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

COMMITED TO ITS IDEALS

INTELLIGENT, VISIONARY, AND INSIGHTFUL

HAPPY

BOLD AND INSPIRING

FRIENDLY AND RESPECTFUL

INNOVATIVE AND TECHNOLOGICAL

HAS CREDIBILITY

PROFESSIONALS 280

JOURNALISM 122

TECHNOLOGY 22
JUNE 2017: THE BIGGEST CHANGE
DIGITAL (MOBILE FIRST) SUBSCRIPTION-FIRST BUSINESS
SCRIPT

- 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

WHY?
PAID PROPORTION FOR ONLINE NEWS IN THE PREVIOUS YEAR

Average monthly payments for digital news in US dollars

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOR</td>
<td>27</td>
</tr>
<tr>
<td>POL</td>
<td>20</td>
</tr>
<tr>
<td>SWE</td>
<td>20</td>
</tr>
<tr>
<td>ITA</td>
<td>16</td>
</tr>
<tr>
<td>DEN</td>
<td>15</td>
</tr>
<tr>
<td>FIN</td>
<td>15</td>
</tr>
<tr>
<td>JPN</td>
<td>12</td>
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<tr>
<td>NLD</td>
<td>12</td>
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<td>SUI</td>
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<tr>
<td>SPA</td>
<td>10</td>
</tr>
<tr>
<td>USA</td>
<td>9</td>
</tr>
<tr>
<td>IRE</td>
<td>9</td>
</tr>
<tr>
<td>POR</td>
<td>9</td>
</tr>
<tr>
<td>CAN</td>
<td>9</td>
</tr>
<tr>
<td>GER</td>
<td>8</td>
</tr>
<tr>
<td>HUN</td>
<td>8</td>
</tr>
<tr>
<td>CZE</td>
<td>7</td>
</tr>
<tr>
<td>AUT</td>
<td>7</td>
</tr>
<tr>
<td>GRE</td>
<td>7</td>
</tr>
<tr>
<td>UK</td>
<td>7</td>
</tr>
</tbody>
</table>

Average monthly payments:
- NOR: $3.41
- SWE: $6.33
- USA: $3.75
- HUN: $8.40

SOURCE: Reuters
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
HOW?

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

- 38 concurrent projects
  • PMO

- Secret
  Broad communication 2 months prior
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 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

INITIAL CONVERSION 92%
AUDIENCE AND RECURRENCE 76%
NET ADDICTION * 21.2%
ADVERTISING 64%
REDUCTION OF COSTS AND EXPENSES 32%
RESULTS 27%

GOAL: Break-even in 2019

*MAY 2018 vs MAY 2017
Technology and Content
NEWS

Excellence in Technology

Excellence of Content
Technology and Content

Positioning and Personality
nossas convicções

Índice

1. A poder da razão e do diálogo
2. A dignidade da pessoa humana
3. Conheça as ideias que norteadam o trabalho da Gazeta do Povo
4. A experiência do esperado
5. A experiência da mudança
6. A tradição da nova
7. A propriedade do novo
8. A luta pelo novo
9. O poder da nova
10. A nova para o novo
11. A nova para o mundo
12. A nova para a nova
13. A nova para a nova
14. A nova para a nova
15. A nova para a nova
16. A nova para a nova
17. A nova para a nova
18. A nova para a nova
19. A nova para a nova
20. A nova para a nova

O poder da razão e do diálogo

A dignidade da pessoa humana
<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>Committed 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>Average of Indicators</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
<td>72%</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
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!
GAZETA DO POVO