



GAZETA DO POVO

GAZETA DO POVO

4TH

LARGEST
AUDIENCE
IN BRAZIL*

5TH

WITH THE
POPULAR
NEWS

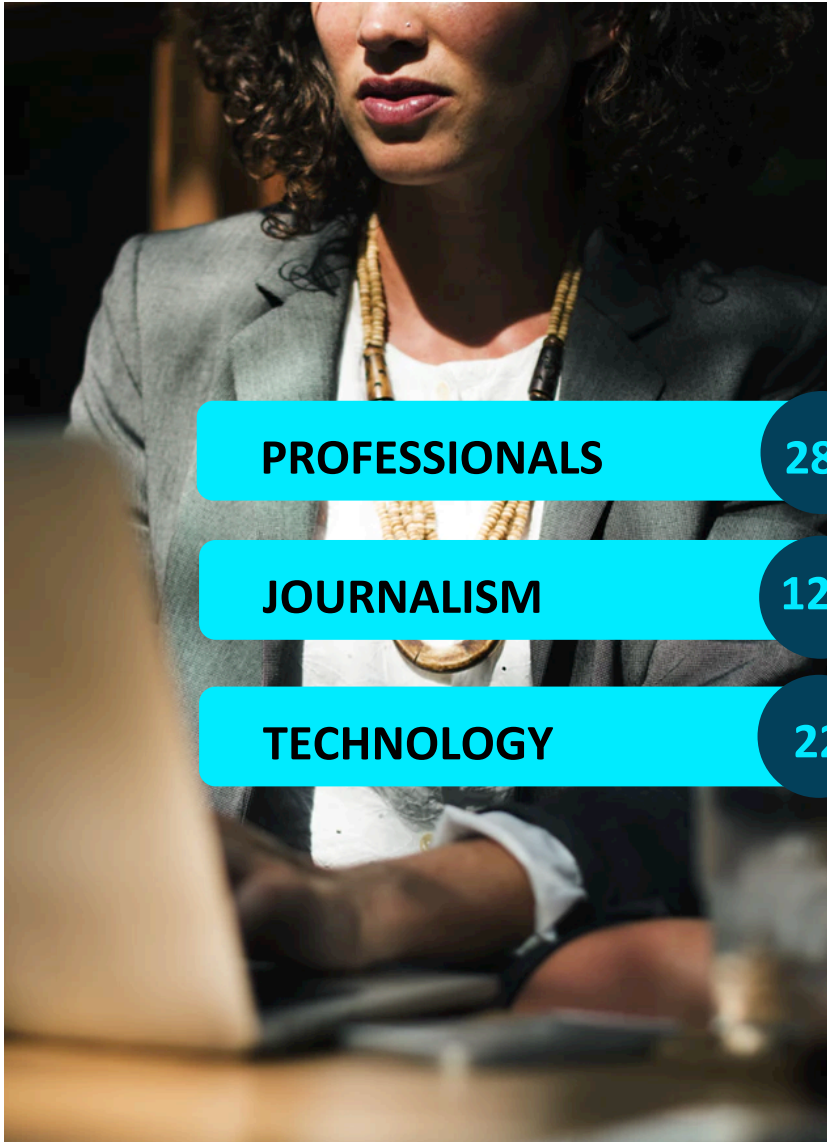
+ Source: Comscore Panel

GAZETA DO POVO

**A CENTENNIAL
COMPANY
PART OF THE
GRPCOM GROUP**



GAZETA DO POVO



PROFESSIONALS 280

JOURNALISM 122

TECHNOLOGY 22

- + STRONG AND COHERENT CONVICTIONS
- + COMMITTED TO ITS IDEALS
- + INTELLIGENT, VISIONARY, AND INSIGHTFUL
- + HAPPY
- + BOLD AND INSPIRING
- + FRIENDLY AND RESPECTFUL
- + INNOVATIVE AND TECHNOLOGICAL
- + HAS CREDIBILITY



DIGITAL (MOBILE FIRST) SUBSCRIPTION-FIRST BUSINESS

GAZETA DO POVO

WEEKLY EDITION



MAGAZINES



GAZETA DO POVO

SCRIPT

- ⊕ Reasons for changing product and business model
- ⊕ How the change was
- ⊕ Results obtained so far
- ⊕ The strategy behind the change
- ⊕ Some learning

WHY?



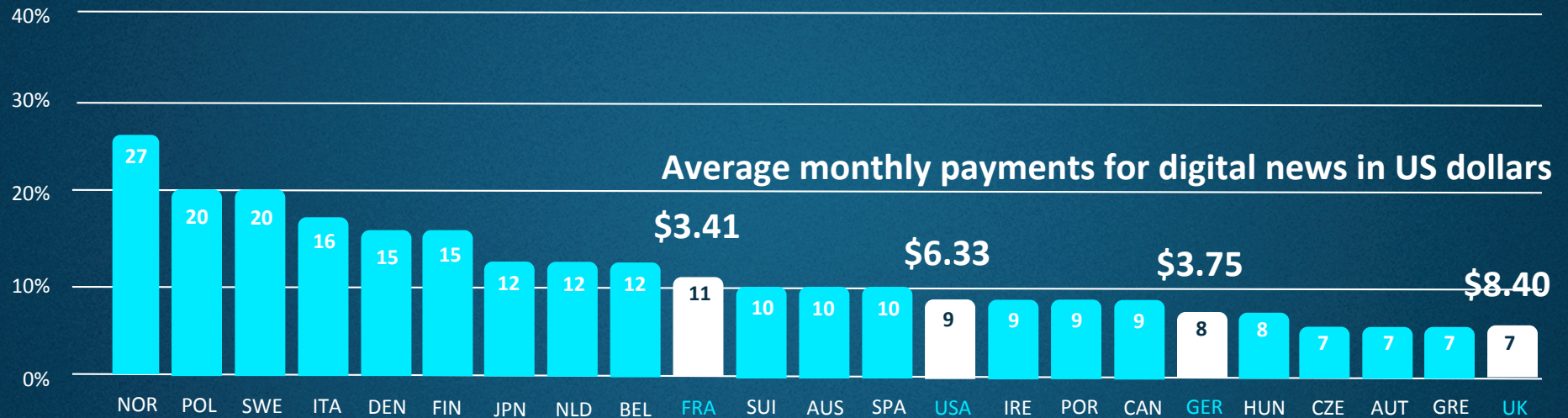
Because the future is digital
What's more: it's mobile



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

PAID PROPORTION FOR ONLINE NEWS IN THE PREVIOUS YEAR



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 | Projects by Targets and Drivers

Goal A: Audience

Positioning and Specialization

- News Anchors ●
- Editorial Reviews ●
- Journalism Impact ●

Platform & Performance

- Method ●
- AMP ●
- Unlimited GP ●

Lightness and Attractiveness

- New Website ●
- UX of the Website/App ●

Encouragement to be well informed

- No. Materials by User ●
- Geolocation ●
- Dayly Resume ●
- 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 ●

Search Potential Readers

- Search Potential Subscribers (GP) ●
- Potential Subscribers – Clube GP ●

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



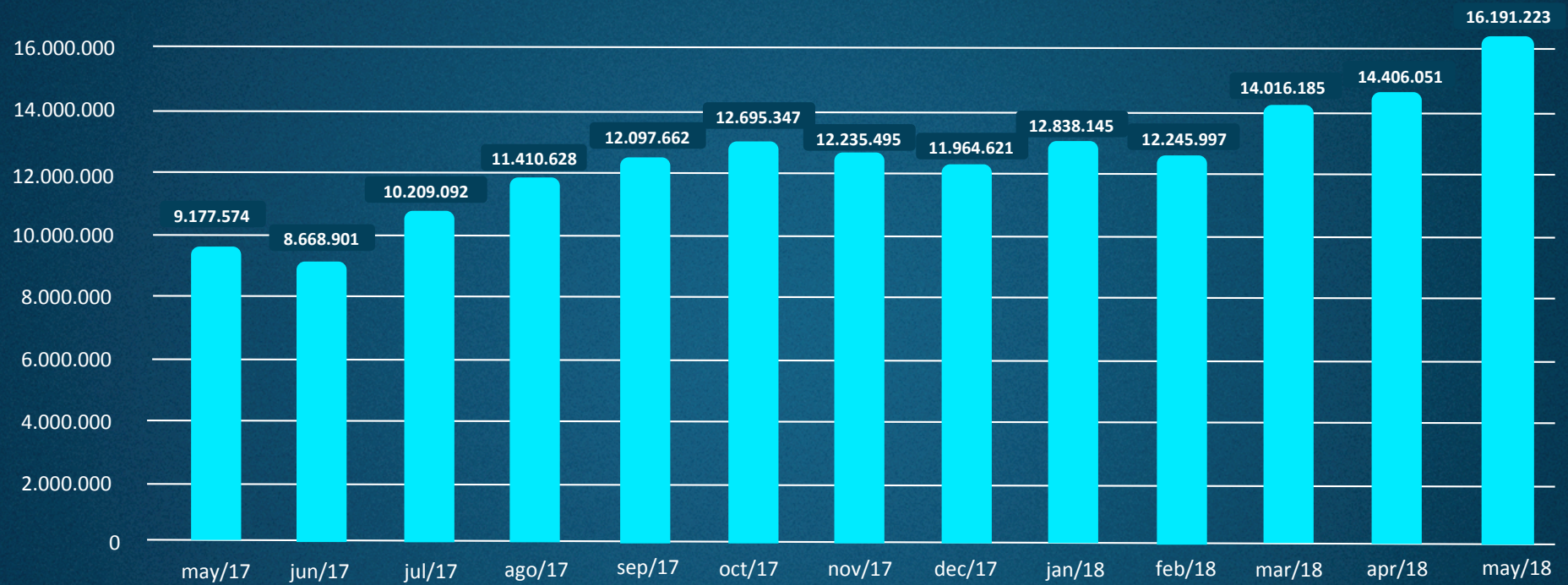
INITIAL CONVERSION

92%



AUDIENCE AND RECURRENCE

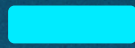
BROWSERS OF GAZETA DO POVO



Source: comScore Digital Analytix | comScore MyMetrix

GAZETA DO POVO

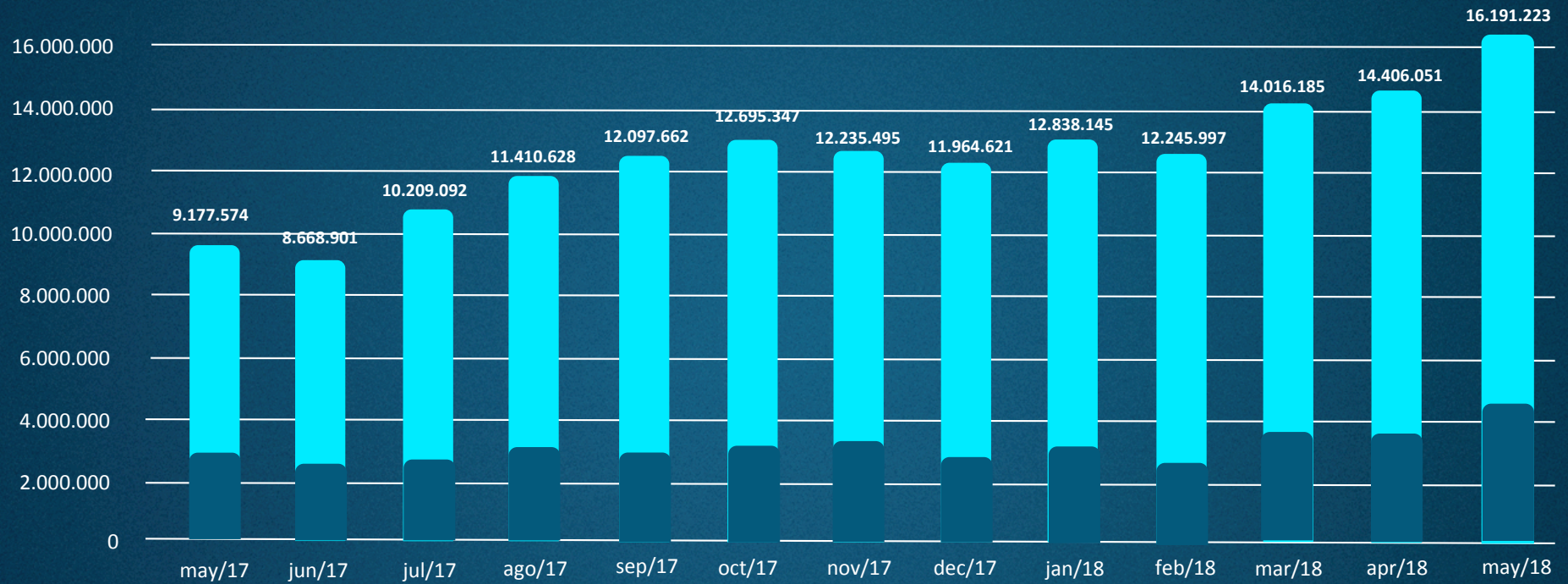
BROWSERS OF GAZETA DO POVO



MOBILE



DESKTOP

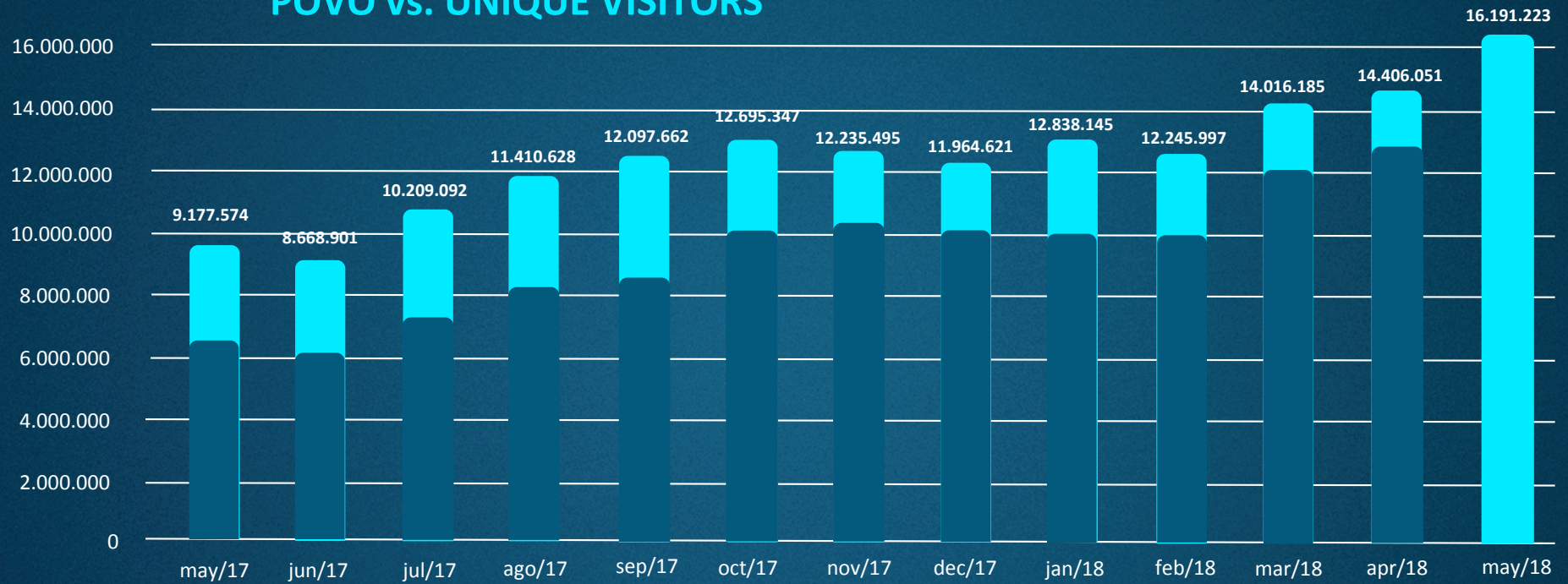


GAZETA DO POVO

BROWSERS OF GAZETA DO POVO vs. UNIQUE VISITORS

ANALYTICS

PANEL



Source: comScore Digital Analytix | comScore MyMetrix

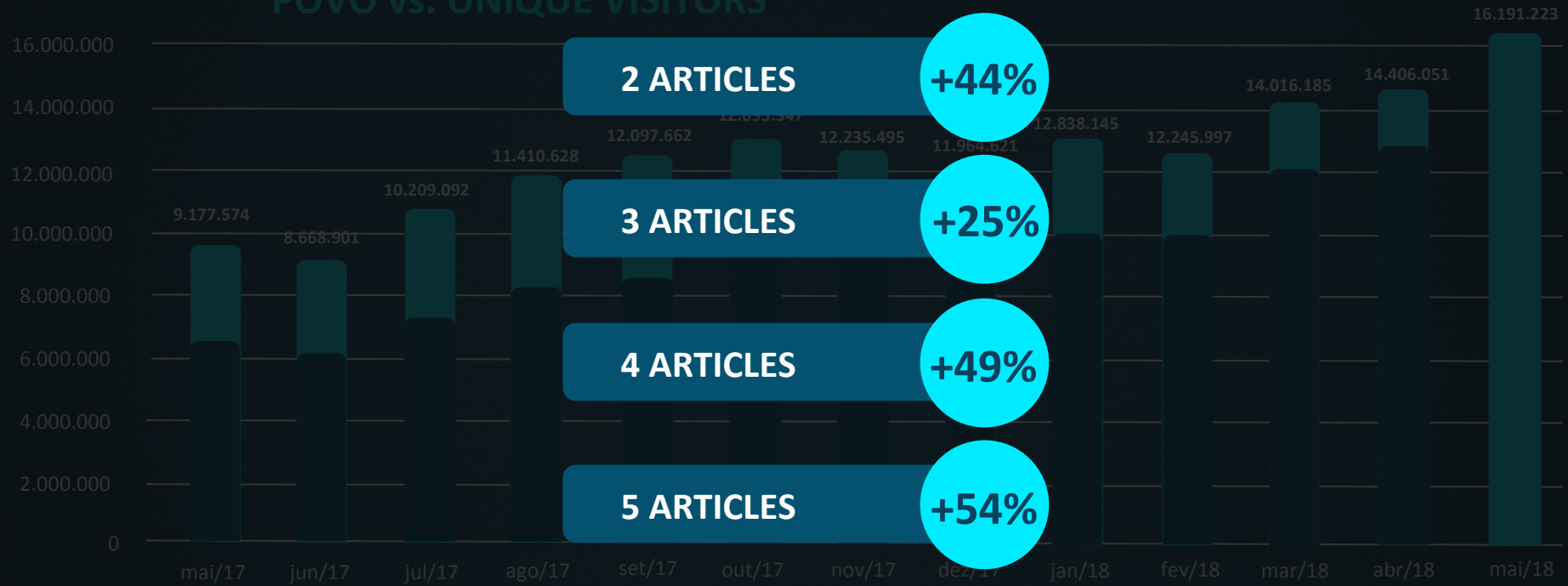
GAZETA DO POVO

BROWSERS GAZETA DO POVO vs. UNIQUE VISITORS

RECURRENCE

ANALYTICS

PAINEL

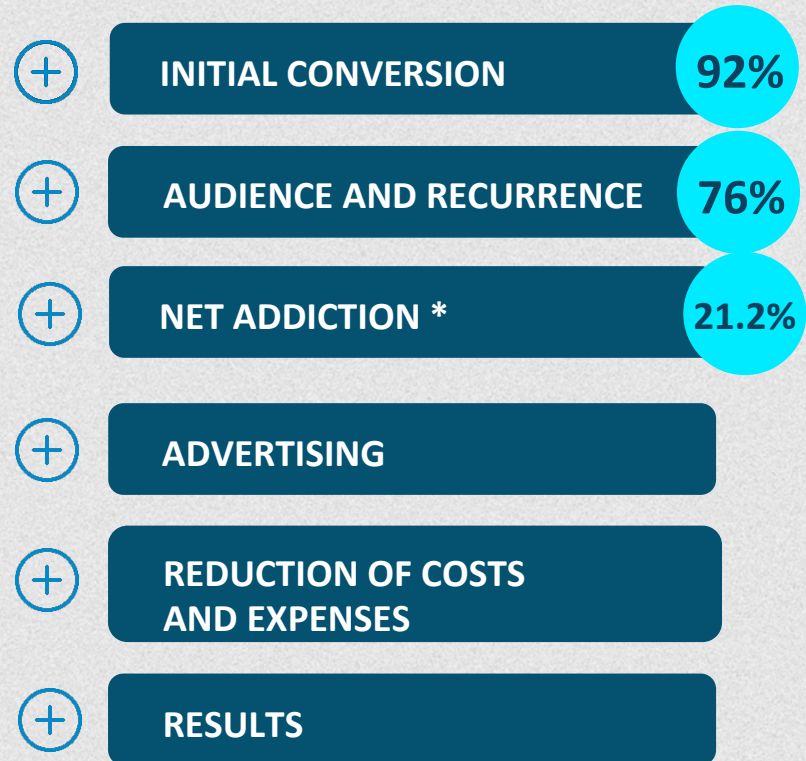


Fonte: comScore *Comparison: May 17 x April 18 Metrix

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

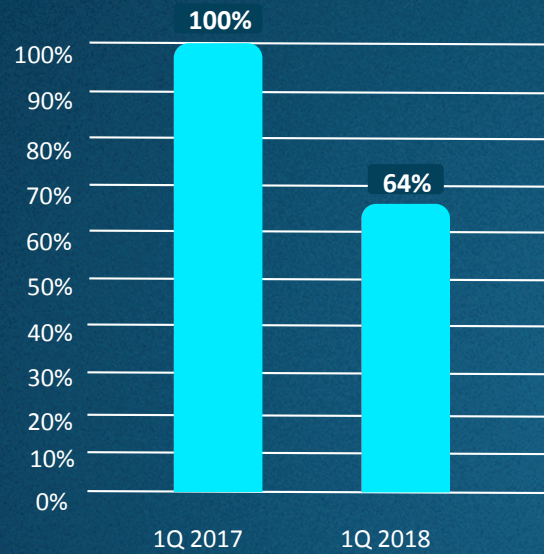
GAZETA DO POVO

RESULTS

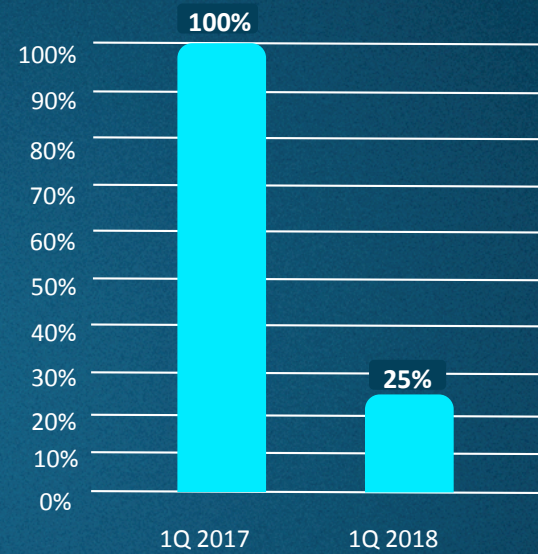


*MAY 2018 vs MAY 2017

ADVERTISING REVENUE



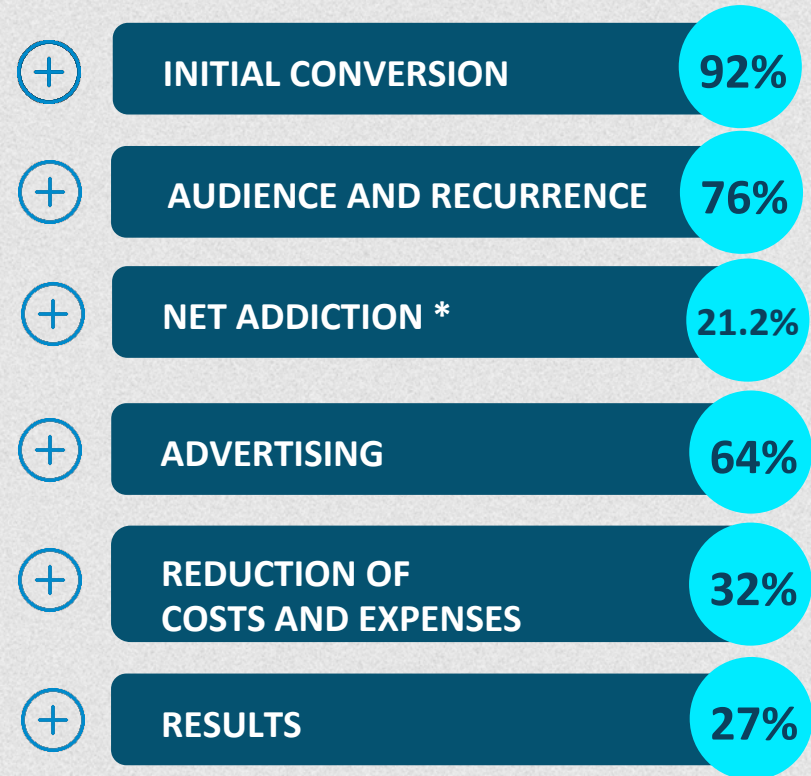
PRODUCT COST



Total reduction of costs and expenses: 32%

Result: 27% better

RESULTS



GOAL:

Break-even in 2019

*MAY 2018 vs MAY 2017

STRATEGY

⊕ Technology and Content

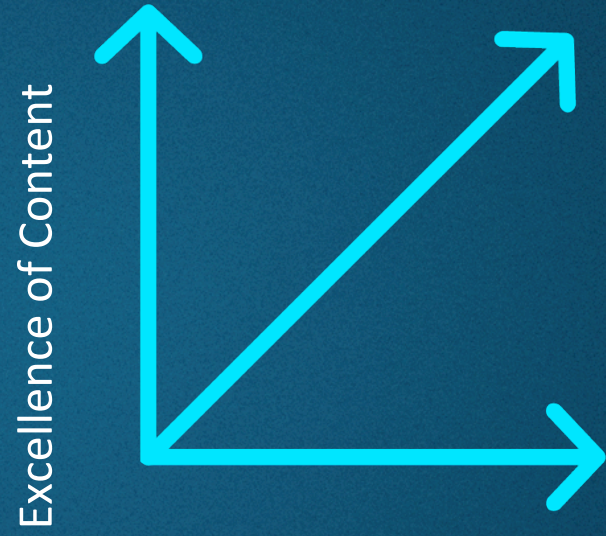
NEWS

Quality of Content



GAZETA DO POVO

NEWS



Excellence of Content

Excellence in Technology

STRATEGY

- ⊕ Technology and Content
- ⊕ Positioning and Personality

FREEDOM OF SPEECH

VOCATION FOR EXCELLENCE

MIXED

**CONFIDENCE
IN THE MARKET**

ETHICS

DISTRICT VOTE
REPRESENTATION

FREE INITIATIVE

DEFENSE OF LIFE

HUMAN DIGNITY

SUBSIDIARITY

SECULAR STATE

PROTECTION
OF THE FAMILY

THE COMMON GOOD

RULE OF LAW

DEMOCRACY

GAZETA DO POVO

| Image Attributes | Average 2018 | Feb 2018 | Mar 2018 | Apr 2018 |
|--|---------------------|-----------------|-----------------|-----------------|
| Has strong and consistent convictions | 76% | 75% | 75% | 77% |
| Committed to its ideals | 74% | 74% | 73% | 75% |
| Intelligent, visionary, and insightful | 71% | 71% | 70% | 72% |
| Happy | 59% | 58% | 60% | 60% |
| Bold and inspiring | 65% | 64% | 66% | 66% |
| Friendly and respectful | 70% | 69% | 71% | 70% |
| Innovative and technological | 75% | 72% | 75% | 76% |
| Has credibility | 82% | 81% | 81% | 83% |
| Average of Indicators | 71% | 71% | 71% | 72% |

Fonte: Pesquisa Interna Gazeta do Povo.

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

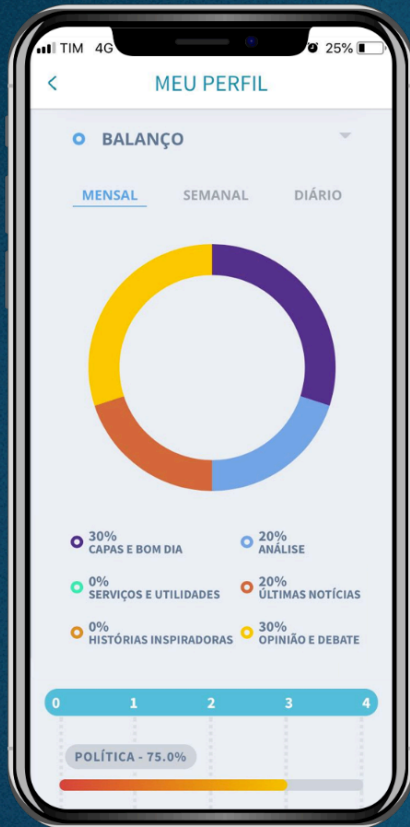
CROWDTANGLE **CXENSE** **CHATBOT**

NETDEAL NAVEGG DINAMIZE

HOOTSUITE **LEITURÔMETRO**

LOGIN SYSTEM **CHARTBEAT** GOOGLE
ANALYTICS

GEOLOCATION



MEU PERFIL

ROTINA

| | CAPA | BOM DIA | NOTÍCIAS |
|--------------|-----------|----------|----------|
| D | 6 | | 3 |
| S | 1 | | 1 |
| T | 18 | | |
| Q | | | |
| Q | | | |
| S | 1 | | |
| S | | | |
| TOTAL | 26 | 0 | 4 |

GAZETA DO POVO

LESSONS



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