Strategies of growing revenue in print and in digital

WAN-Ifra India 2019 Annual Conference
18-19 September 2019
Who are we?

ARA was founded in November 2010, with an innovative DNA and an integrated Newsroom.

128 employees (67 men and 61 women);

103 journalists

We have different editions:
Catalonia
Andorra
Camp de Tarragona (Tarragona)
Terres de Lleida (Lleida)
Comarques Gironines (Girona)
ARA Balears (Balearic islands)
ARA in Spanish
Where are we?

Population: 7.6 million
Area: 32,108 Km²
GDP (2018): 242.3 billion Euros (as Portugal 201.5 billion Euros)
Barcelona is one of the most famous cities in the world
Official Languages: Catalan and Spanish
About us?

We have a clear commitment to the digital product, but also to the print edition.

Products that we have:
Print Edition from Monday to Sunday
ara.cat (desktop, mobile and APPs - IOS y Android)

Specific supplements / vertical communities (to achieve new audiences):
Ara Diumenge (Sunday magazine)
Llegim (Literature)
Criatures (Education and Parenting)
Emprenem (Entrepreneurship and Economics)
Fluor (Pop culture)
Ara motor (Automobile)
Ara ciència (Science)
Ara mengem (Gastronomy)
Ara feminismes (Feminisms)
Partnership with The New York Times
ARA Diumenge (Sunday magazine)
Muriel Rukeyser, la veu silenciada de la Guerra Civil

1. Muriel Rukeyser, la veu silenciada de la Guerra Civil
2. Pingret Azòc: "Els noms que per tot el món són generosos"
3. Estiu amb estiu a casa del riu
4. "El que enmig no es vol badal..."
Criatures (Education and Parenting)
Emprenem (Entrepreneurship and Economics)
Fluor (Pop culture)
Ara motor (Automobile)

Hyundai Tucson N Line: un SUV diésel, ecològic i esportiu

IL MÈS LLEGIT

1. Noul Tucson N Line, un ecbòlic de la marca per a les darreres voluntats.
2. La seva versió diésel, a 130 cavalls, pot arribar a 100 km/h en 8,2 segons.
3. El harga de 31.500 euros esmenta una taxa del 30% en euros.
4. L’CDC, que acull 570 llits, ha estat inaugurat a casa per a 2.200 el mes.

ara.cat
Ara ciència (Science)
Ara mengem (Gastronomy)
Ara feminismes (Feminisms)
Bet on print edition

With an average dissemination of 17,000 copies, we are the only newspaper that grows in the catalan market

While the sector in Catalonia is experimenting 22% falls, the ARA Newspaper had in 2018:

- **A sales increase of 5.2%** compared to 2017
- **A sales increase of 15.2%** compared to 2016
Why these increases in sales?

We have a **high quality print edition**, a differentiated product with some bets such:

- Comic newspaper or
- Newspapers that some artists made for us
Economic viability
We have a metered paywall since 2015. A consolidated business model, unique in the media landscape of Spain, with a community of 45,000 subscribers
ARA has managed to diversify its sources of income, being the main subscriptions.

- Subscriptions: 45%
- Advertising: 27%
- Kiosk: 18.5%
- Others: 4.5%
- Subsidies: 5%

Revenue from subscribers and readers: 63.5%
Profile of the ARA reading community

Men (58%) and women (42%)

Upper and middle class - high (53%)

Higher studies (37%)

Ages between 35 and 54 years old

58% of our readers have children

Focusing on direct revenue from subscribers requires a deep understanding of your audience
ARA is an innovative digital reference

2.5 million unique users every month (Catalan market). We make the subscribers acquisition in our **digital channels**.

Leader in interactive formats and Branded Content for companies and brands.
We work the Customer Lifecycle

- We work the retention well by encouraging the consumption to get our subscribers not to go
- Marketing automatization

- Inbound Marketing
- We offer specific functionalities that can only be obtained with the registry
- PPC, Social Networks
Diversification of advertising revenue

Before the fall of the advertising market, we are making a commitment to quality branded content like TBrand Studio of The New York Times. And we are finding some new revenue sources like our Summer Camp focused on journalism, that means:

- New revenue
- Increase our community
- New young readers
ARA also works as a communication agency:

We offer our know how to the brands:

- Journalists, designers and developers
- Production and disseminating CONTENT
- Sponsorships
Products that we offer

➔ Thematic events: (We send Newsletters -more than 300,000 registered readers- and we offer TV coverage...
➔ Interactive reports
➔ Dossiers of Inbound Marketing
➔ Print Supplements (with online version)
➔ Videos
➔ Infographics
Sponsorships

➔ Section Sponsorship
➔ Events Sponsorship
➔ Podcast Sponsorship
➔ Sponsorship of Newsletters
➔ Sponsorship of special editions
Renewal of all our digital channels...
Mapa de Visió

FAILFAST

GAINS

ARA
What do we pretend?

Offer quality differential information

Promote the scalability of newspaper content

Increase the feeling of belonging of subscribers

Identify and offer subscribers services to increase the value proposal

Define a model of revenue

Transform our work routines → Move to a real process of digital priority, without forgetting the quality of the paper
ARA NEWSPAPER

Classic journalism with new tools

Georgina Ferri
Chief Innovation Officer

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