equipped due to ethical considerations."*

## Weak signals 2027

- Shift from completion to agent
- BYOK tools to control costs
- Rapid turnover between providers

## Final comment

New category already at 81% equipment (7.6/10). Copilot remains the most widespread, but Claude Code achieves the highest score; teams juggle between several tools.



## Language models (LLMs) integrated into products

**Average score: 7.9/10**

This category lists language models integrated directly into products (sites, apps), rather than internal productivity uses.

OpenAI dominates, but competition is intensifying rapidly.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Language models (LLMs) integrated into products	Not studied	Not studied	n/s	<b>7.9</b>

### 2026 overview

18/31 respondents equipped (58%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
OpenAI (GPT-4 / GPT-4o / o1...)	42%	7.6	4 → 9	77%	1.7 - <i>divided opinions</i>
Anthropic (Claude)	26%	7.5	4 → 9	75%	1.8 - <i>divided opinions</i>
Google (Gemini)	16%	8.4	5 → 10	80%	1.9 - <i>divided opinions</i>
Mistral	10%	7.3	5 → 9	67%	1.7 - <i>divided opinions</i>
<b>Also mentioned: GitHub Copilot, perplexity, Self-hosted model</b>					

### Key observations

- OpenAI (GPT-4 / GPT-4o / o1...) is the most widely deployed solution (42% of respondents).
- Google (Gemini) achieves the highest satisfaction in the category (8.4/10).
- 58% of respondents are equipped in this category.

### Real-world uses and workarounds



OpenAI powers journalist assistance in the CMS and TTS; Perplexity serves as an answer engine for readers; Mistral is used for simpler or sovereignty-related tasks.

Winning combinations: OpenAI (generation, TTS) + Perplexity (reader answer engine), or OpenAI + Mistral to combine power and sovereignty on smaller tasks.

## Contractual dynamics

- Frequent model updates imposed by their rapid evolution
- Multi-provider diversification reported

## Unmet needs

- Stability of models between versions
- Control of cost inflation (context window)
- More persistent caching

## The publishers' voice

What convinces

*"Simple billing through GCP."*

*"Claude is powerful and fast. Mistral has small models that are simpler for small tasks."*

What frustrates

*"We observe heterogeneity in the results (outputs) when switching from one model to another. Moreover, the cost inflation linked to the extension of the context window is concerning. Finally, caching solutions, although expensive, offer too limited a persistence (only a few minutes)."*

## Weak signals 2027

- Rapid turnover of integrated models
- Rise of multi-provider approaches
- Search for sovereignty (Mistral, self-hosted)

## Final comment

58% equipped (7.9/10). When an LLM is integrated into products, OpenAI dominates ahead of Anthropic and Google; the speed of model evolution is a point of attention.



## Framework / SDK for LLM applications

**Average score: 6.8/10**

Frameworks and SDKs for LLM applications structure the development of features based on generative AI.

Category still emerging and not widely equipped.

### Score trend 2023 → 2026

Category average score	2022	2023	2024	2026
Framework / SDK for LLM applications	Not studied	Not studied	Not studied	<b>6.8</b>

### 2026 overview

6/31 respondents equipped (19%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
In-house solution	10%	7.3	4 → 10	67%	2.5 - strong polarisation
LangChain	6%	6.5	4 → 9	50%	2.5 - strong polarisation
<b>Also cited: PydanticAI</b>					

### Key observations

- In-house solution is the most widely deployed solution (10% of respondents).
- LangChain is the lowest-rated solution among the leading ones (6.5/10).
- In-house solution polarises opinion (standard deviation 2.5).
- 19% of respondents are equipped in this category.

### Real-world uses and workarounds

In-house solutions encapsulate an internal AI framework for complete control; LangChain/LangGraph and PydanticAI structure Python development.

Winning combinations: In-house framework (control/sovereignty) or LangChain/LangGraph (ecosystem); PydanticAI for Python teams.



## Contractual dynamics

- Construction of internal AI frameworks reported
- A field that is still not well established

## Unmet needs

- Maturity and stability of frameworks
- Sovereignty and control of dependencies
- Ease of integration in Python

## The voice of publishers

What convinces

*"A great solution that adapts to our uses in Python"*

*"We control the implementation. No external dependencies."*

## Weak signals 2027

- In-house frameworks for control
- The rise of PydanticAI on the Python side
- A field that is still very much in flux

## Final comment

An emerging category, only 19% equipped (6.8/10). In-house solutions and LangChain/LangGraph dominate a field that is still not very mature.



## AI agent orchestration

**Average score: 8.0/10**

AI agent orchestration solutions chain tasks together and automate model-based workflows.

Usage is still developing, with a strong need for accessibility beyond technical teams.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
AI agent orchestration	Not studied	Not studied	Not studied	<b>8.0</b>

### 2026 overview

12/31 respondents equipped (39%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
n8n	13%	7.0	4 → 10	50%	2.5 - strong polarisation
Zapier	10%	7.3	5 → 9	67%	1.7 - divided opinions
In-house solution	10%	6.7	4 → 9	33%	2.1 - strong polarisation

**Also cited: AutoGen (Microsoft), make, LangGraph, Cursor**

### Key observations

- n8n is the most widely deployed solution (13% of respondents).
- Zapier achieves the highest satisfaction in the category (7.3/10).
- In-house solution is the lowest-rated solution among the leading ones (6.7/10).
- n8n polarises opinion (standard deviation 2.5).
- 39% of respondents are equipped in this category.

### Real-world uses and workarounds

n8n and Zapier automate workflows and integrate applications and APIs; in-house solutions cover specific needs, sometimes via the agents built into IDEs. Winning combinations: n8n (self-hosted, technical) or Zapier (accessible) depending on the profile; IDE agents (Cursor) for orchestration on the development side.



## Contractual dynamics

- Search for an AI workflow tool accessible to non-technical users
- Declining interest in certain building blocks as AI evolves

## Unmet needs

- A genuinely user-friendly AI workflow tool beyond tech teams
- Greater relevance in the face of the rapid evolution of AI
- Simplified hosting

## The voice of publishers

What convinces

*"No need to manage hosting."*

*"Easily orchestrating workflows."*

What frustrates

*"less and less interest as ai evolves"*

## Weak signals 2027

- The rise of agents built into IDEs
- Search for accessibility beyond tech teams
- Questioning of certain orchestration building blocks

## Final comment

39% equipped (8.0/10). n8n, Zapier and in-house solutions share the uses; the need for a tool accessible to non-technical users comes up frequently.



## Multi-model platform

**Average score: 8.4/10**

Multi-model platforms provide access to several providers via a single abstraction layer (gateway, hub).

They are gaining ground and achieving good scores.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Multi-model platform	Not studied	Not studied	Not studied	<b>8.4</b>

### 2026 overview

14/31 respondents equipped (45%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
AWS Bedrock	19%	9.2	8 → 10	100%	0.7 - very strong consensus
In-house solution	13%	8.5	8 → 9	100%	0.5 - very strong consensus
Google Vertex AI	13%	9.0	7 → 10	75%	1.2 - uniform satisfaction
Azure AI Studio	6%	7.5	7 → 8	50%	0.5 - very strong consensus

**Also cited: OpenRouter, dataiku, Hugging Face Inference**

### Key observations

- AWS Bedrock is the most widely deployed solution (19% of respondents).
- In-house solution enjoys a strong consensus (standard deviation 0.5).
- 45% of respondents are equipped in this category.

### Real-world uses and workarounds

AWS Bedrock and Vertex AI serve as a multi-provider hub integrated into the cloud; in-house solutions bring control and sovereignty.



Winning combinations: AWS Bedrock + Vertex AI for technological independence (two providers); in-house abstraction layer at sovereignty-focused groups.

## Contractual dynamics

- Development of in-house abstraction layers reported
- Adoption of Bedrock/Vertex as the de facto cloud solution

## Unmet needs

- Independence from a single provider
- Control and sovereignty of the access layer
- Flexibility to switch between models

## The voice of publishers

What convinces

*"Being on AWS, Bedrock is the de facto solution."*

What frustrates

*"Not enough feedback for now"*

## Weak signals 2027

- The rise of multi-model gateways
- In-house abstraction layers for sovereignty
- Technological independence as a criterion

## Final comment

45% equipped, very good score (8.4/10). Bedrock and Vertex AI dominate; several groups are developing their own abstraction layer.



## Vector database (RAG / semantic search)

**Average score: 7.5/10**

Vector databases support AI use cases such as RAG and semantic search.

Usage is still exploratory, with doubts about the longevity of traditional RAG.

### Change in scores 2023 → 2026

Average score for the category	2022	2023	2024	2026
Vector database (RAG / semantic search)	Not studied	Not studied	Not studied	<b>7.5</b>

### 2026 overview

18/31 respondents equipped (58%)

Solution/Tool	Equip. rate	Average score	Range	% of scores ≥ 8	Standard deviation
OpenSearch	16%	7.4	6 → 9	40%	1 - uniform satisfaction
Qdrant	16%	7.8	6 → 10	40%	1.5 - divided opinions
Elasticsearch	13%	7.2	6 → 9	25%	1.1 - uniform satisfaction
PostgreSQL + pgvector	13%	7.2	6 → 10	25%	1.6 - divided opinions

**Also cited: dataiku, Milvus, In-house solution, Snowfalke Cortex**

### Key observations

- OpenSearch is the most widely deployed solution (16% of respondents).
- Qdrant achieves the highest satisfaction in the category (7.8/10).
- 58% of respondents are equipped in this category.

### Real-world uses and workarounds

OpenSearch and Elasticsearch reuse existing search; Qdrant and PostgreSQL + pgvector equip dedicated RAG use cases.



Winning combinations: PostgreSQL + pgvector (reuse of the relational database) or Qdrant (dedicated); OpenSearch/Elasticsearch to build on existing search.

## Contractual dynamics

- Choice of Qdrant/Milvus following a comparative study reported
- Caution regarding the longevity of traditional RAG

## Unmet needs

- Optimisation of RAG in the face of documentary noise
- Clarity on the longevity of RAG vs agentic approaches
- Better value for money

## The voice of publishers

What convinces

*"Works well, but not fully used"*

*"A pragmatic and scalable vector solution."*

## Weak signals 2027

- Doubt about the survival of traditional RAG
- The rise of agentic approaches
- Reuse of existing search (OpenSearch/ES)

## Final comment

58% equipped (7.5/10). OpenSearch, Qdrant, Elasticsearch and pgvector share the field; several respondents remain cautious about the longevity of RAG.



## Summary of scores by category

	Tech Stack 2022	Tech Stack 2023	Tech Stack 2024	Tech Stack 2026
	Average score /10			
<b>Front-end framework</b>	Not studied	Not studied	7.9	8.0
<b>Back-end framework</b>	Not studied	Not studied	8.2	8.0
<b>Mobile app language</b>	Not studied	Not studied	8.0	8.0
<b>E-commerce solution</b>	Not studied	Not studied	6.2	6.3
<b>Web performance measurement</b>	Not studied	Not studied	8.3	8.1
<b>Tag Management System</b>	Not studied	Not studied	7.8	8.0
<b>CDN</b>	7.7	8.1	8.5	8.0
<b>Anti-bot, anti-crawler solution</b>	Not studied	Not studied	8.2	7.8
<b>Web Application Firewall</b>	7.2	8	8	7.9
<b>Hosting</b>	7.2	7.7	7.9	7.8
<b>Database technology</b>	Not studied	Not studied	8.5	8.5
<b>Data Warehouse</b>	Not studied	Not studied	Not studied	7.7
<b>Single Sign On (SSO)</b>	Not studied	Not studied	7.3	7.9
<b>Source code management and collaboration</b>	Not studied	Not studied	8.6	8.3
<b>Project management tool</b>	Not studied	Not studied	7.4	7.7
<b>Code assistant</b>	Not studied	Not studied	Not studied	7.6
<b>Language models (LLM) integrated into products</b>	Not studied	Not studied	Not studied	7.9
<b>Framework / SDK for LLM applications</b>	Not studied	Not studied	Not studied	6.8
<b>AI agent orchestration</b>	Not studied	Not studied	Not studied	8.0
<b>Multi-model platform</b>	Not studied	Not studied	Not studied	8.4
<b>Vector database (RAG / semantic search)</b>	Not studied	Not studied	Not studied	7.5
<b>Video player</b>	7.1	7.4	7.4	Dropped from this category
<b>Audio player</b>	7.1	6.7	7.5	Dropped from this category

No collapse, but two notable declines in security/distribution (CDN and anti-bots), probably linked to pressure from AI crawlers and the Cloudflare/Fastly outages mentioned in the verbatims.



## Overall satisfaction with the technical stack

Three questions conclude the questionnaire: are you missing a tool to achieve your objectives? how would you describe how well your stack fits your business needs (score out of 10)? and why?

### **Average suitability score: 7.4/10 (out of 31 responses)**

The majority of respondents say they are broadly satisfied with their stack, which they perceive as reliable, standard and suited to their needs. Several point out that their choices, often the result of deliberate internal trade-offs, enable them to support their growth and to recruit more easily on widespread technologies.

The main areas for improvement cited concern the integration of AI into the stack, cost control (cloud, SaaS, tokens), digital sovereignty and observability (APM, logs, RUM), with several respondents regretting the absence of a dedicated monitoring category in the questionnaire.

The lower scores are mainly due to a lack of human resources to fully exploit the tools, a strong dependence on service providers, or legacy building blocks awaiting an overhaul (e-commerce, SSO, version management).

### **Main needs expressed**

- Integration of AI and agents capable of performing simple, repetitive tasks
- Cost optimisation (FinOps) tools and tools for deploying AI at scale
- A complete and affordable observability stack (APM, logs, RUM)
- Sovereign / European solutions on critical building blocks (CDN, cloud, AI)

### **Main obstacles identified**

- Lack of human resources to configure and operate the tools
- Dependence on costly tools (SaaS, cloud, AI tokens)
- Dependence on service providers for certain building blocks (e-commerce, subscribers)
- Modernisation of legacy tools held back by financial resources or planning

### **A few remarks**

*"We are broadly satisfied with our stack because it largely results from our own choices"*

*"The technology stack must adapt to business needs and not the other way around. Tech is at the service of the product."*

*"The AI revolution began in 2025, the stack will really evolve in 2026"*

*"Our stack is deliberately simple and limited to match the size of the team."*



## General summary

### What is the Tech Stack of news publishers in France worth?

Five editions after its creation, the Tech Stack delivers its most complete overview in 2026: four questionnaires, 118 contributions and nearly 5.5 billion monthly page views described. Four families of tools — marketing, editorial, advertising, technical — are put under the microscope, and their scores converge within a hair's breadth: 7.1/10 for marketing, 7.2 for editorial, 7.4 for advertising as for technical. The message is clear: French publishers are now properly equipped. No category collapses, none achieves excellence. The gaps lie at the extremes, from the success of digital advertising audio (8.8/10) to the struggles of the subscription manager (6.2) or advertpayment (4.2). Over three years, the trend is towards slow improvement, as stacks stabilise.

This maturity shifts the challenge. Everywhere, value no longer lies in the tool itself but in its ability to connect to others. Marketing calls for a unified data/CRM/CDP layer; editorial dreams of a CMS turned cockpit, linking planning, publication, social media and measurement; the technical side seeks observability and orchestration; advertising, the reconciliation of its fragmented signals. The 2026 stack is not under-equipped: it is under-orchestrated. Added to this integration tension, among established press groups, is a persistent divide between print-inherited foundations and digital building blocks, which the dreaded migrations still struggle to resolve.

Two forces run through the four chapters. AI, first, which has entered almost all uses (nearly nine out of ten publishers on the marketing side), but is still confined to assistance and individual productivity; its industrialisation, plugged into data, will be the next front of differentiation. Sovereignty, next, which is emerging as a structuring criterion in the face of dependence on the major American players, Google foremost, from web analytics to the adserver, from the cloud to language models, and in the face of a surge in costs (licences, cloud, tokens) that everyone is seeking to control.

One constant remains, the common thread of the study: in-house solutions, when designed with the teams, regularly earn the best scores. Proof that satisfaction stems less from a tool's power than from how well it fits the needs. This is where the 2027 edition will be decided: not in the accumulation of new building blocks, but in the art of connecting them.

## Acknowledgements

The "Tech Stack" was produced with the support of institutions that relayed the distribution of the questionnaire and are warmly thanked for it:

- L'Alliance de la Presse d'Information Générale (APIG)
- La Fédération Nationale de la Presse d'information Spécialisée (FNPS)
- Le Groupement des Éditeurs de Contenus et Services en Ligne (GESTE)
- Le Syndicat de la Presse Indépendante d'Information en Ligne (SPIIL)
- Syndicat des éditeurs de la presse magazine (SEPM)



- Alliance Digitale
- Syndicat des Régies Internet (SRI)

Our final thoughts go to Jean-François Fogel, the first supporter of this study and the architect of its anchoring at Sciences Po. Gone too soon, he had given it the ambition that, to this day, keeps it alive.