



GAZETA DO POVO

GAZETA DO POVO

4TH

LARGEST
AUDIENCE
IN BRAZIL*

5TH

WITH THE
POPULAR
NEWS

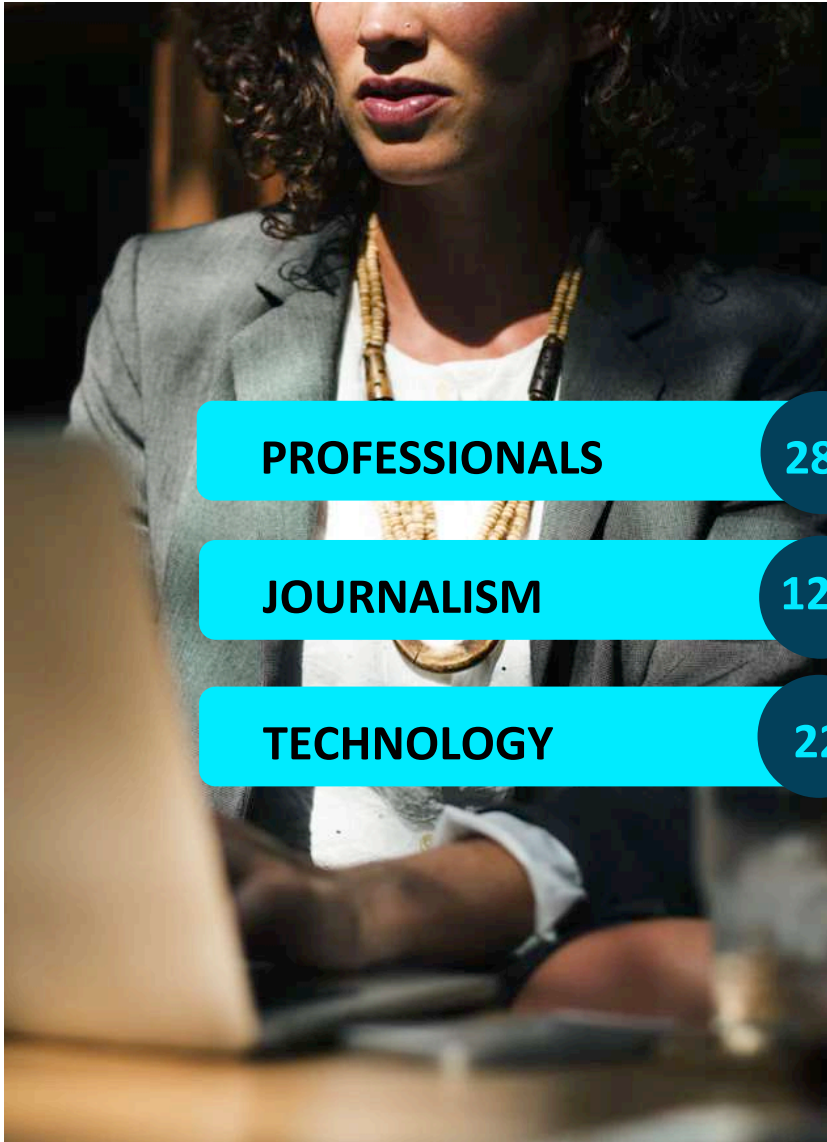
+ Source: Comscore Panel

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?



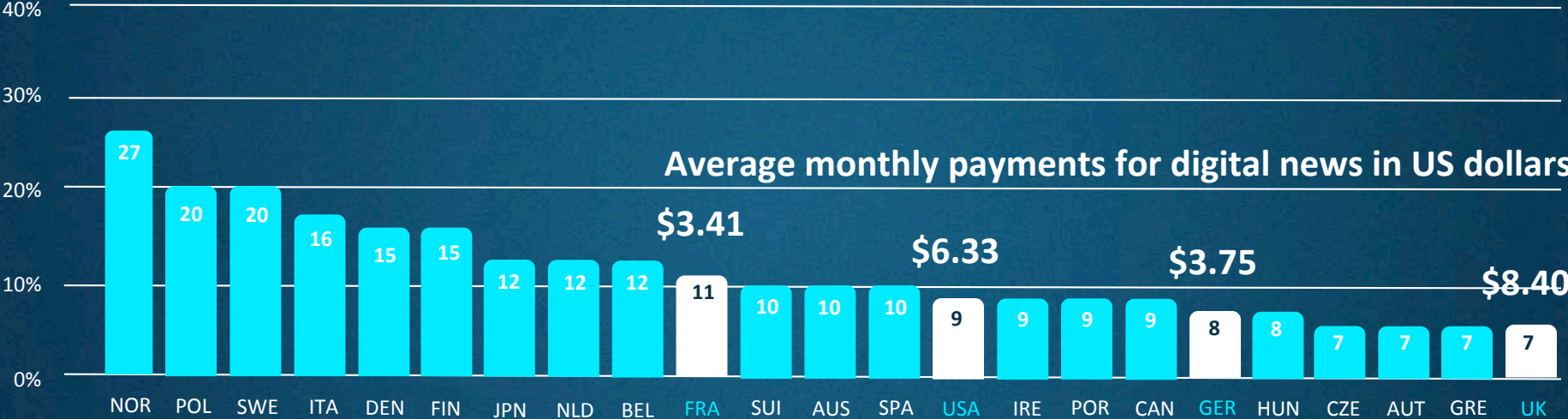
Because the future is digital
What's more: it's mobile



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 ●
Daily 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



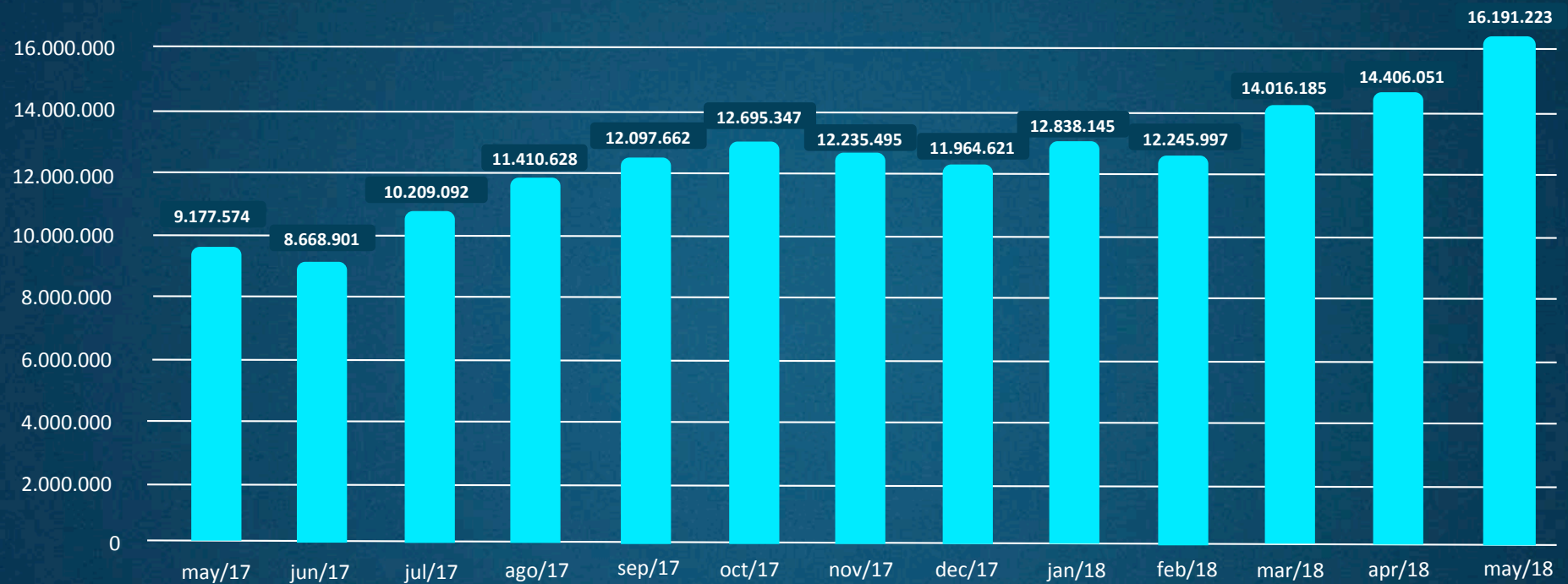
INITIAL CONVERSION

92%



AUDIENCE AND RECURRENCE

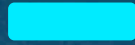
BROWSERS OF GAZETA DO POVO



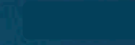
Source: comScore Digital Analytix | comScore MyMetrix

GAZETA DO POVO

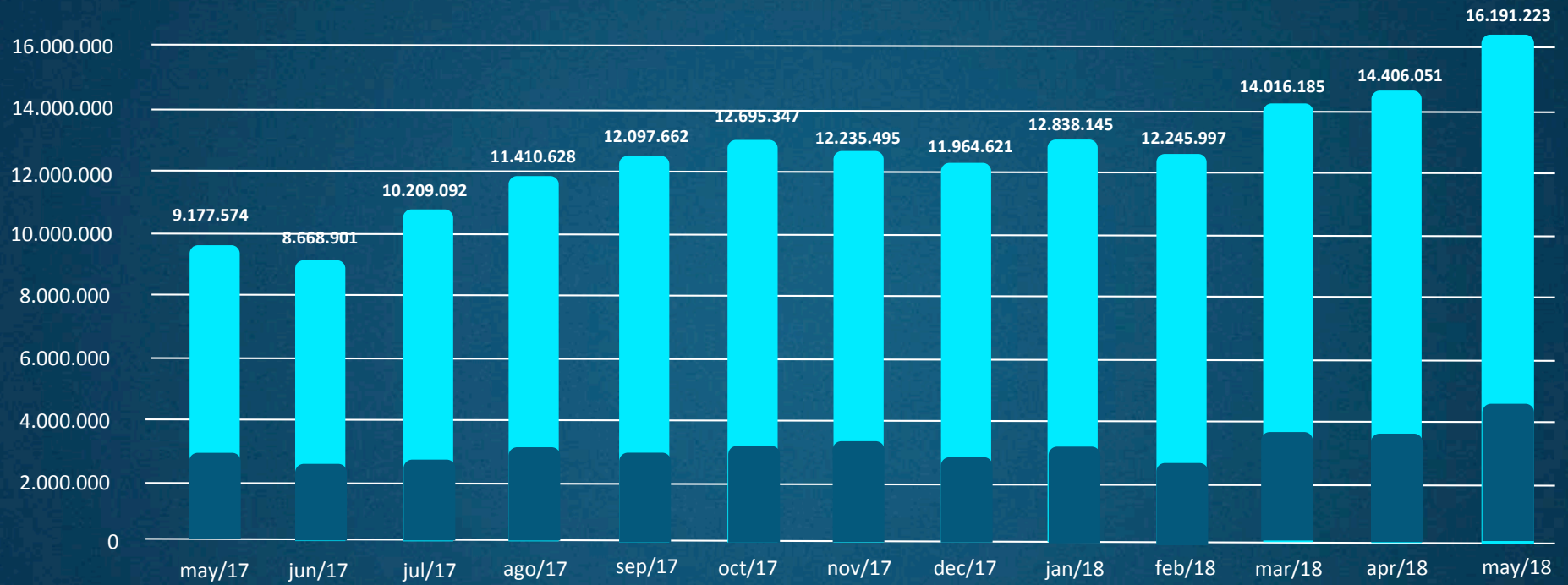
BROWSERS OF GAZETA DO POVO



MOBILE



DESKTOP

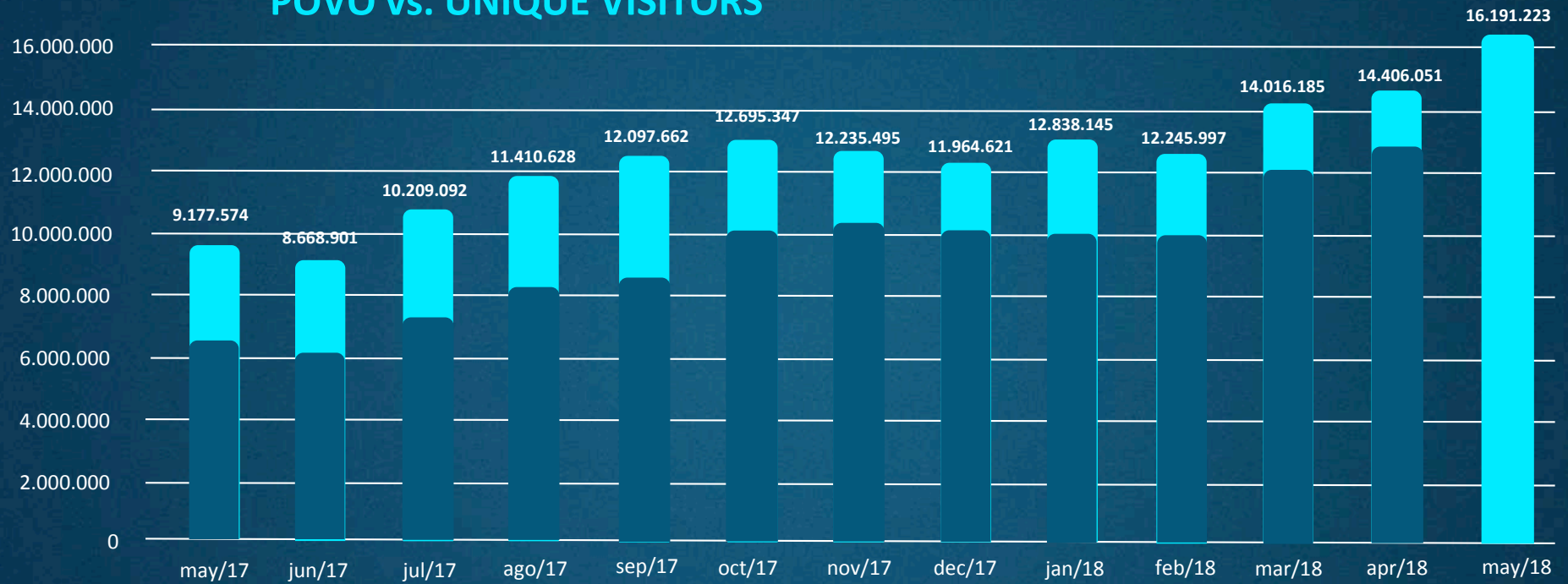


GAZETA DO POVO

BROWSERS OF GAZETA DO POVO vs. UNIQUE VISITORS

ANALYTICS

PANEL



Source: comScore Digital Analytix | comScore MyMetrix

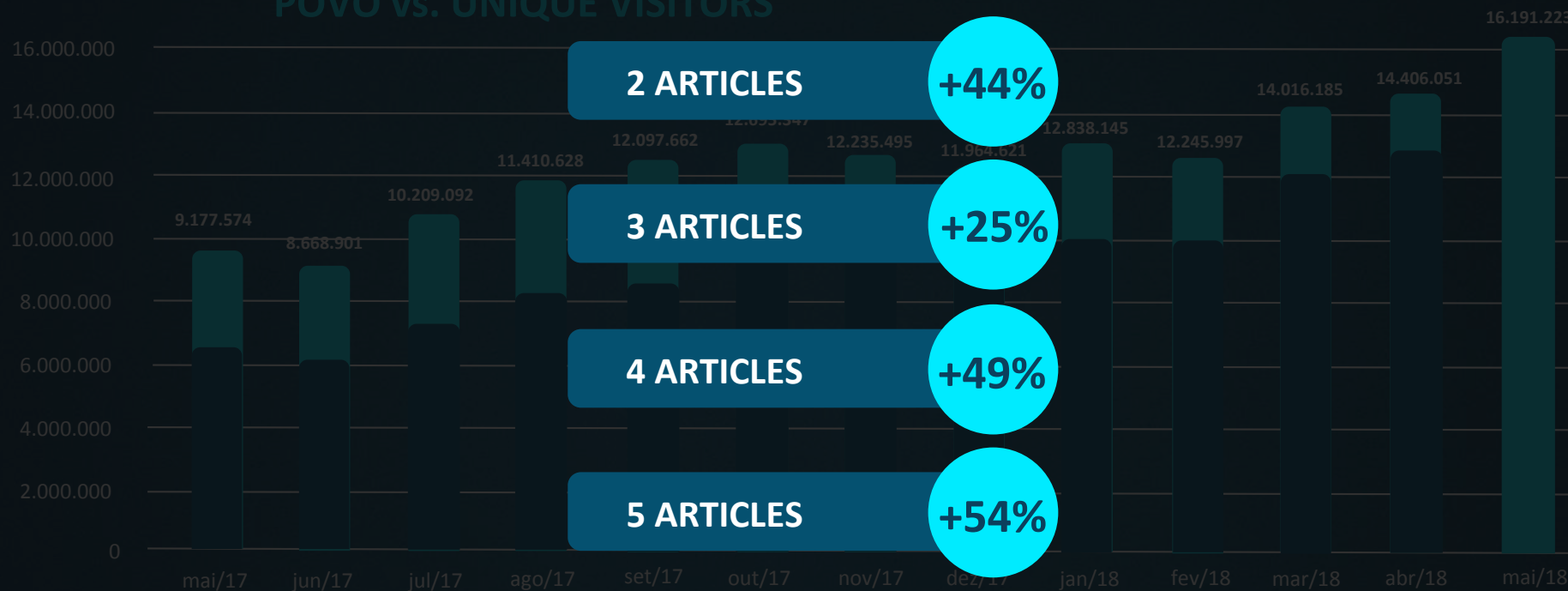
GAZETA DO POVO

BROWSERS GAZETA DO POVO vs. UNIQUE VISITORS

RECURRENCE

ANALYTICS

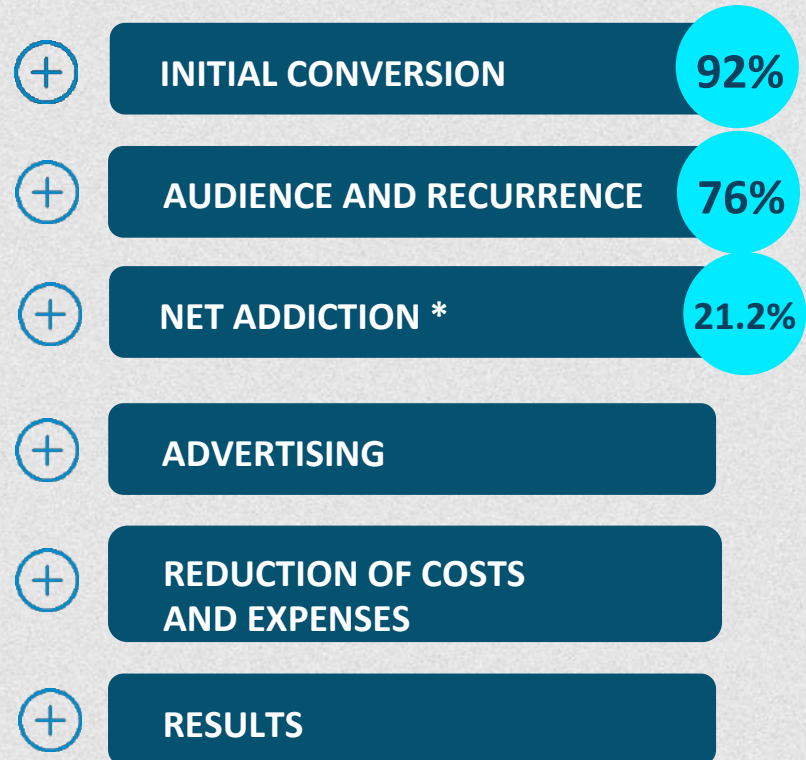
PAINEL



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.

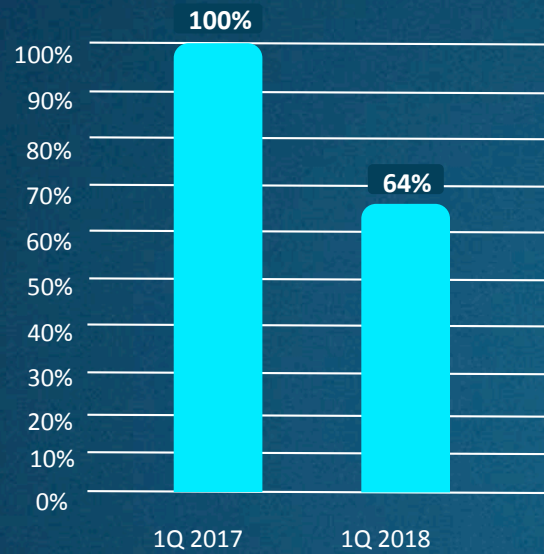
GAZETA DO POVO

RESULTS

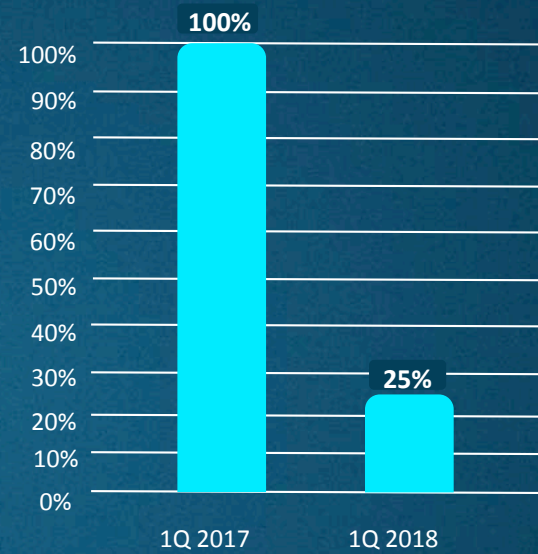


*MAY 2018 vs MAY 2017

ADVERTISING REVENUE



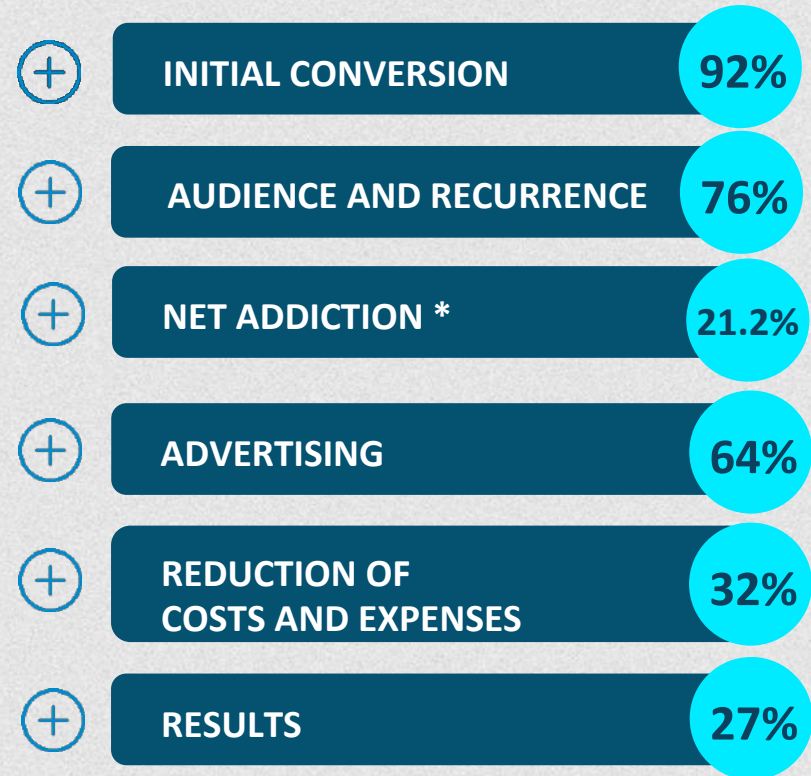
PRODUCT COST



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

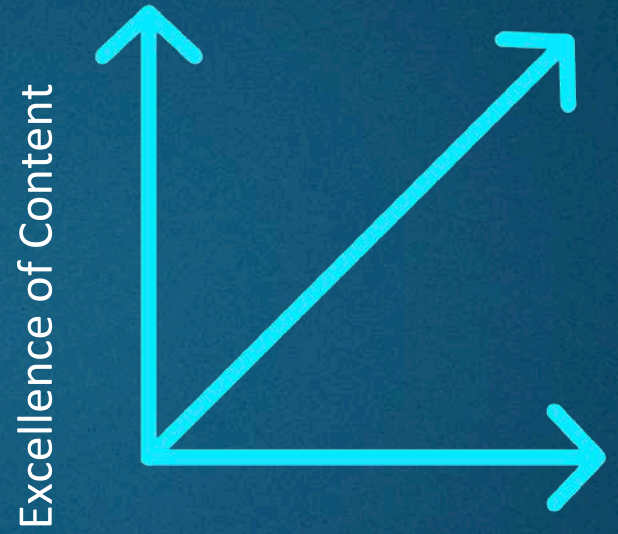
NEWS

Quality of Content



GAZETA DO POVO

NEWS



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%

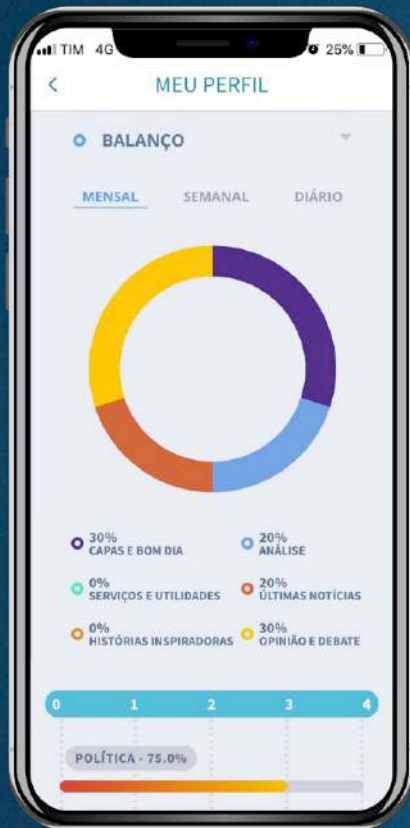
Fonte: Pesquisa Interna Gazeta do Povo.

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		1
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