Key Drivers of
EL PAÍS Digital
Transformation
EL PAÍS

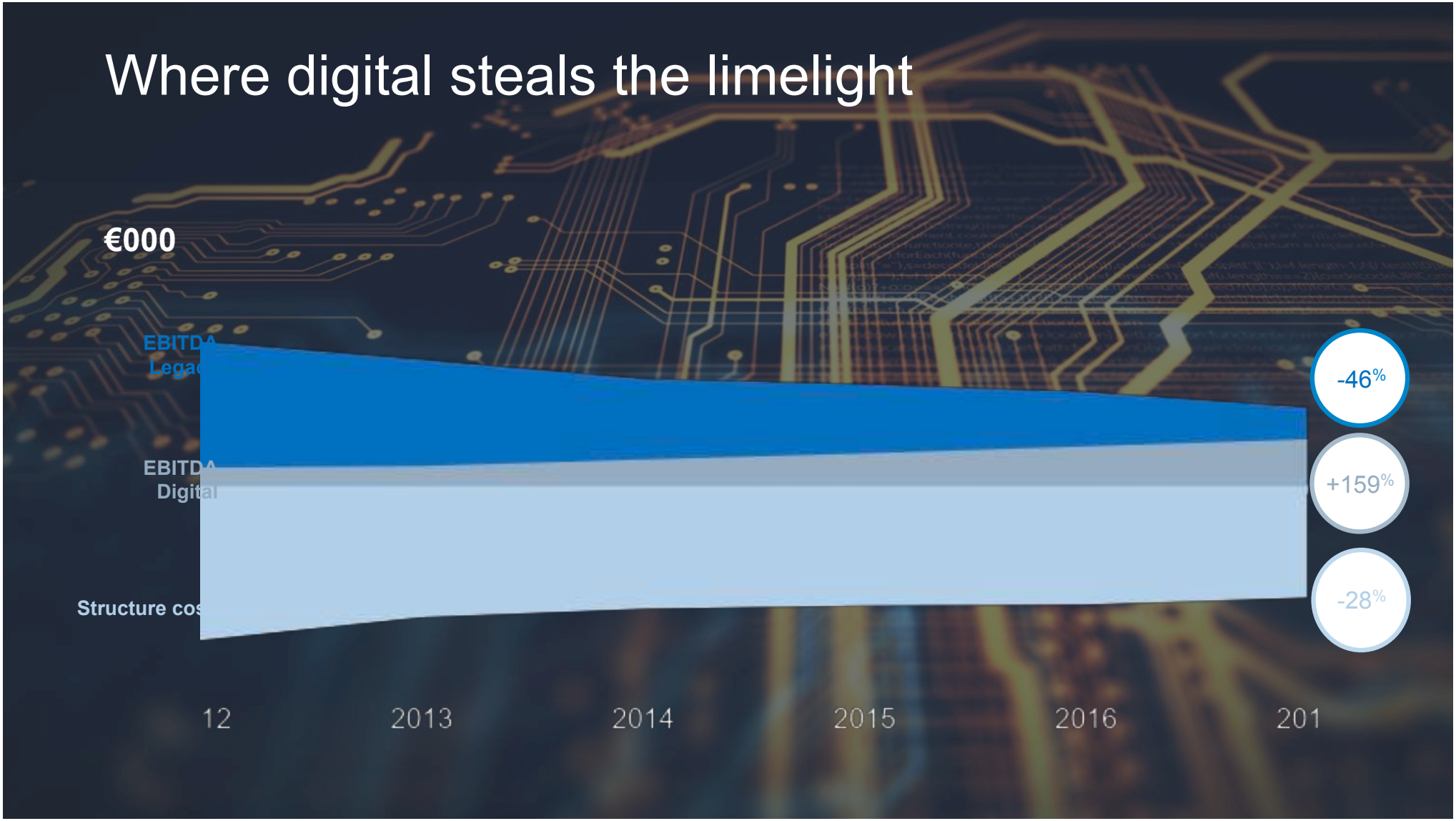
The 2012 –2017 period has been marked by growth

EBITDA Global

€000

But it has also been a period with significant changes in the business model

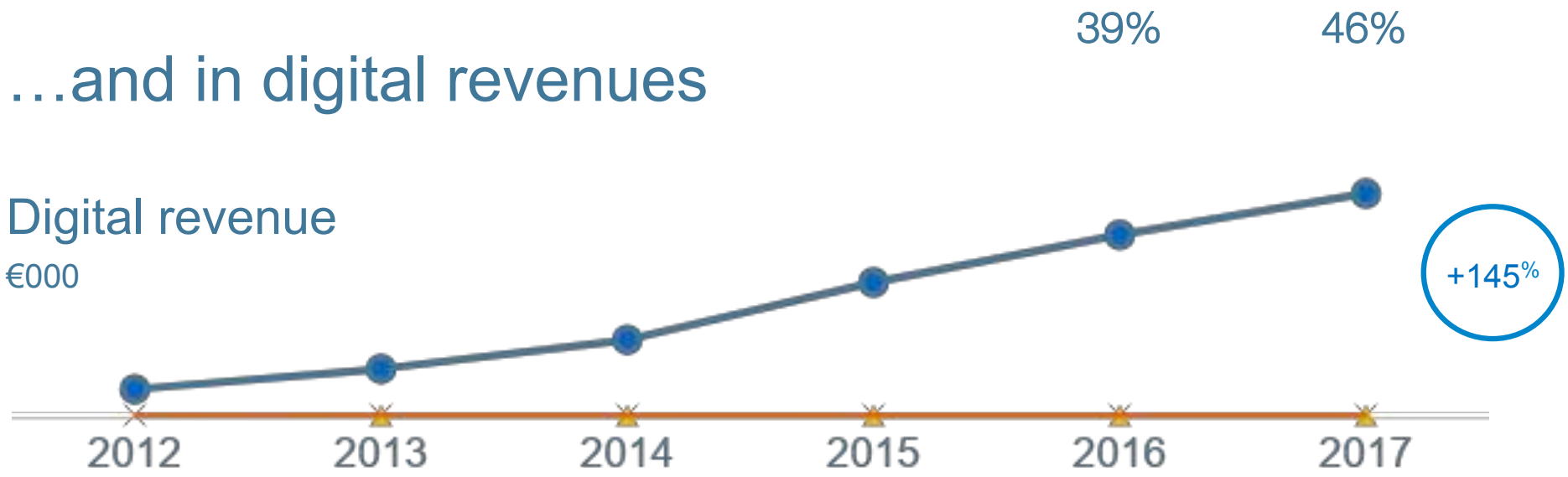
Where digital steals the limelight

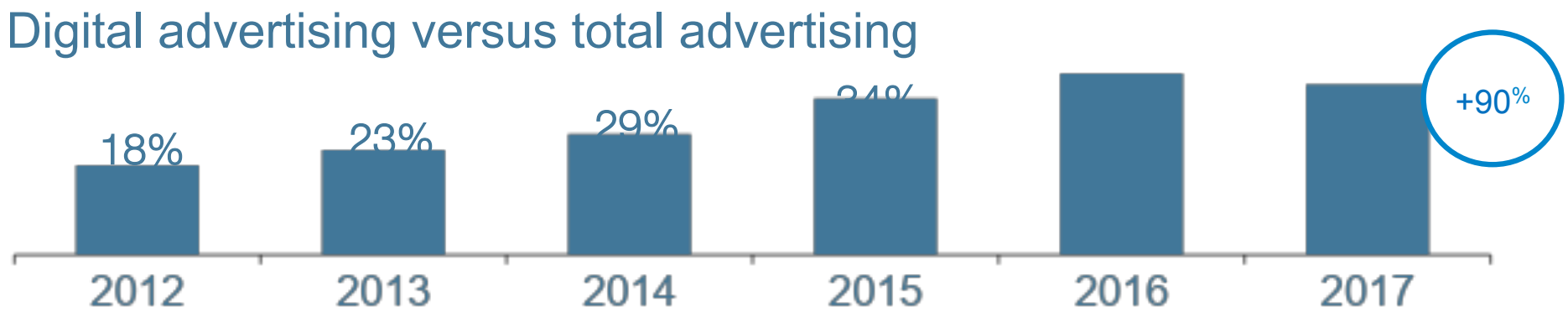


This growth is due to a clear and determined committment to the digital transformation of the company

Since 2012, significant increase in digital audiences …

…and in digital revenues





Drivers of the digital transformation

Drivers of the digital transformation

- Product Development
- Distribution
- Globality
- Data

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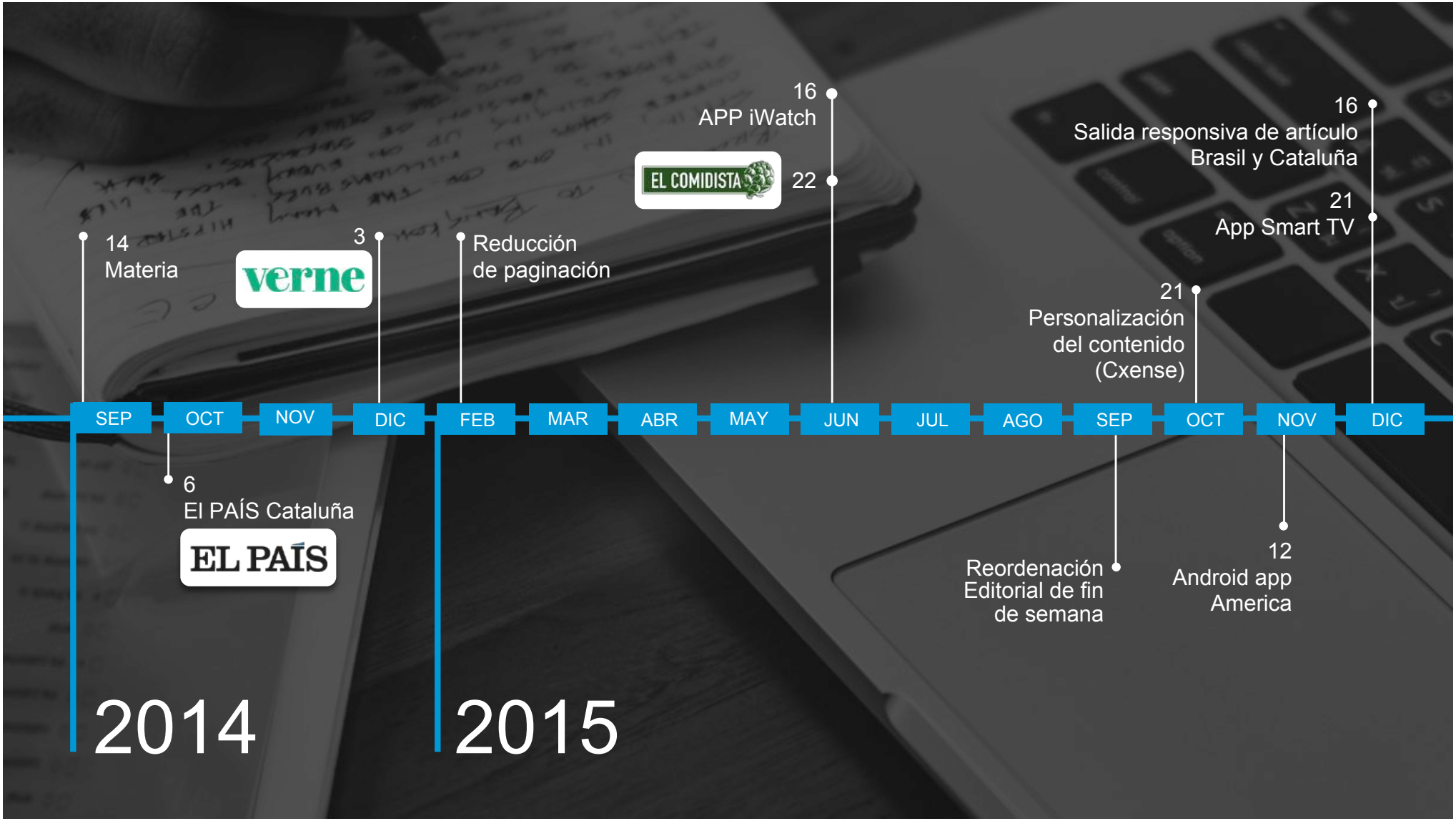

14
Materia
3
verne
Reducción
de paginación
16
APP iWatch
EL COMIDISTA
22
16
Salida responsiva de artículo
Brasil y Cataluña
21
App Smart TV
21
Personalización
del contenido
(Cxense)
6
El PAÍS Cataluña
EL PAÍS
Reordenación
Editorial de fin
de semana
12
Android app
America
SEP
OCT
NOV
DIC
FEB
MAR
ABR
MAY
JUN
JUL
AGO
SEP
OCT
NOV
DIC
2014
2015

2016

ENE
- 18 Salida responsiva de artículo España y América

FEB
- 02 Verne México
- 12 Facebook Instant Articles (Prototipo)
- 18 IOS App
- 24 AMP

MAR

ABR
- 01 TENTACIONES
- 03 EL PAÍS SEMANAL
- 04 EL MOTOR Facebook Instant Articles
- 18-20 Portada responsiva Cataluña España América y Brasil
- 21 Horóscopo
- 30 App. El PAÍS VR

MAY
- 01 Fukushima, vidas contaminadas (Documental VR)

NUEVA REDACCIÓN

JUN
- 09 Prototipo PAW (Progressive Adaptative Web)
- What´s on TV
- 14 Alertas e-mail
- 27 BOT Facebook

JUL
- 12 Test A/B en home

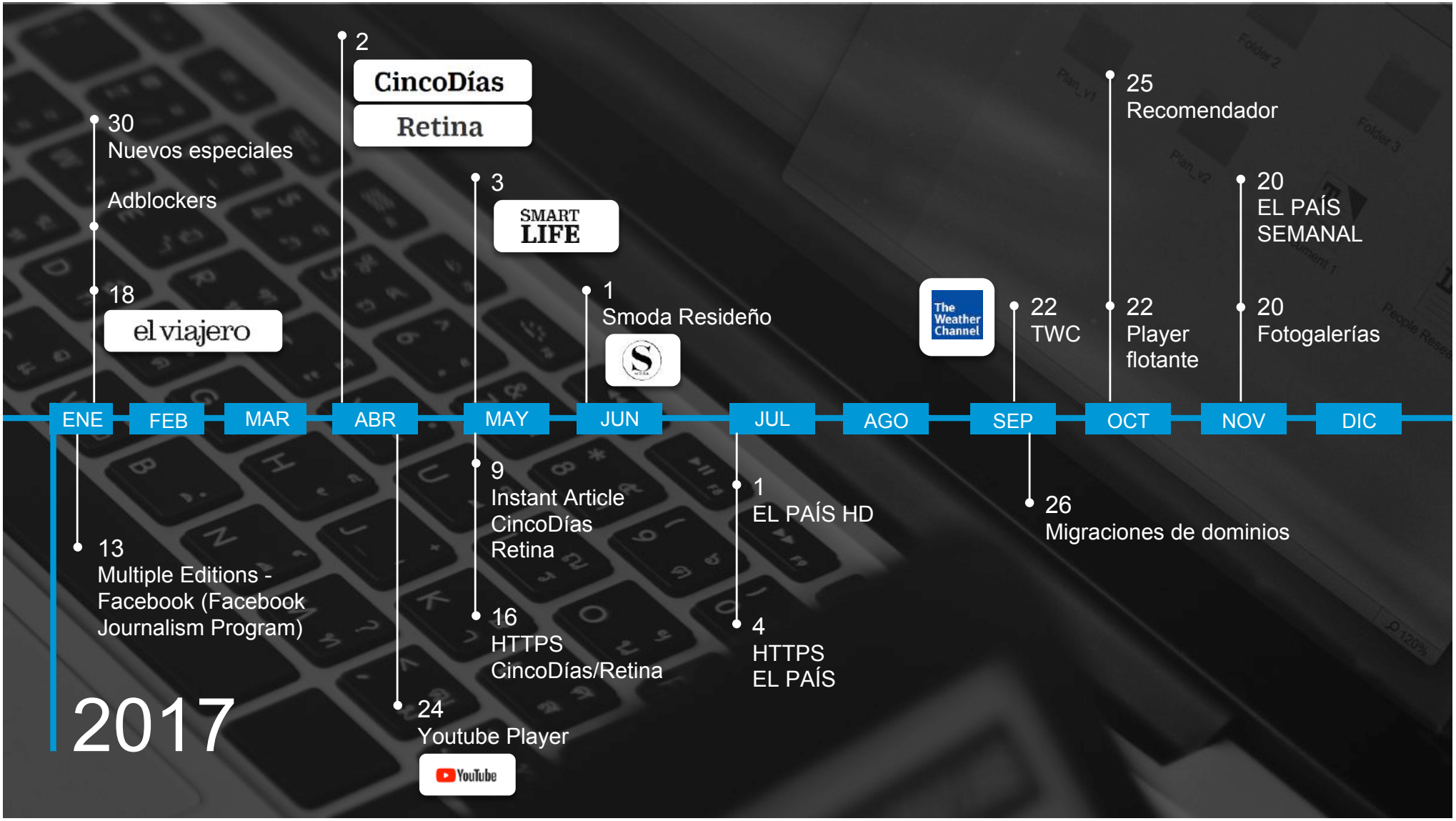
AGO

SEP
- 22 Web Responsiva BUENAVIDA
- 27 Web Responsiva TENTACIONES

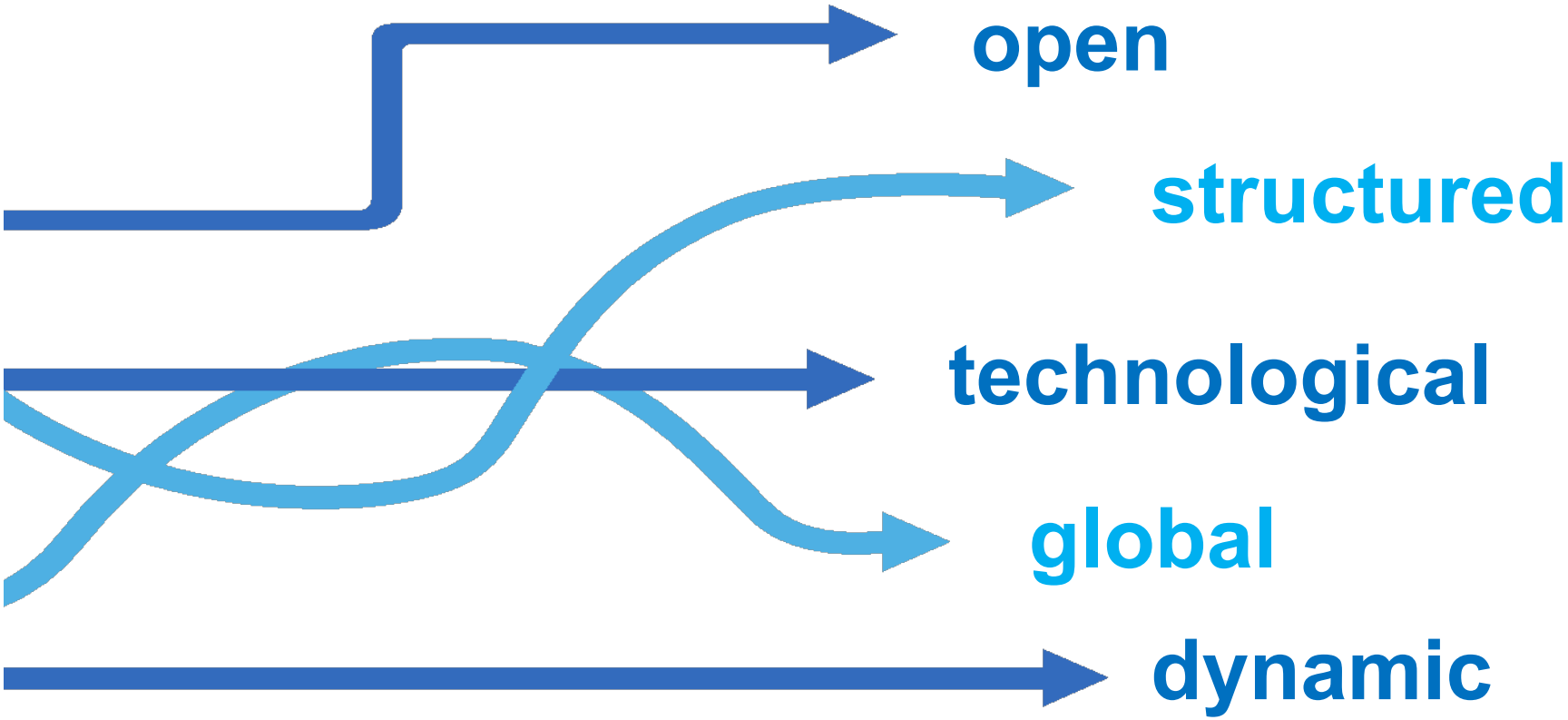
OCT
- 01 Facebook Live
- 04 Web Responsiva ICON
- 15 BOT Twitter
- Piloto Player Youtube

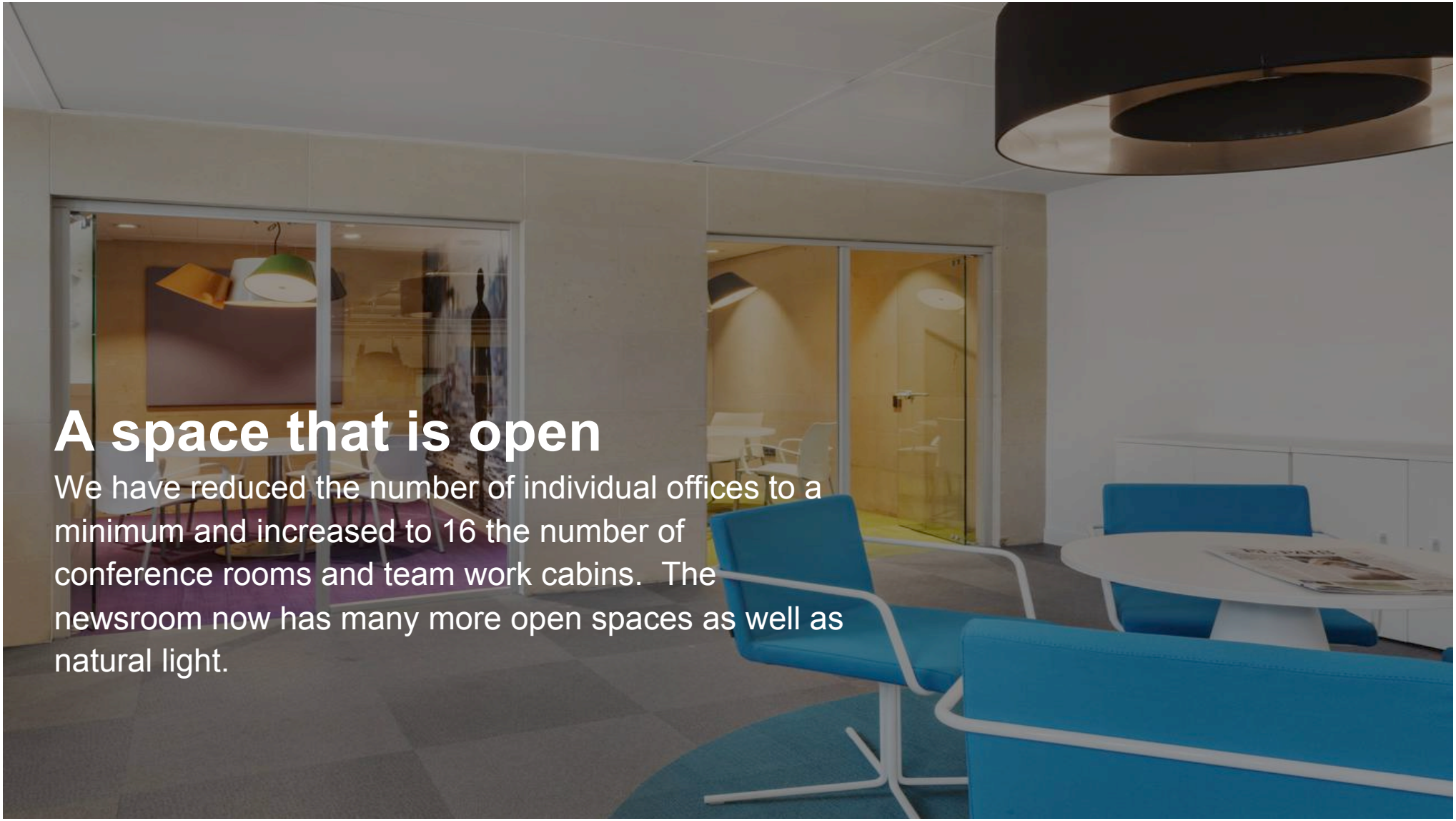
NOV
- 18 App. Apple TV

DIC


2017
ENE
FEB
MAR
ABR
MAY
JUN
JUL
AGO
SEP
OCT
NOV
DIC
30
Nuevos especiales
Adblockers
18
el viajero
2
CincoDías
Retina
3
SMART LIFE
1
Smoda Resideño
13
Multiple Editions - Facebook (Facebook Journalism Program)
24
Youtube Player
YouTube
9
Instant Article
CincoDías
Retina
16
HTTPS
CincoDías/Retina
1
EL PAÍS HD
4
HTTPS
EL PAÍS
The Weather Channel
22
TWC
26
Migraciones de dominios
25
Recomendador
22
Player flotante
20
EL PAÍS SEMANAL
20
Fotogalerías

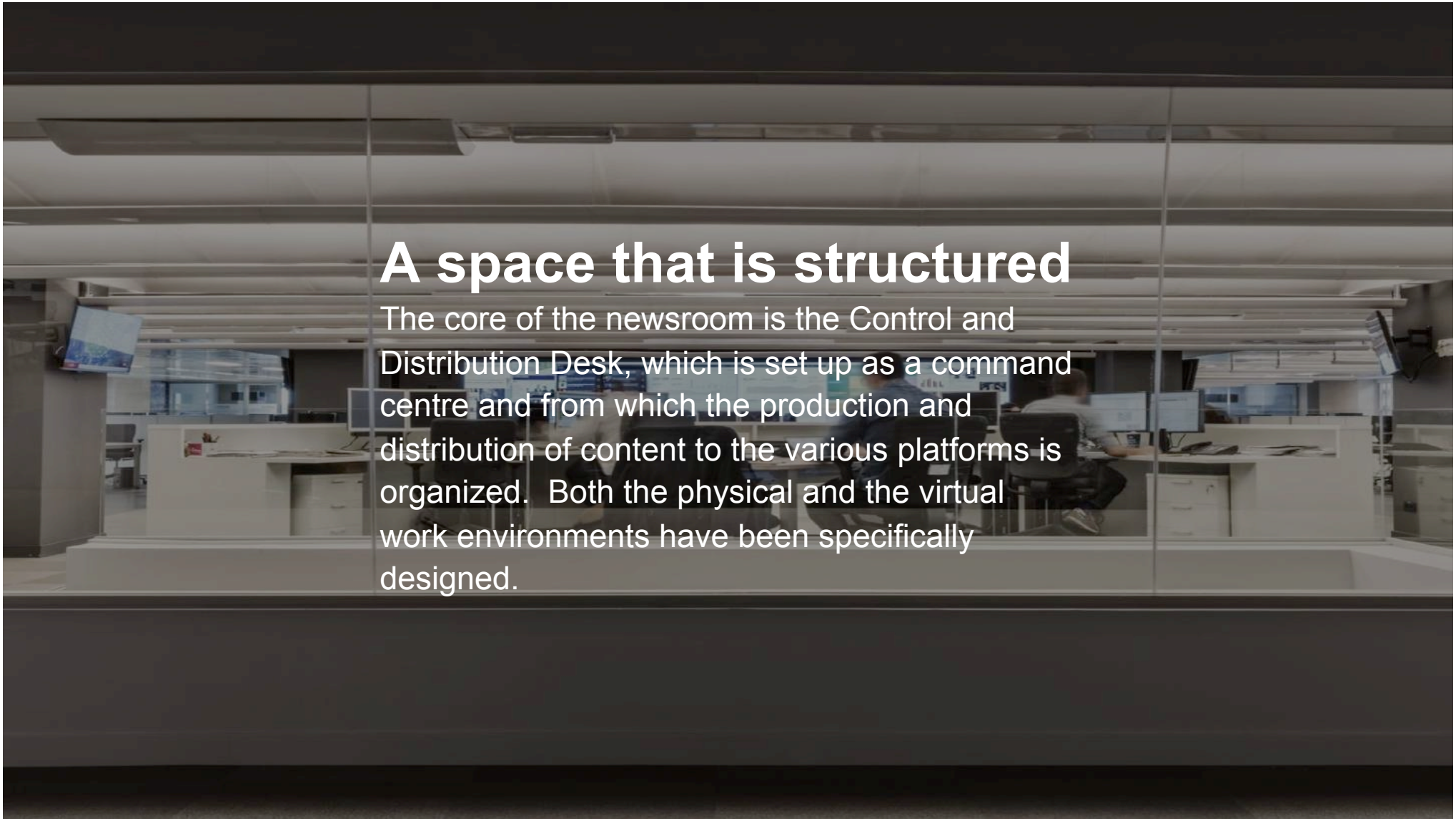
A space that is…





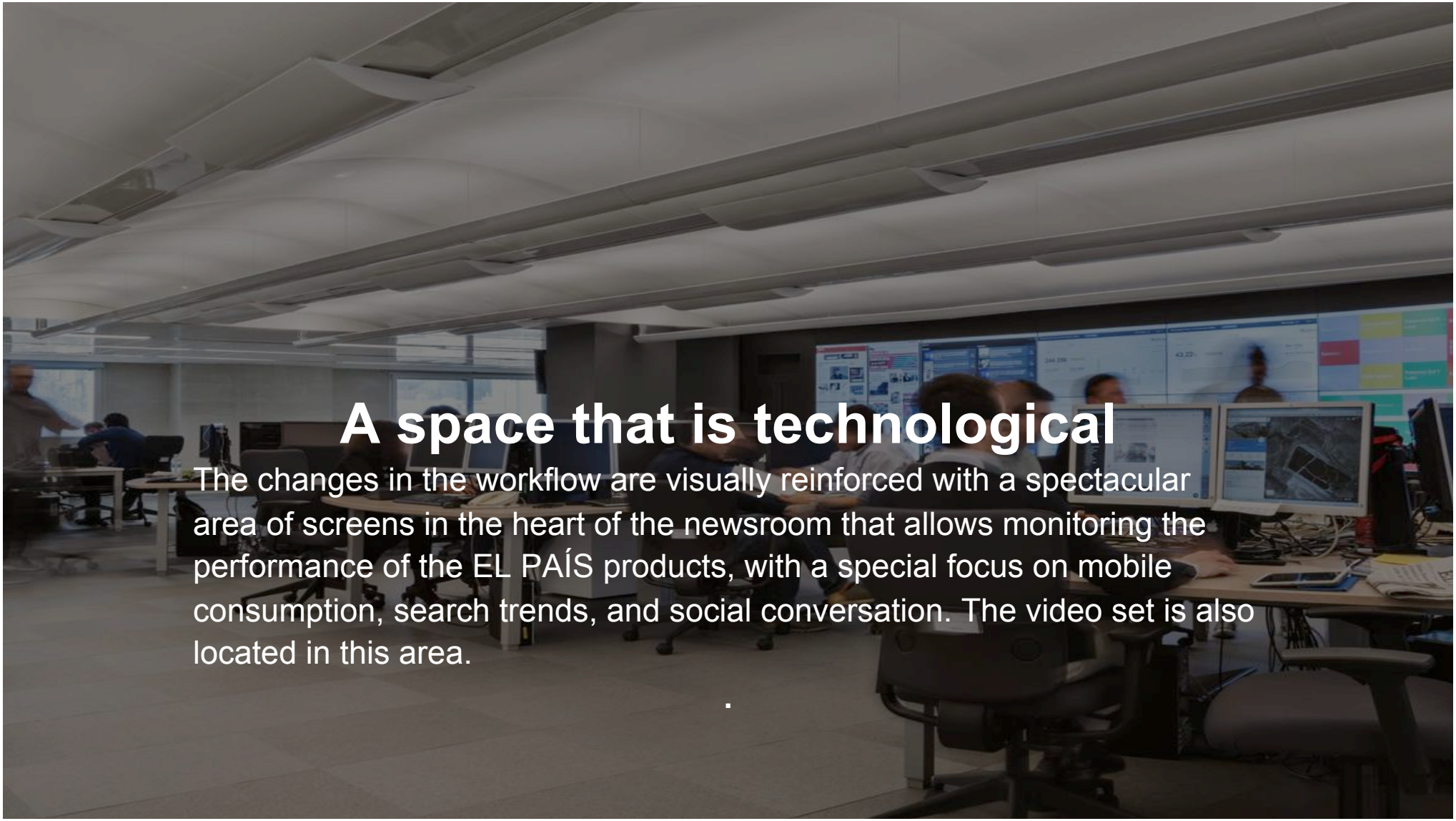
A space that is open

We have reduced the number of individual offices to a minimum and increased to 16 the number of conference rooms and team work cabins. The newsroom now has many more open spaces as well as natural light.



A space that is structured

The core of the newsroom is the Control and Distribution Desk, which is set up as a command centre and from which the production and distribution of content to the various platforms is organized. Both the physical and the virtual work environments have been specifically designed.



A space that is technological

The changes in the workflow are visually reinforced with a spectacular area of screens in the heart of the newsroom that allows monitoring the performance of the EL PAÍS products, with a special focus on mobile consumption, search trends, and social conversation. The video set is also located in this area.

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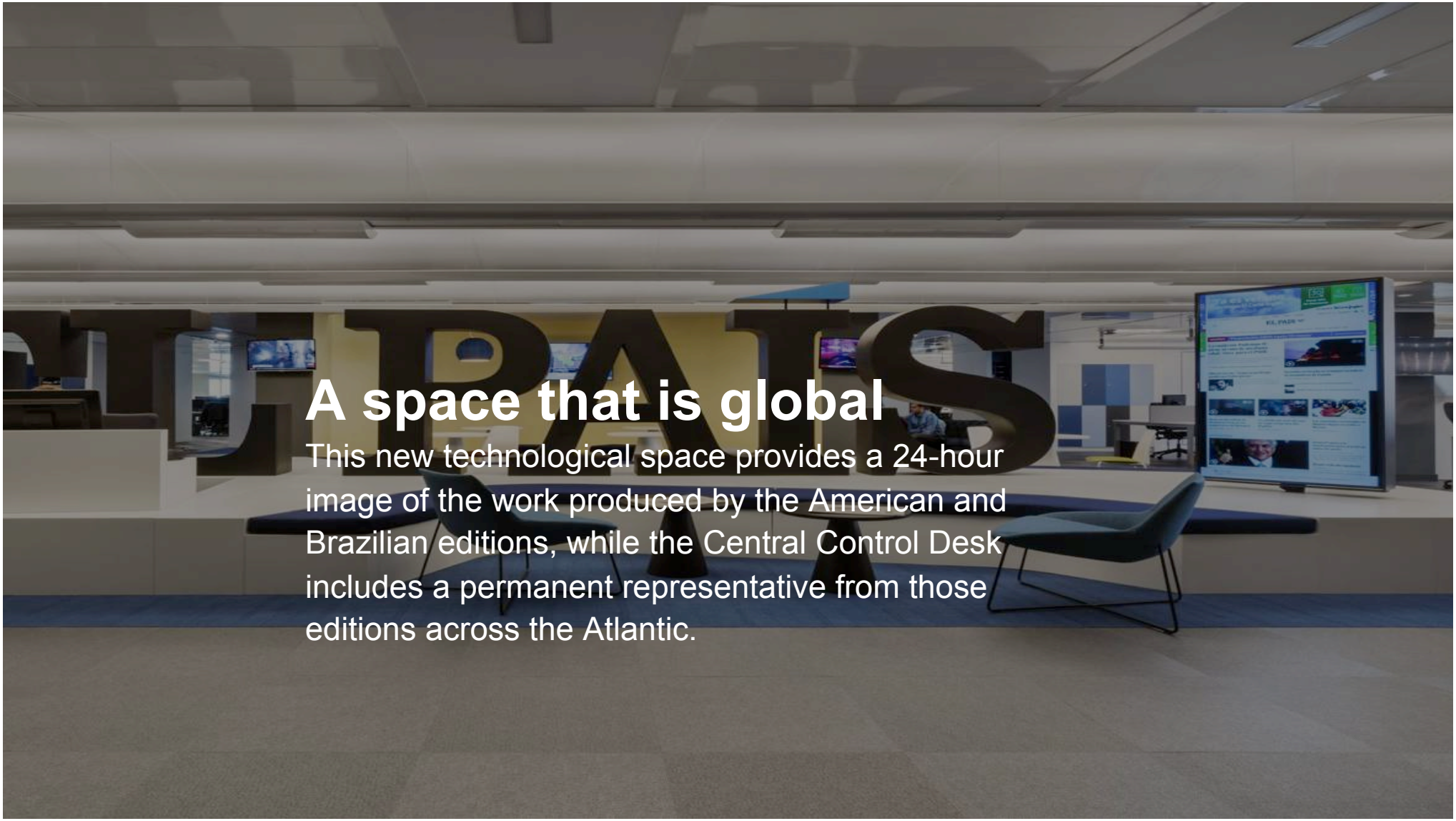
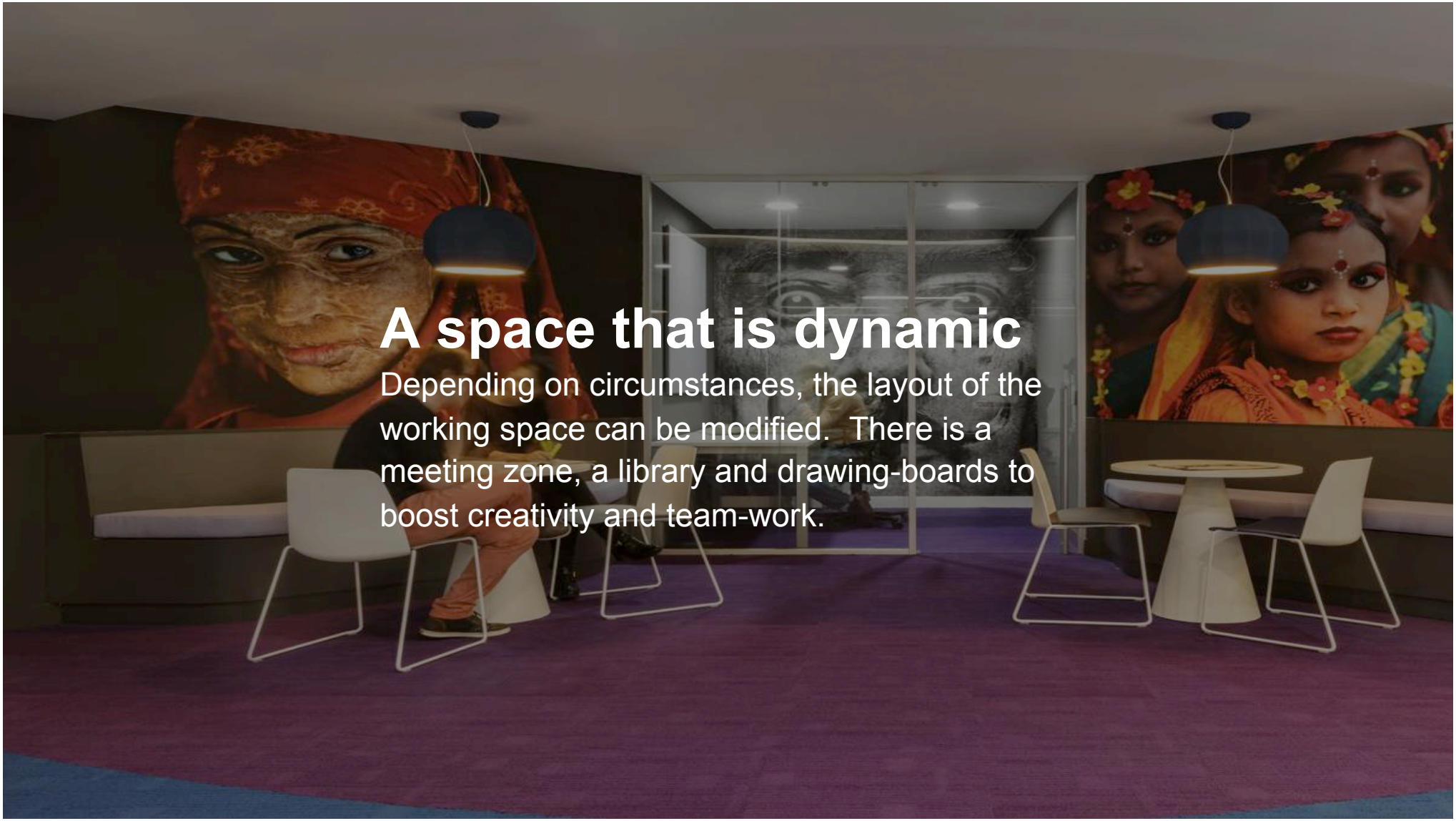


A space that is global

This new technological space provides a 24-hour image of the work produced by the American and Brazilian editions, while the Central Control Desk includes a permanent representative from those editions across the Atlantic.



A space that is dynamic

Depending on circumstances, the layout of the working space can be modified. There is a meeting zone, a library and drawing-boards to boost creativity and team-work.

Product Development
Verticals
Mobility
Video

Product Development
Verticals
Mobility
Video

Verticals

Cinco Días
41% new readers

El Comidista
23% new readers

Materia
28% nuevos

Smoda
24% nuevos

BuenaVida
23% nuevos

ICON
21% nuevos

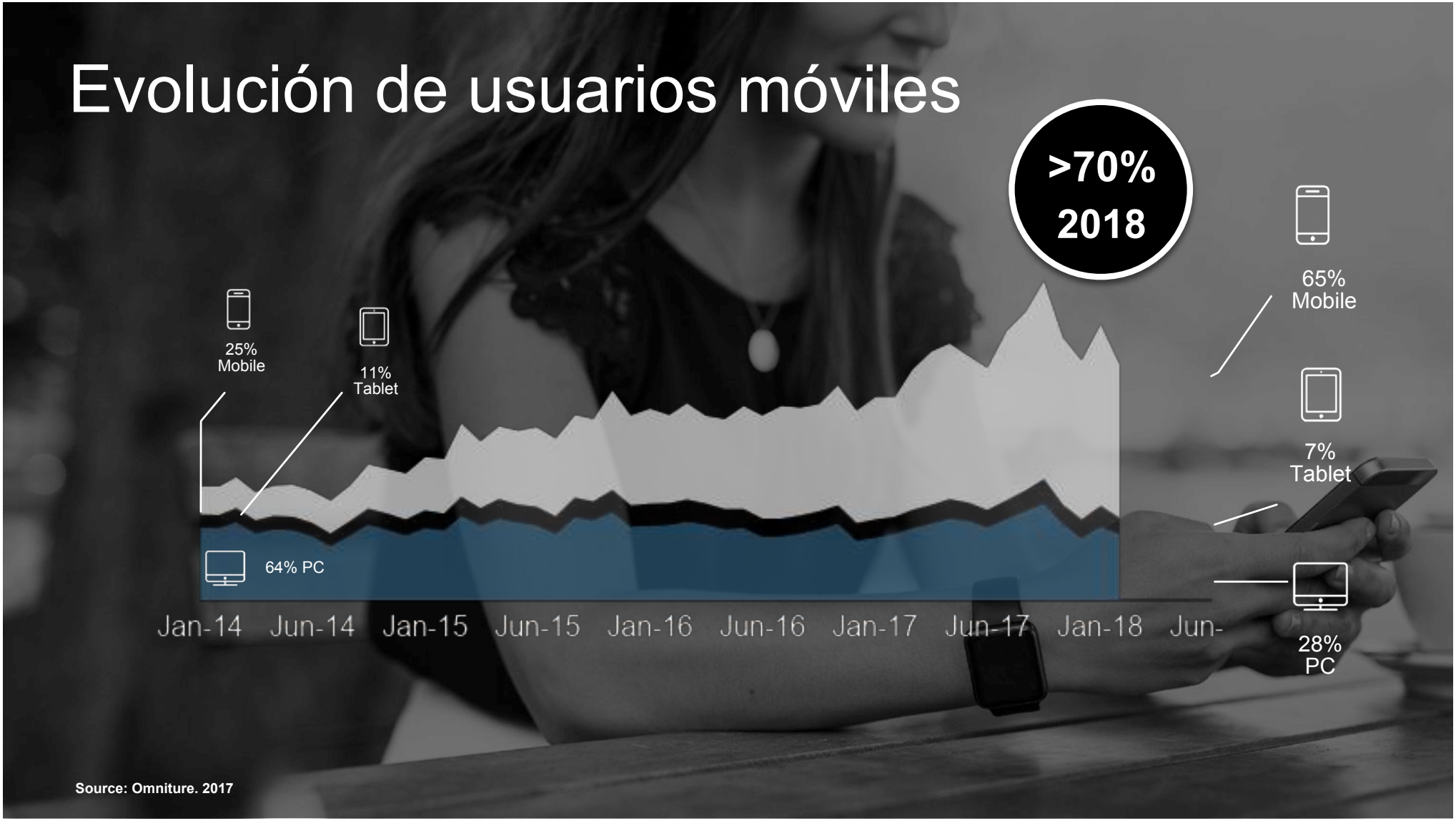
Tentaciones
23% nuevos

Verne
30% nuevos

Source: Omniture. 2017

Product Development
Verticals
Mobility
Video

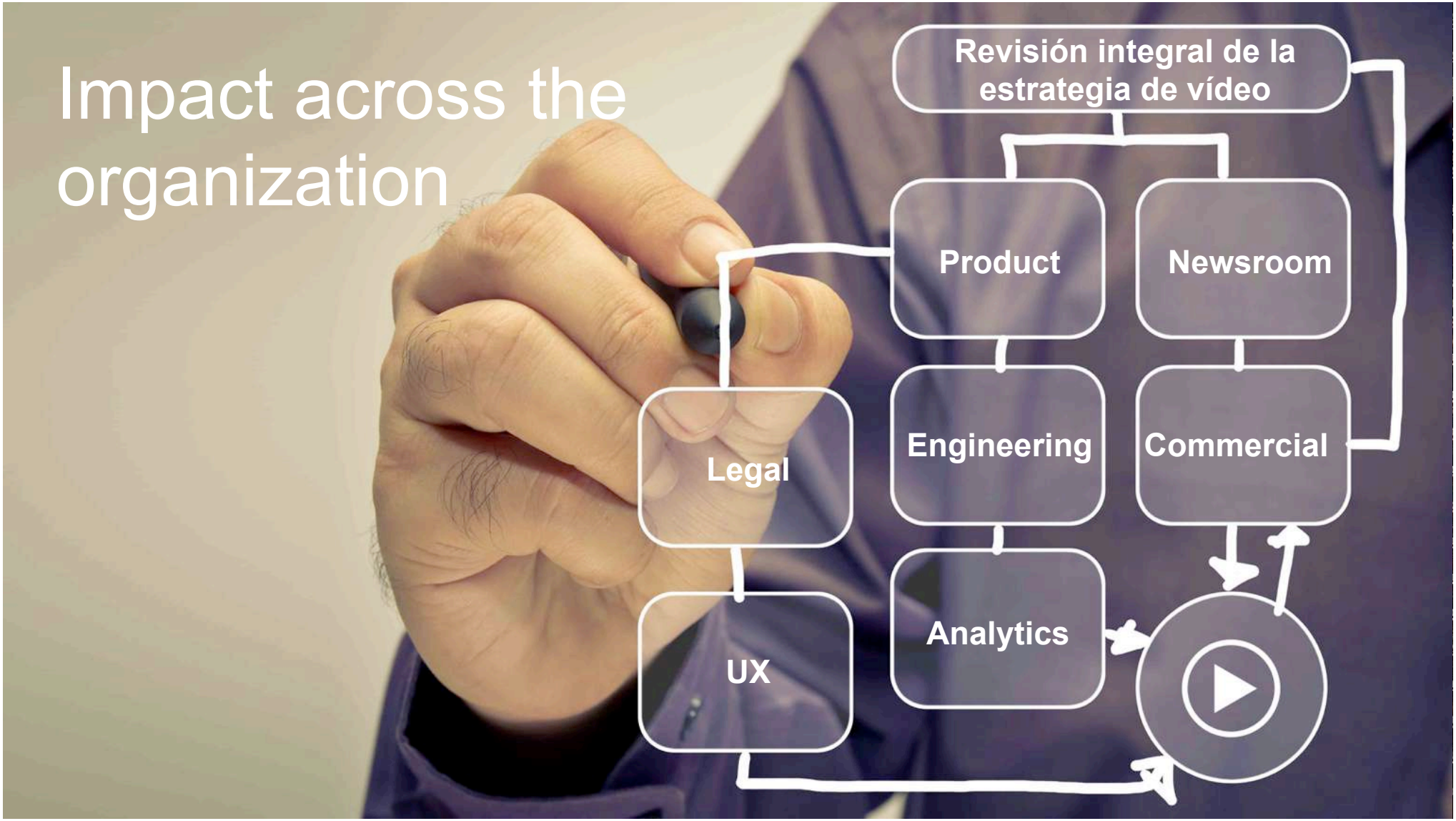
Evolución de usuarios móviles



Source: Omniture. 2017

Product Development
Verticals
Mobility
Video

Impact across the organization



YouTube Player for Publishers

Incremental views and time watch

New revenue source

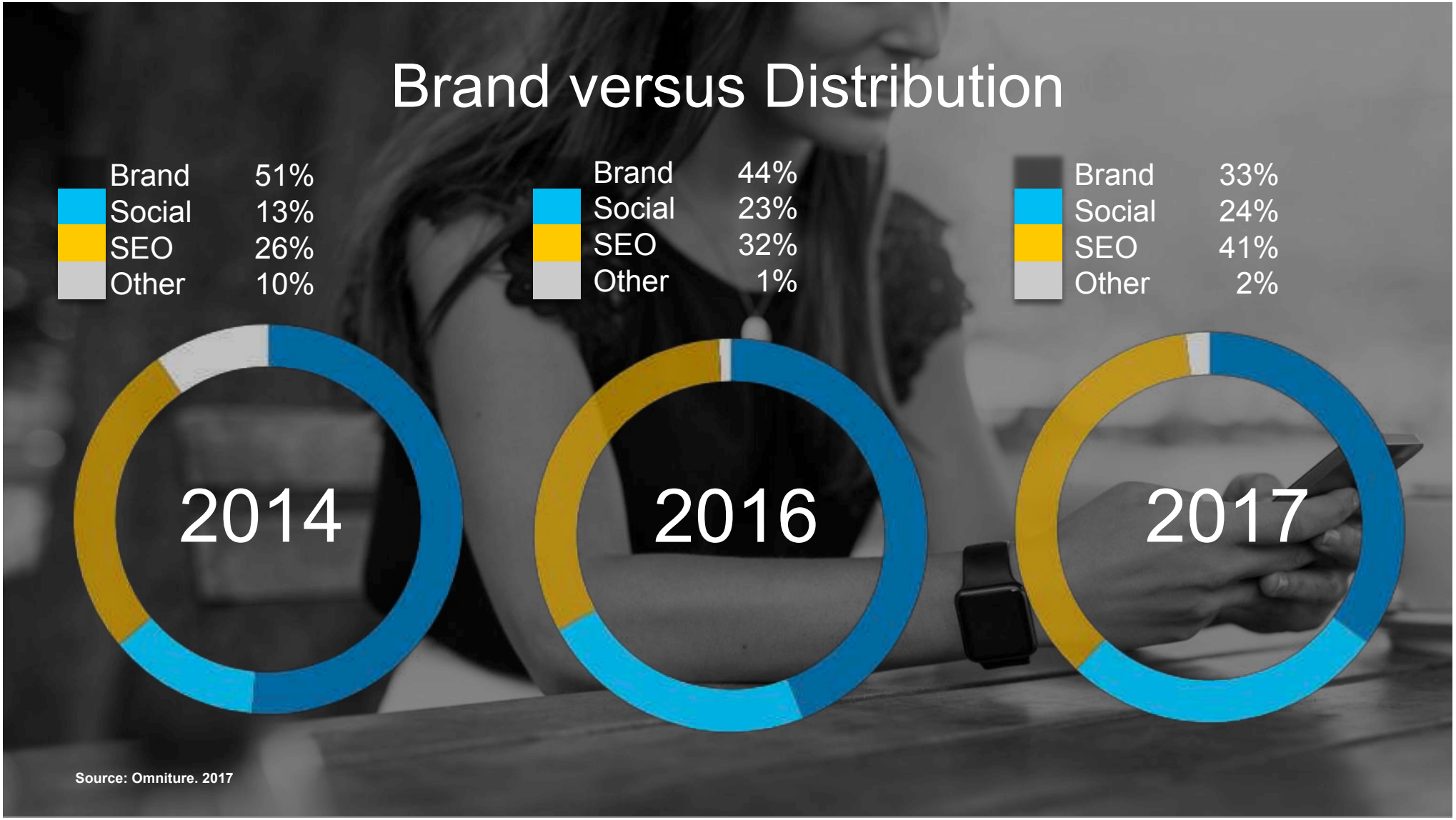
Cost savings on hosting and streaming

Fuente: Omniture. 2017

Drivers of the digital transformation

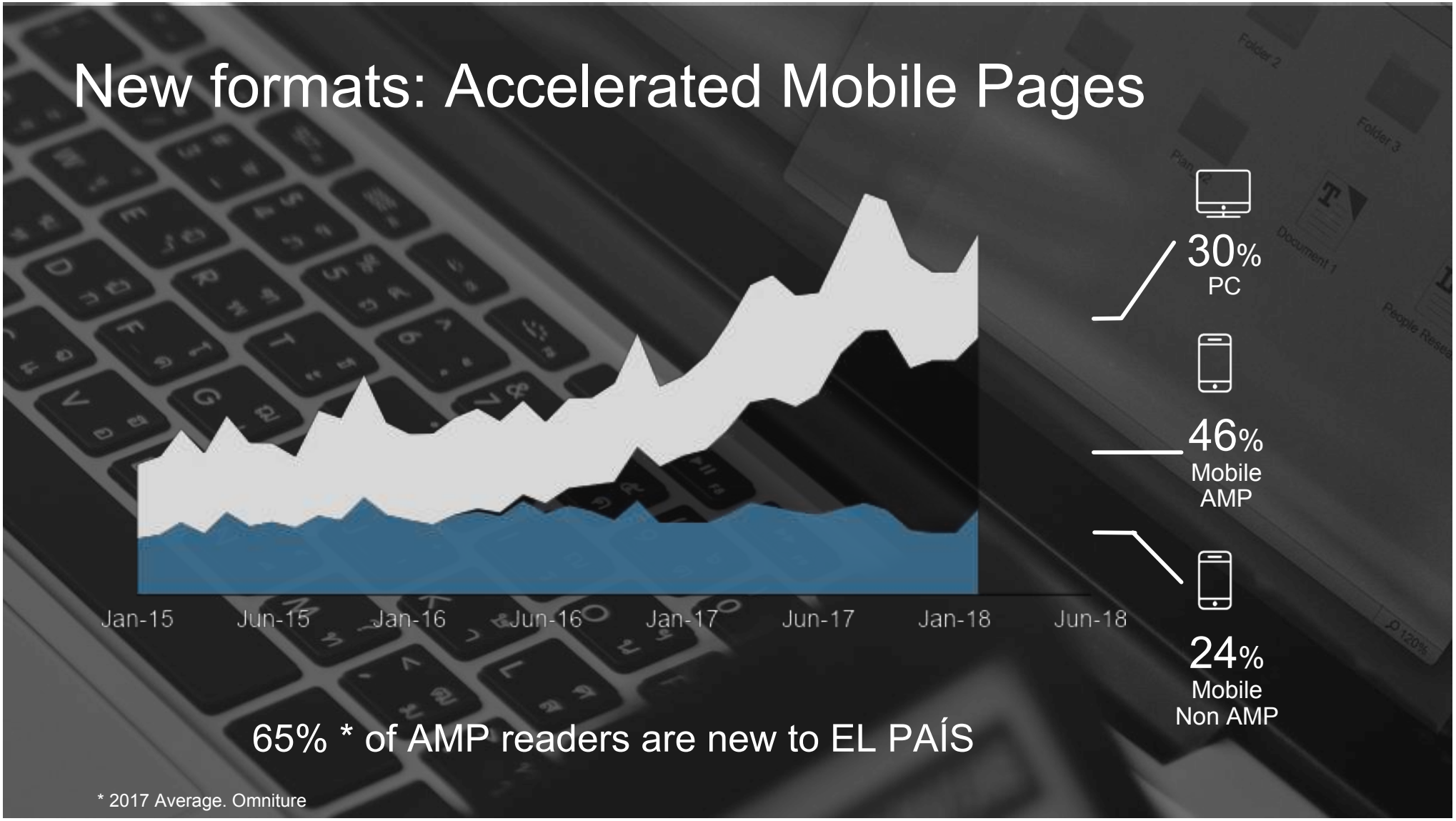
- Desarrollo de Producto
- **Distribution**
- Globality
- Data

Brand versus Distribution



Source: Omniture. 2017

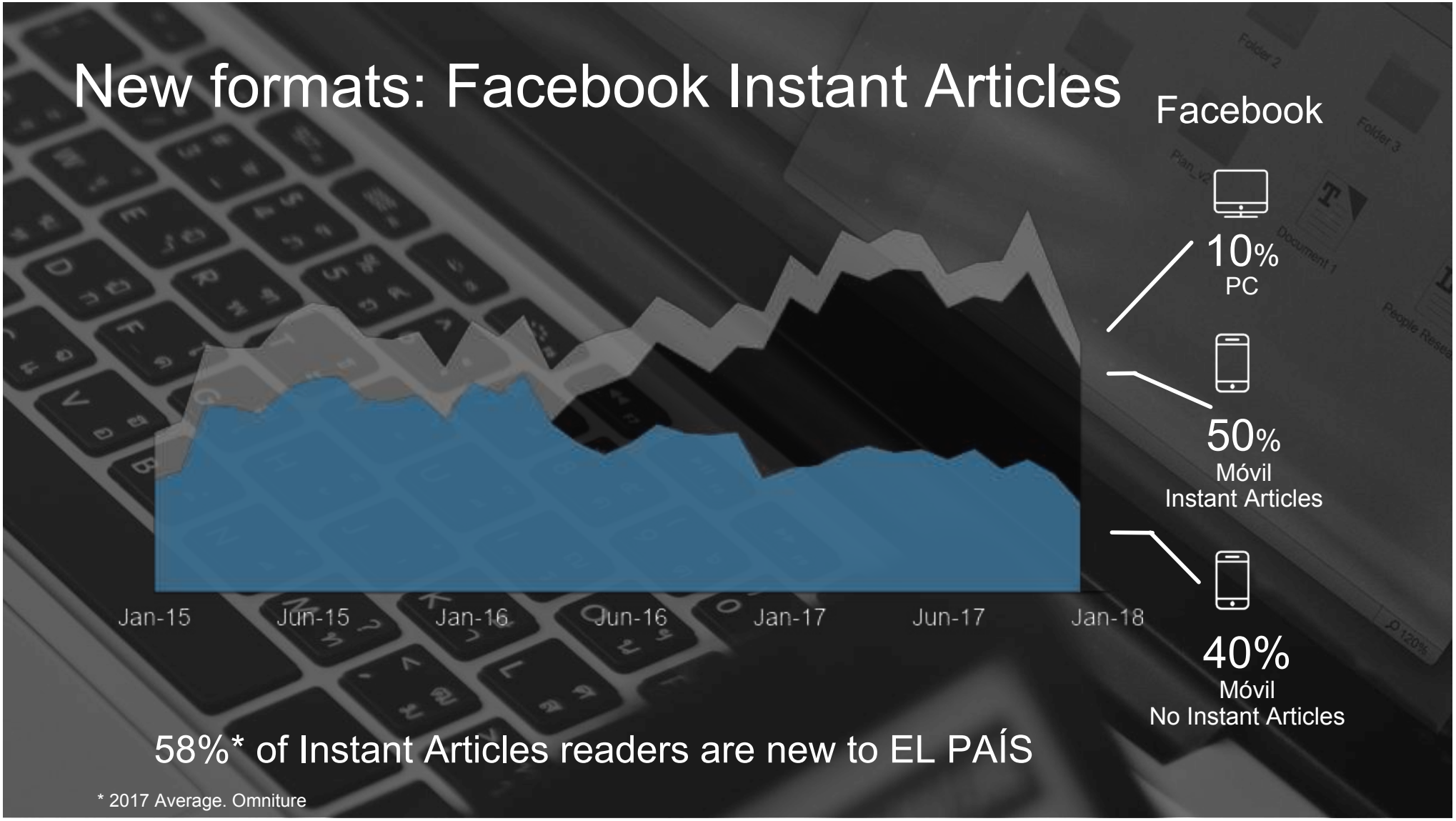
New formats: Accelerated Mobile Pages



65% * of AMP readers are new to EL PAÍS

* 2017 Average. Omniture

New formats: Facebook Instant Articles



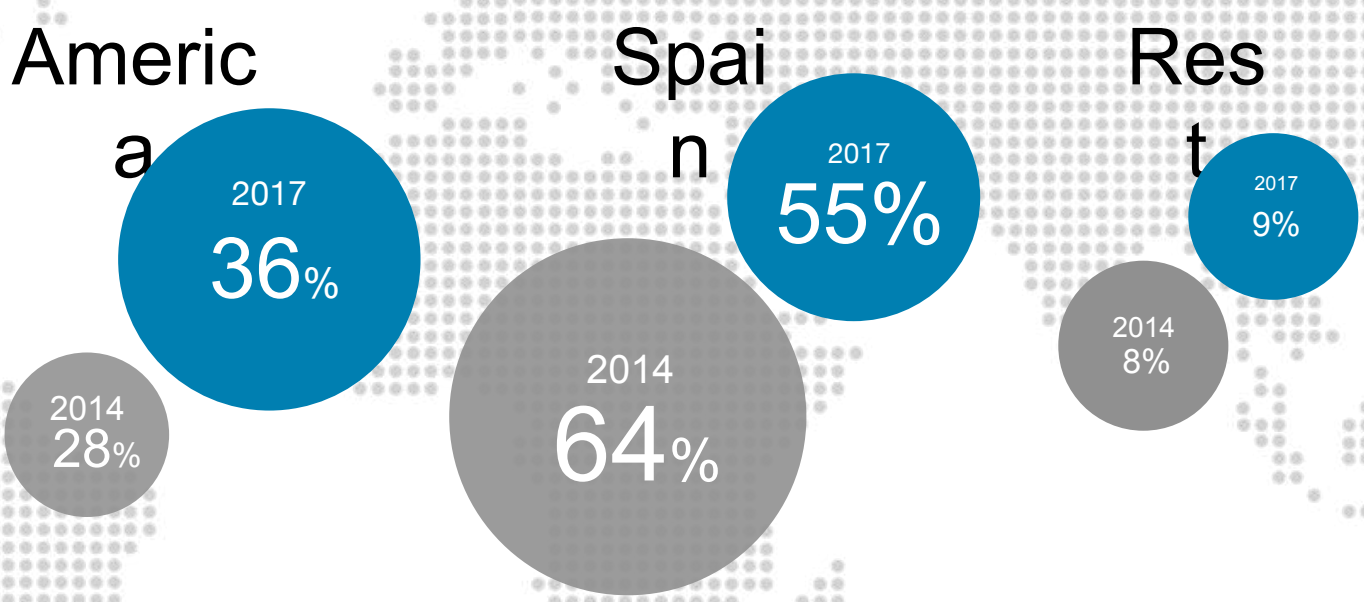
58%* of Instant Articles readers are new to EL PAÍS

* 2017 Average. Omniture

Drivers of the digital transformation

- Product Development
- Distribution
- **Globality**
- Data

We have scaled our audiences



1º
Spanish-speaking news site worldwide

4º México
8º Brasil

Fuente: News Comscore Magazines (Jan 2018) y Omniture. 2017

EL PAÍS, a global brand

EL PAÍS AMÉRICA

Mexico

USA

Colombia

Argentina

2014 — 27

2017 — 52

EL PAÍS BRASIL

2014 — 22

2017 — 25

Drivers of the digital transformation

- Product Development
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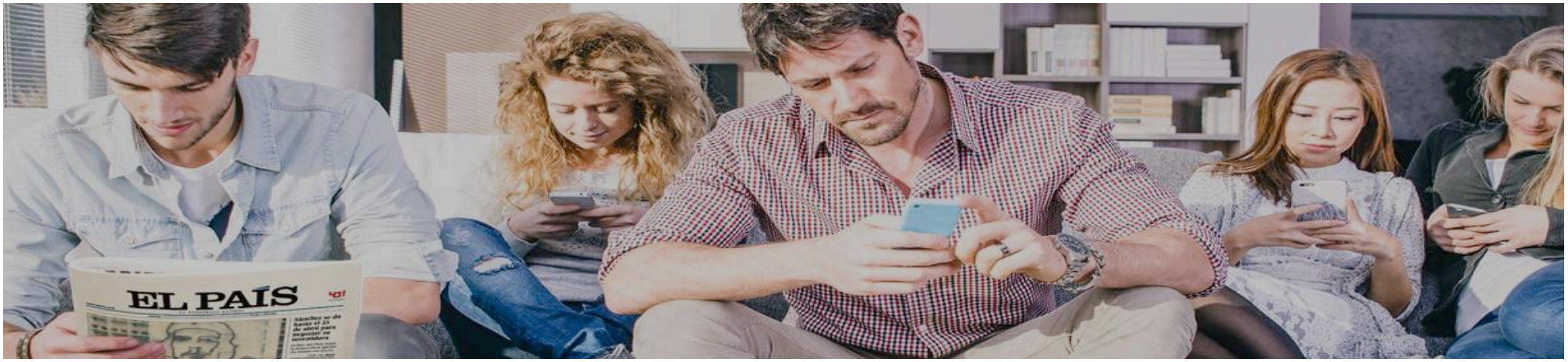
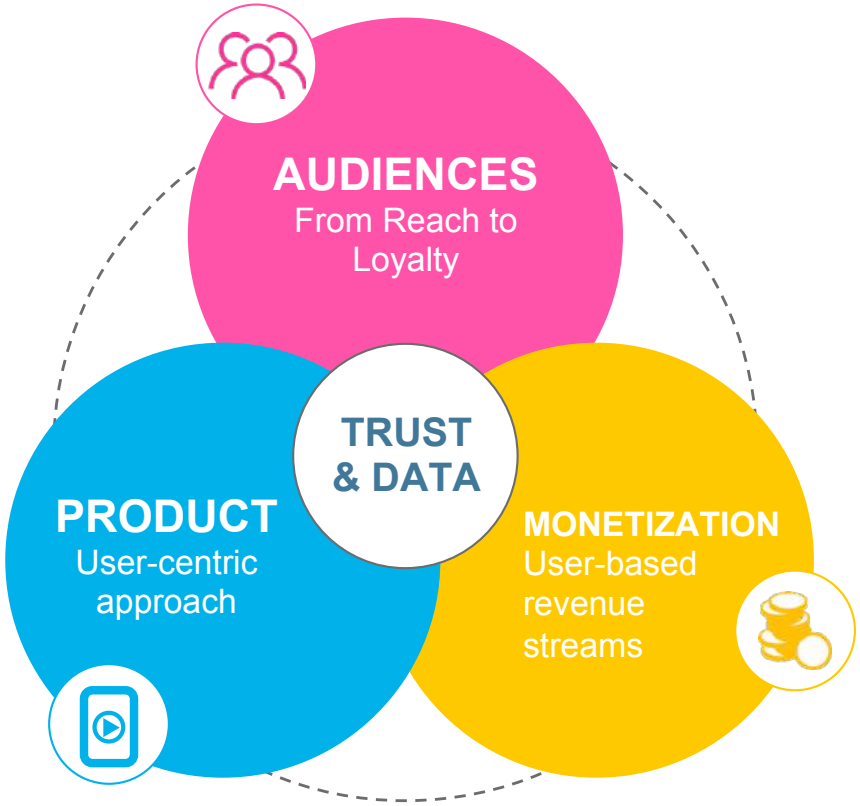
- Globality
- **Data**

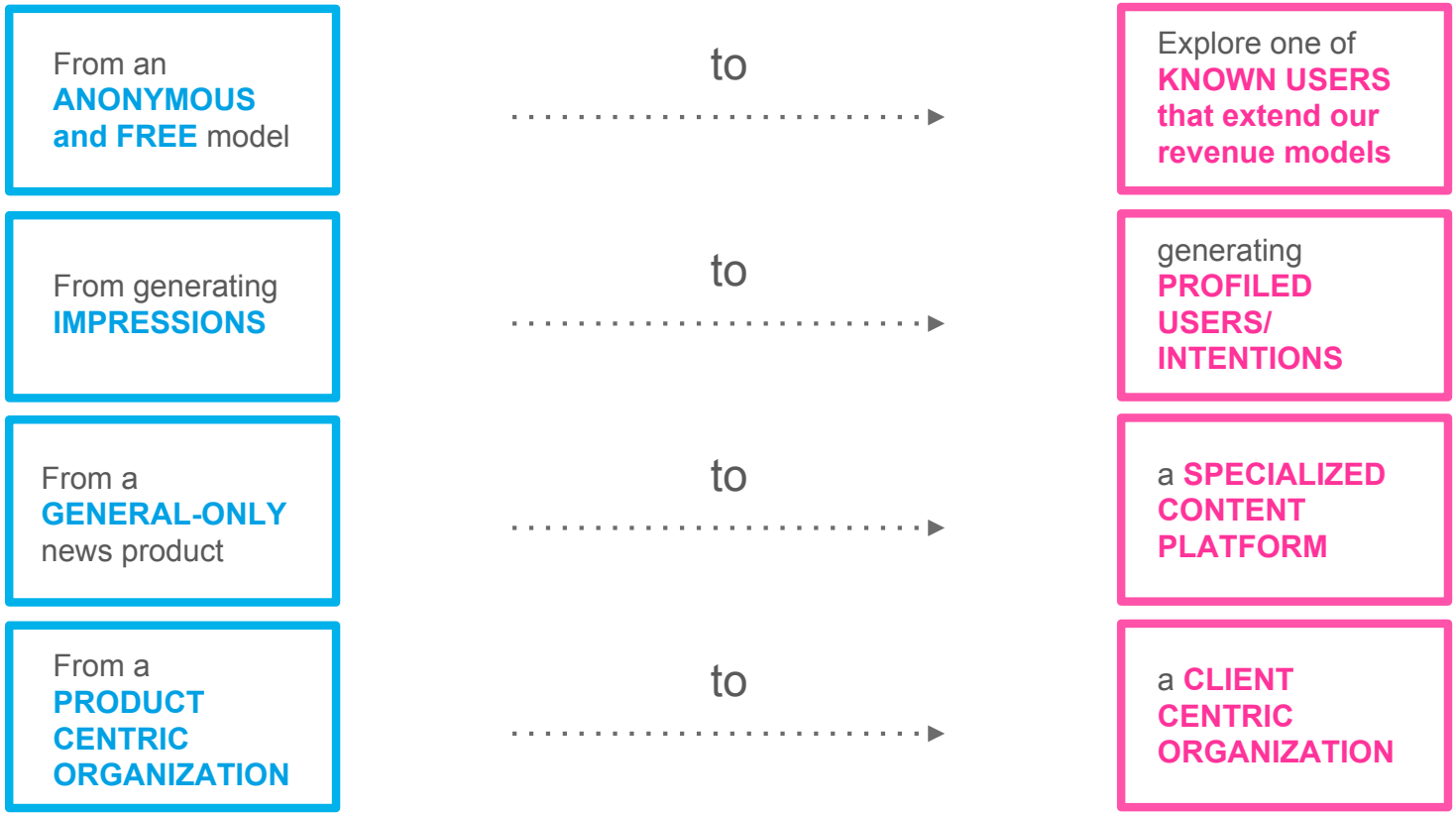
Readers have split into multiple form users who consume information and entertainment at different levels of involvement and who require a customised approach.



Trust and data at the core of the strategy



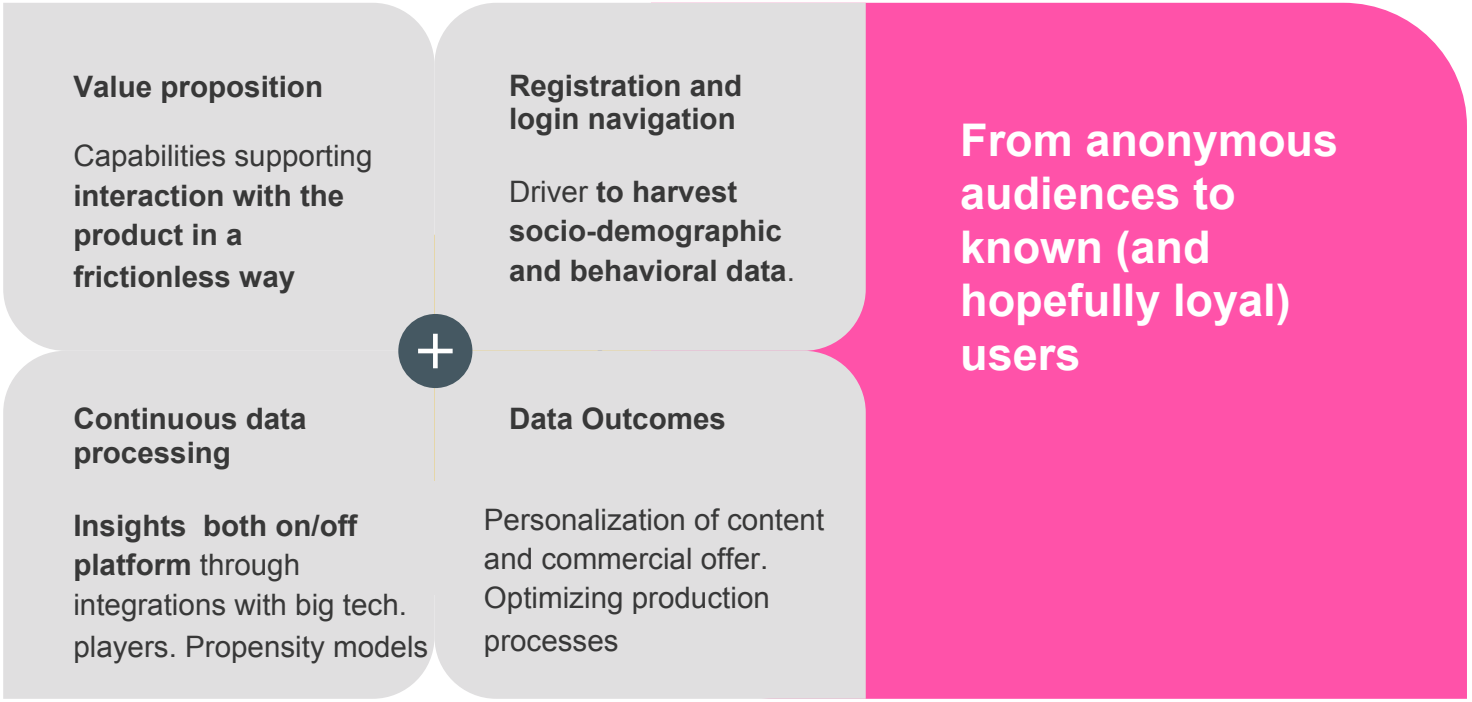
The new model



AUDIENCES: From Reach to Loyalty

Audiences: From Reach to Loyalty

Data as the key distinguishing factor to support the Content, Commercial and Transactional Strategies



Audiences: From Reach to Loyalty

Does this mean that we abandon the discovery of new audiences? Not quite

AMP

AMP brings value both in bringing new visitors and additional revenue

+

Facebook Instant Articles

Instant Articles brings value in discovering new visitors; revenues, however, are not performing so well.

+

Other Platforms

Remain in control of the Analytics and Monetization capabilities

Platforms become fishing ponds to discover new audiences with whom to build an engagement strategy

Direct traffic is the most valuable to us since it is the best one for building stronger relationships with readers; social and search, however, have proven to be the main sources of acquisition of new readers

PRODUCT - CENTRIC APPROACH

Product: User-centric approach

Privacy and Security

High **commitment** to guarantee the **safety** and **privacy** of readers.

Performance

New key business objective to meet users ´expectations regarding page loading rates.

Data

Strengthen capabilities in data analytics to get **insights** that help driving a more personalized **product and user experience**.

Flexible technology

To optimize content production and distribution workflows to effectively deploy new products in an **agile development environment.**

Enhance user experience by use of data and by levering technology capabilities

Product: User-centric approach

Platform - Verticals

Specific **approach to niche communities based on** social and demographic **analytics**.

Mobile

Increasing engagement with the audience by enhancing the mobile product.

Video

YouTube has proven to be a cornerstone of the video strategy with **outstanding time spent KPIs**

Globalization

Global perspective for local audiences

Innovation

Response to **machine learning technologies and voice-activated products** across multiple devices

MONETIZATION / User-based revenue streams

Monetization: User-based revenue model

Once scale has been reached, the moment has come to diversify our revenue streams by exploring user-based transactional opportunities

1

Digital Advertising Push
Premium programmatic advertising
Video and audio advertising
Audience Extension
Product Development and Commercial Innovation

2

Branded Content Development

3

Transactional Model

Expand affiliate partnership
Prescription model
Exploring different user-based revenue models

Thank you