GAZETA DO POVO
GAZETA DO POVO

4TH

LARGEST AUDIENCE IN BRAZIL *

5TH

WITH THE POPULAR NEWS

Source: Comscore Panel
A CENTENNIAL COMPANY
PART OF THE GRPCOM GROUP
Strong and coherent convictions
Committed to its ideals
Intelligent, visionary, and insightful
Happy
Bold and inspiring
Friendly and respectful
Innovative and technological
Has credibility
JUNE 2017: THE BIGGEST CHANGE
DIGITAL (MOBILE FIRST) SUBSCRIPTION-FIRST BUSINESS
WEEKLY EDITION

MAGAZINES

GAZETA DO POVO

Modelo em ruínas

bomgourmet

A nova praia do curitibano

HAUS

Especial Casa Cor Parana 2010
 Reasons for changing product and business model

 How the change was

 Results obtained so far

 The strategy behind the change

 Some learning
Because the future is digital
What’s more: it’s mobile

Because the future is primarily of reader revenue
- The offer of advertising spaces will keep growing, bringing down the average CPM prices
  - Advertising, while still relevant, will not support quality journalism
PAID PROPORTION FOR ONLINE NEWS IN THE PREVIOUS YEAR

Average monthly payments for digital news in US dollars

- NOR: 27%
- POL: 20%
- SWE: 20%
- ITA: 16%
- DEN: 15%
- FIN: 15%
- JPN: 12%
- NLD: 12%
- BEL: 12%
- FRA: 11%
- SUI: 10%
- AUS: 10%
- SPA: 10%
- USA: 9%
- IRE: 9%
- POR: 9%
- CAN: 9%
- GER: 8%
- HUN: 8%
- CZE: 7%
- AUT: 7%
- GRE: 7%
- UK: 7%

SOURCE: Reuters
WHY?

Because the future is digital
What’s more: it’s mobile

Because the future is primarily of reader revenue
- The offer of advertising spaces will keep growing, bringing down the average CPM prices
  - Advertising, while still relevant, will not support quality journalism

Because the future is in data intelligence

To have more focus
- Directors’ demand

Because, in our case, the impact on the end result was immediate
HOW?

- 6 months of preparation
  Dec / 2016 to May / 2017
- 38 concurrent projects
  • PMO
Crossing 1 Projects by Targets and Drivers

**Goal A: Audience**
- Positioning and Specialization
  - News Anchors
  - Editorial Reviews
  - Journalism Impact
- Lightness and Attractiveness
  - New Website
  - UX of the Website/App
- Encouragement to be well informed
  - No. Materials by User
  - Daily Resume
  - Geolocation
  - Content Recommendations

**Goal B: Subscribers**
- Easily Payment
  - New Process Of Subscribers
  - One Login
- Stimulus navigation
  - Stimulate Subscribers who are Logged in
  - Registered Actions
  - Social Experience
- Migration
  - Subscribers Base

**Goal C: Clube Gazeta**
- Acquisition
  - Custom Barrier
  - Sales by E-commerce
  - Partners of Clube GP
- Product Structuring
  - 10x Signature Equivalent Offer
  - Partner Loyalty
- APP
  - Using the Subscriber’s Club
  - 70% of members/Subscribers with APP
- New Guide
  - New Guide
HOW?

- 6 months of preparation
  Dec / 2016 to May / 2017
- 38 concurrent projects
  • PMO
- Secret
  Broad communication 2 months prior
HOW?

- **6 months of preparation**
  - Dec / 2016 to May / 2017

- **38 Current projects**
  - PMO

- **Secret. Broad communication 2 months prior**
  - Task force for subscribers
  - Commercial teams with advertisers

- **Advisory board with technology companies**

- **New workplace**
  - Tangible change
  - Extend integration and speed of action
RESULTS

- INITIAL CONVERSION: 92%
- AUDIENCE AND RECURRENCE
BROWSERS OF GAZETA DO POVO

Source: comScore Digital Analytix | comScore MyMetrix

GAZETA DO POVO
BROWSERS OF GAZETA DO POVO vs. UNIQUE VISITORS

Source: comScore Digital Analytix | comScore MyMetrix
BROWSERS GAZETA DO POVO vs. UNIQUE VISITORS

**RECURRENCE**

| 2 ARTICLES | +44%  |
| 3 ARTICLES | +25%  |
| 4 ARTICLES | +49%  |
| 5 ARTICLES | +54%  |

Fonte: comScore

**Comparison:** May 17 x April 18

**Comparison of the average from Oct 17 to Mar 18 x Apr 18, due to changes in paywall.
RESULTS

- INITIAL CONVERSION: 92%
- AUDIENCE AND RECURRENCE: 76%
- NET ADDICTION *: 21.2%
- ADVERTISING
- REDUCTION OF COSTS AND EXPENSES
- RESULTS

*MAY 2018 vs MAY 2017
Total reduction of costs and expenses: 32%

Result: 27% better
## RESULTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Conversion</td>
<td>92%</td>
</tr>
<tr>
<td>Audience and Recurrence</td>
<td>76%</td>
</tr>
<tr>
<td>Net Addiction *</td>
<td>21.2%</td>
</tr>
<tr>
<td>Advertising</td>
<td>64%</td>
</tr>
<tr>
<td>Reduction of Costs and Expenses</td>
<td>32%</td>
</tr>
<tr>
<td>Results</td>
<td>27%</td>
</tr>
</tbody>
</table>

**Goal:** Break-even in 2019

*May 2018 vs May 2017*
Technology and Content
NEWS

Quality of Content
NEWS

Excellence of Content

Excellence in Technology
STRATEGY

- Technology and Content
- Positioning and Personality
<table>
<thead>
<tr>
<th>Image Attributes</th>
<th>Average 2018</th>
<th>Feb 2018</th>
<th>Mar 2018</th>
<th>Apr 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has strong and consistent convictions</td>
<td>76%</td>
<td>75%</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>Commited to its ideals</td>
<td>74%</td>
<td>74%</td>
<td>73%</td>
<td>75%</td>
</tr>
<tr>
<td>Intelligent, visionary, and insightful</td>
<td>71%</td>
<td>71%</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td>Happy</td>
<td>59%</td>
<td>58%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Bold and inspiring</td>
<td>65%</td>
<td>64%</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Friendly and respectful</td>
<td>70%</td>
<td>69%</td>
<td>71%</td>
<td>70%</td>
</tr>
<tr>
<td>Innovative and technological</td>
<td>75%</td>
<td>72%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Has credibility</td>
<td>82%</td>
<td>81%</td>
<td>81%</td>
<td>83%</td>
</tr>
<tr>
<td><strong>Average of Indicators</strong></td>
<td><strong>71%</strong></td>
<td><strong>71%</strong></td>
<td><strong>71%</strong></td>
<td><strong>72%</strong></td>
</tr>
</tbody>
</table>
STRATEGY

- Technology and Content
- Positioning and Personality
- User experience
- Social experience
- Use of Artificial Intelligence for encouragement to be well informed
RECOMMENDATION OF CONTENT

METHOD
LOGAN
COMSCORE
BIG DATA

HOTJAR
SOCIAL
CLOUD
RUBICON

EXPERIENCE
INLOCO
RDSTATION

CXENSE
CHATBOT

NETDEAL
NAVEGG
DINAMIZE

LOGIN
HOOTSUITE
LEITURÔMETRO

SYSTEM
CHARTBEAT
GOOGLE
ANALYTICS

GEOLOCATION

GAZETA DO POVO
Focus

Acquiring competitive technological capacity is very difficult
- What level in the organization is the technological "head" at?
  - Agile methodologies

How to overcome the barrier of "willing to pay"
- Clear indicators
- Full attention to "whole product": editorial, experience of use, instigating features, gamification

Content:
- Vertical: economical
- Local
- Density and positioning
Thank you so much!