

FROM PRINT TO DIGITAL ONLY

Driving GROWTH!

Andiara Petterle

Vice-President of Product & Operation

Grupo **RBS**

Grupo **RBS**

IMPACTS
11MM
PEOPLE MONTHLY



**News and
entertainment for
TV, radio,
newspaper and
digital platforms**



**3 regional
and local
newspapers**



**One of the
largest
multimedia
business groups
in Brazil**



**62 years of
operations in
southern
Brazil**

INTEGRATED STRUCTURE & NEW ROLES



**BROADCAST
TVS**



NEWSPAPERS



**BROADCAST
RADIOS**



DIGITAL

AD SALES

AD SALES TEAM

MARKETING

**B2B
MARKET RESEARCH
CORPORATE
COMMUNICATION
BRAND MANAGEMENT**

PRODUCT & OPERATIONS



NEWSROOMS



**CONSUMER
REVENUE**



DIGITAL



**NEWSPAPER
OPERATIONS**



**IT, ENGINEERING
&
BROADCAST
OPERATIONS**

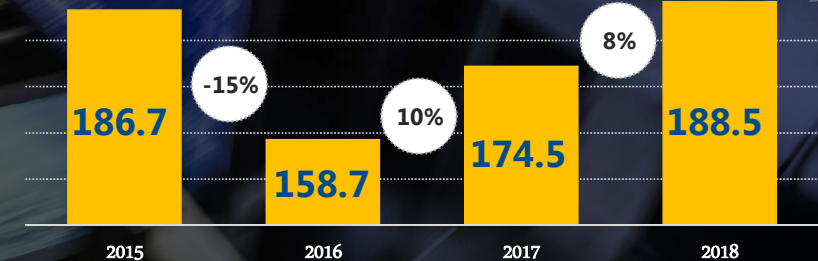
STRATEGY & THE STATE OF NEWSPAPER BUSINESS AT RBS

25% EBITDA margin in 2018

Print is still a good business and it helps us to buy the time needed for digital. **Premium price** is the key to sustainability.

Print advertising declining

Zero Hora Circulation Print + Digital



1 Sustain the **printed edition** for as long as possible with a **positive margin**

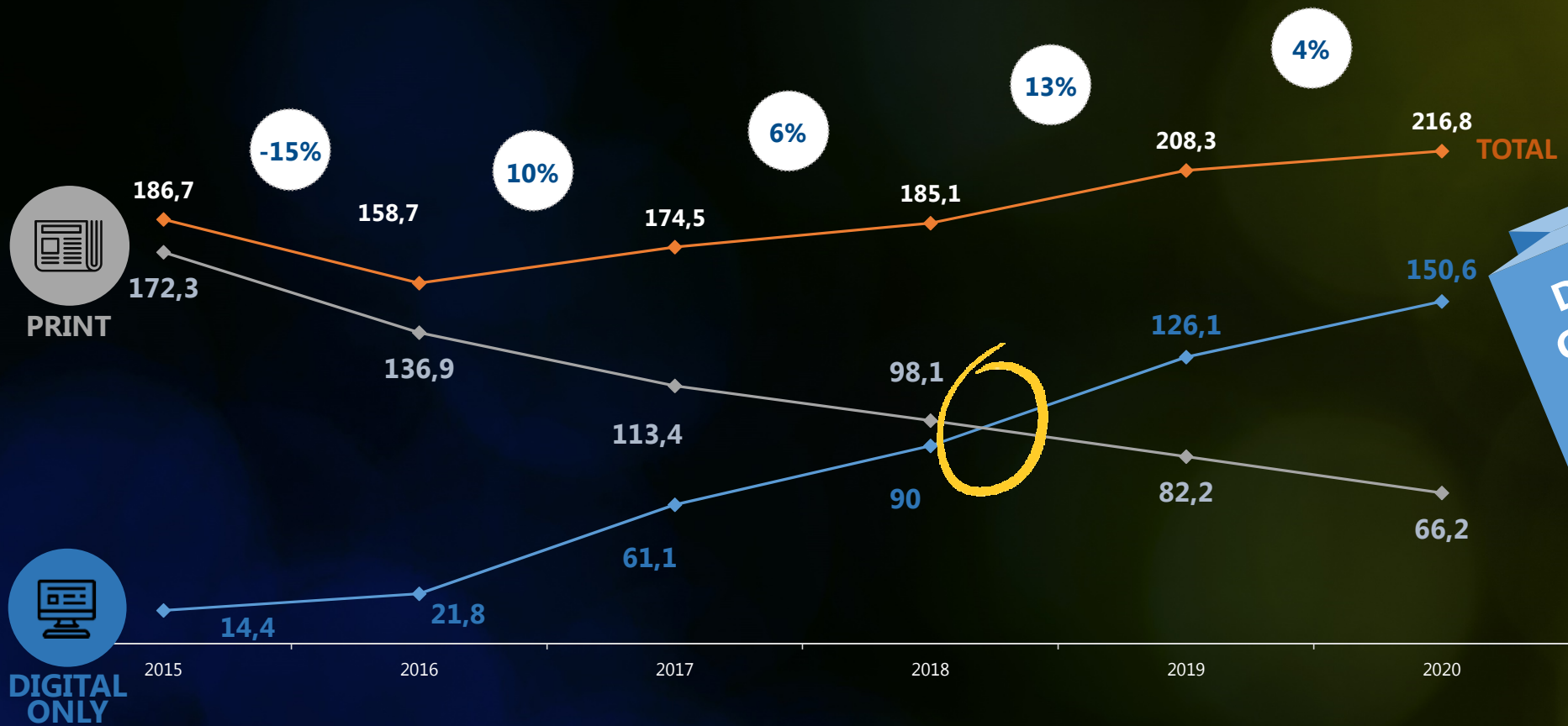
2 Build a perfect **digital segmented product portfolio** for cross-selling and upselling to increase **average ticket**

3 Accelerate **digital only subscription** acquisition

4 Manage **digital only operation** as an e-commerce startup

5 Develop **strategic sales channels** with telcos and universities

PRINT + DIGITAL

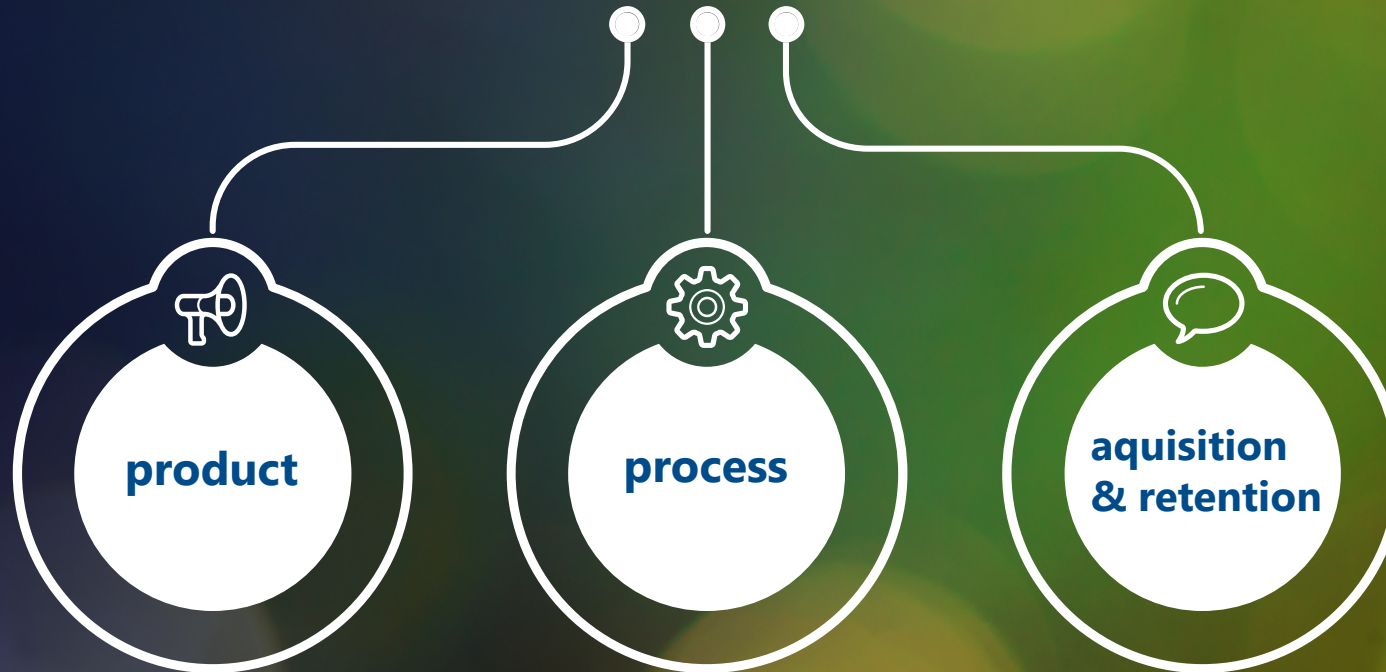


Carteira final ano: em mil.

A blurred office scene with people working at computers. The image is heavily motion-blurred, creating a sense of fast-paced activity. In the center, there is a white rectangular box with a thin black border containing the text "ACCELERATING DIGITAL ONLY" in white, bold, sans-serif font. The background shows desks with multiple computer monitors, keyboards, and people sitting at their workstations. The lighting is a mix of warm yellow and cool blue tones, suggesting an office environment during the day or evening. The overall composition is dynamic and emphasizes digital speed and productivity.

**ACCELERATING
DIGITAL ONLY**

DRIVING DIGITAL GROWTH



**NEW ENTRY LEVEL
PRODUCT
NEWSPAPER+RADIO**

**NEW
ORGANIZATIONAL
STRUCTURE
AND ROLES**

AGILE TEAMS

**IMPLEMENTING
"GROWTH" AND
"USAGE AND
RETENTION" SQUADS**

DRIVING DIGITAL GROWTH



**NEW ENTRY LEVEL
PRODUCT
NEWSPAPER+ RADIO**

**SEGMENTED
SPORTS PRODUCT**

**NEW
ORGANIZATIONAL
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AGILE TEAMS

**IMPLEMENTING
"GROWTH" AND
"USAGE AND
RETENTION" SQUADS**

GAÚCHAZH.

16MM

Unique visitors per month

METERED PAYWALL

85% mobile

Audio is a key feature



16MM

NEW DIGITAL PAID CONTENT PRODUCT:
NEWSPAPER+RADIO



GAUCHAZH PORTFOLIO



BASIC
GauchaZH
Entry Product



SOCCER TEAMS APP
Entry product
Upselling



CITIZEN JOURNALISM
Engagement
Traffic



PREMIUM
E-paper / Club
Membership
Upselling
Retention



BEAUTY CLUB
Entry product
Upselling

DRIVING DIGITAL GROWTH



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**BECOMING
AN E-COMMERCE
STARTUP**

WHAT DOES IT TAKE?

Communicate and **engage everyone** in the business strategy – especially the newsrooms

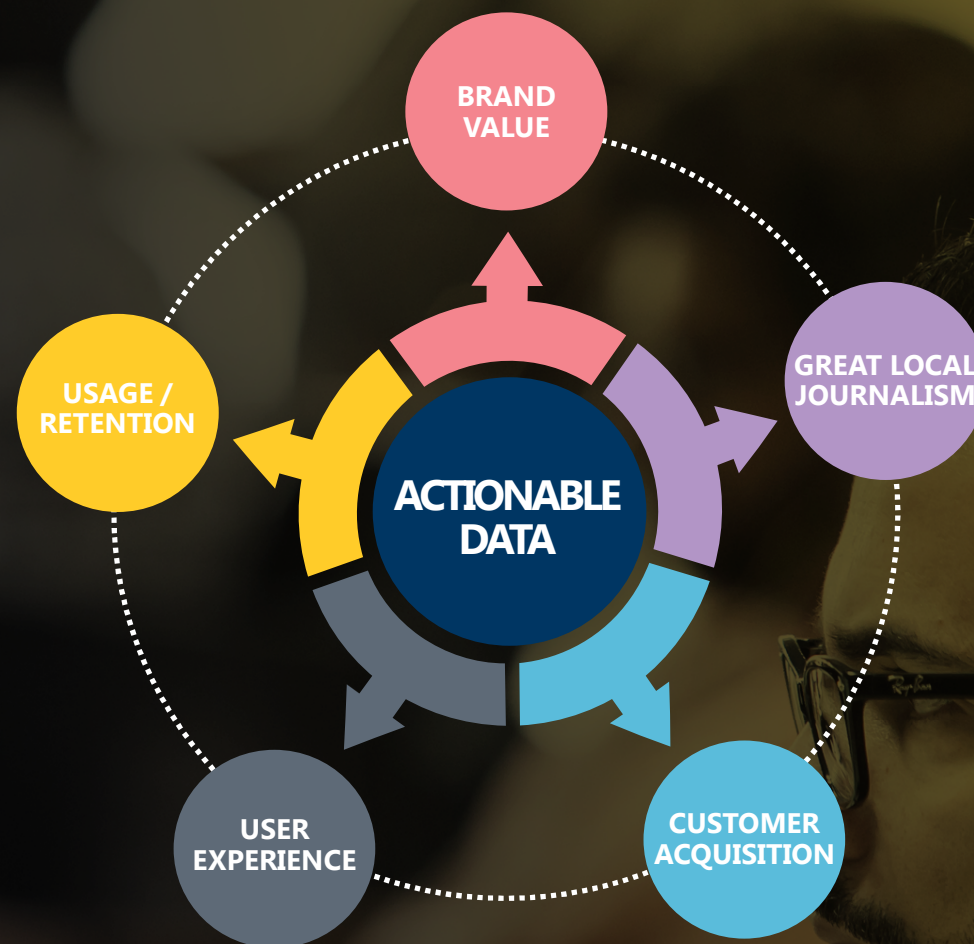
Be extremely **agile** and have the governance to make it happen **FAST**

Have digital startup **obsessions and** develop new **critical capabilities**

Be **consumer-centric**

New fresh leaders who understand the **purpose of journalism**

OBSSESSIONS TAKEN SERIOUSLY

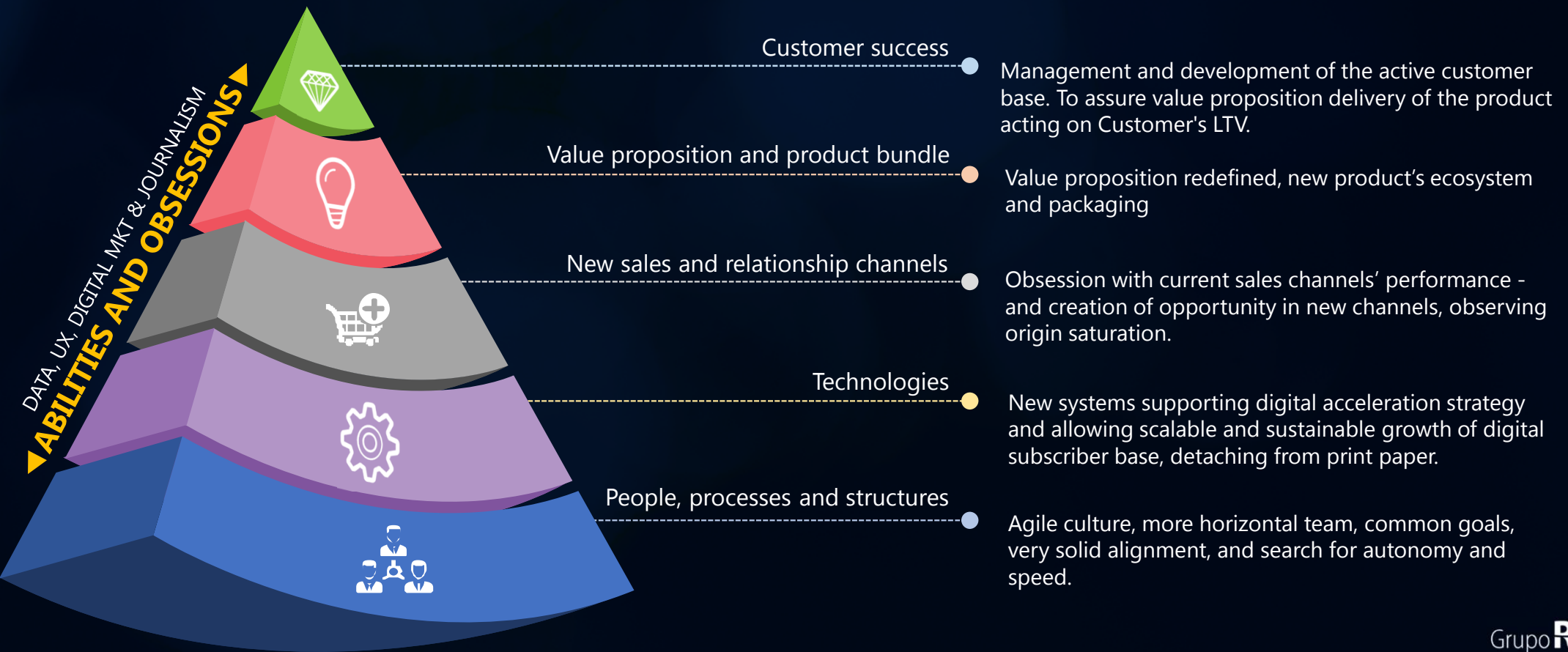


DIGITAL ACCELERATION PLAN 2019

GZH.

Startup:

New approach to product/service development in a cheaper and faster way.



AGILE METHODOLOGY APPLIED



PAYWALL
PAID
EMM / NEW CHANNELS
LTV





CONVERSION CICLE NEW STRUCTURE TO DELIVER GREATER RESULTS

ATTRACTION

IDENTIFICATION
(SIGN WALL)

FREQUENCY
(UNTIL PAYWALL)

★
ACQUISITION

★
**USAGE
RETENTION**

**UPSELL AND
CROSS SELL**

DRIVING DIGITAL GROWTH



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INCREASING ACQUISITION

GROWTH

38%

BASIC

30%

PREMIUM



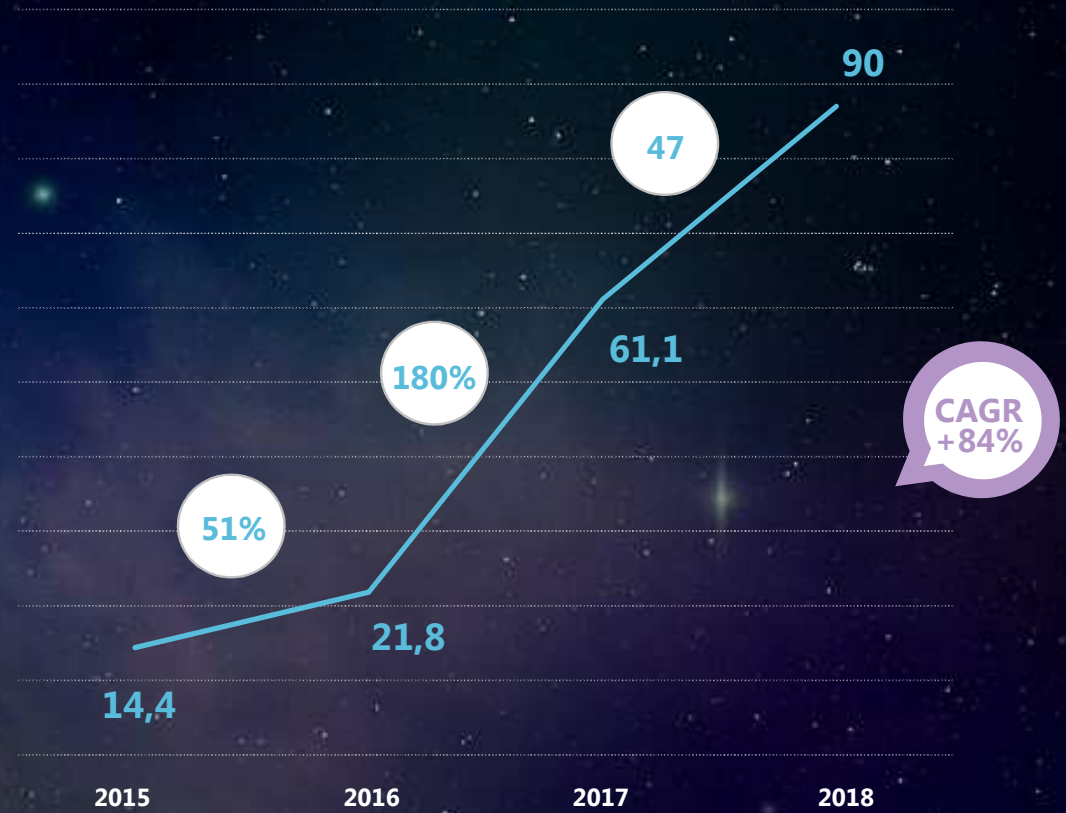
97k

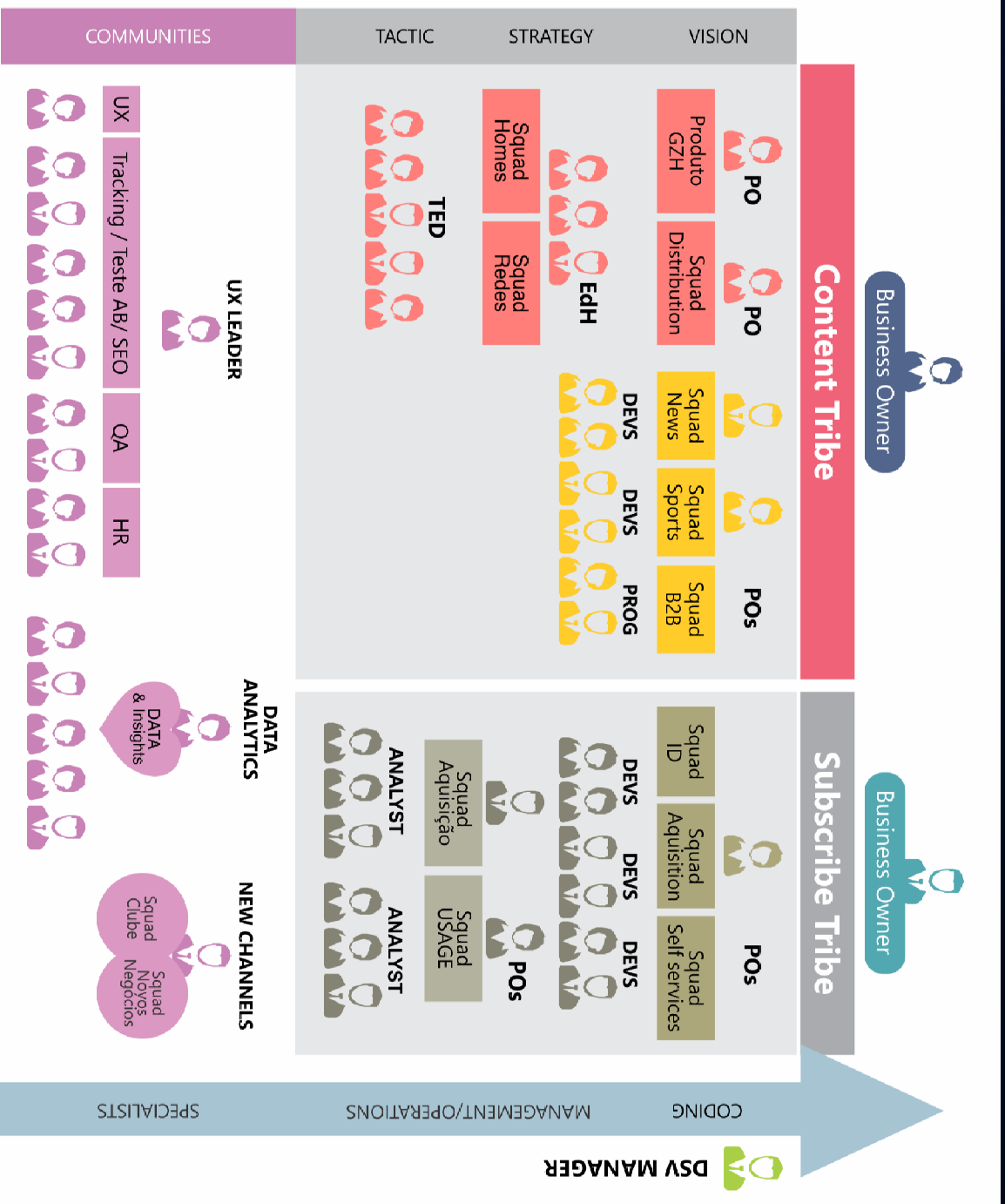
STUDENTS/PARTNERSHIPS

29%

SOCCER APPS

3%





AGILE MARKETING APPLIED

★ INCREASING USAGE & RETENTION

> USAGE = < CHURN

					
USAGE CONTENTS PER MONTH	none	up to 50	51 to 100	101 to 200	over 200
CHURN	3,8%	2,7%	1,9%	1,4%	1,1%

THE USER OF APPS IS ON AVERAGE 2X MORE ENGAGED THAN THE USER OF THE SITE



ENGAGEMENT
(monthly visits in millions)



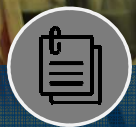
resulting in

CHURN



> USAGE = < CHURN

NEWSROOM STRATEGY



INITIAL CONDITIONS

Different areas acting as separate parts (production line)

Teams driven by leadership decisions

Speed determined by management capacity, which becomes bottleneck

Development team using agile methods



CHALLENGE SPACE

Squads Growth and Use & Distribution as pilots of the integration process

Use of OKRs as a tool to create a culture of alignment with teams

Creation of safe space for learning through structured tests (A/B culture test)

Application of agile methods to Squads Growth & Use



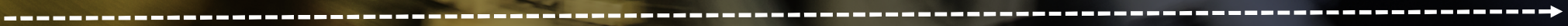
TARGET STATUS

Multi-disciplinary tribes and squads, with integrated processes (different team skills)

Self-managed teams, guided by very strong alignment regarding the objectives

Speed and agility for decision-making and learning

Agile company



BUSINESS VALUE

NEWSROOM DATA STRATEGY



ENGAGEMENT

- Aligned objectives (OKRS)
- Unfolded KPIs
- Individual goals
- Focus on subscribers



DATA ECOSYSTEM

- Reliable and accessible data
- Real time information
- Wide and complete tracking

ANALYTICAL MATURITY



Grupo **PBS**