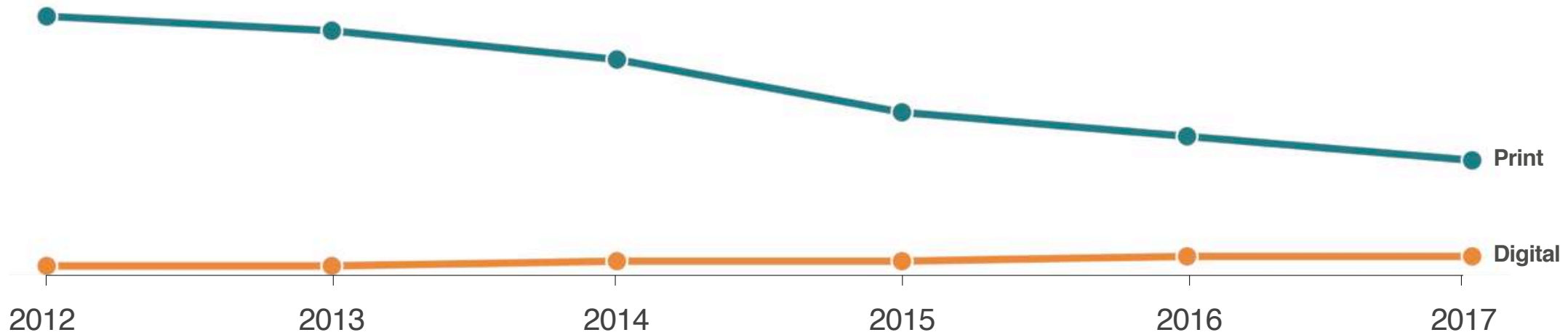


A silhouette of Christ the Redeemer on Corcovado Mountain in Rio de Janeiro, Brazil, set against a dramatic sunset sky. The sun is low on the horizon, creating a warm, golden glow. The Christ the Redeemer statue is positioned on the left side of the frame, with its arms outstretched. The sky is filled with soft, wispy clouds, and the overall atmosphere is serene and contemplative.

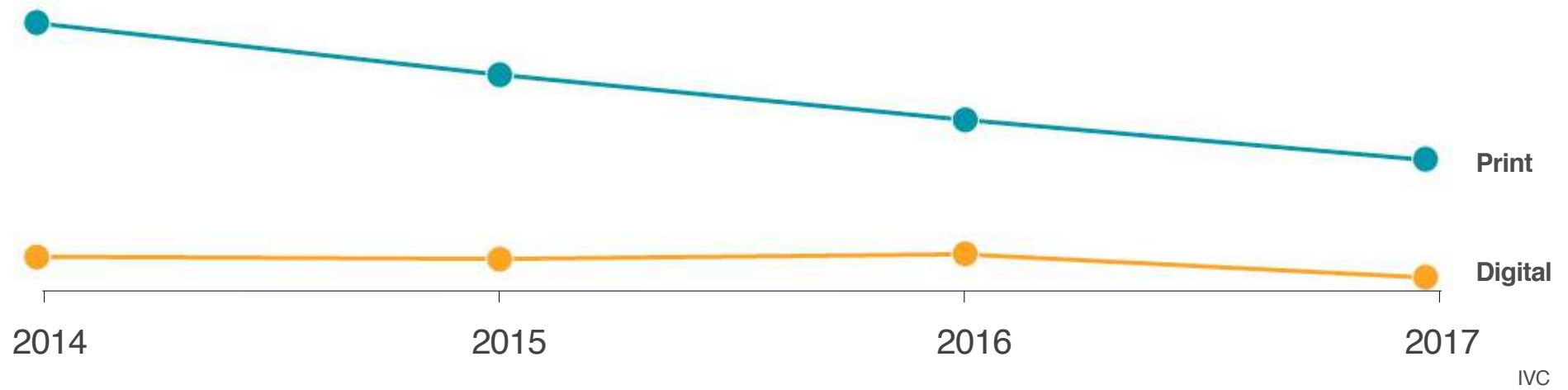
finding a place **together** in the digital era

why?

Income: Print x Digital

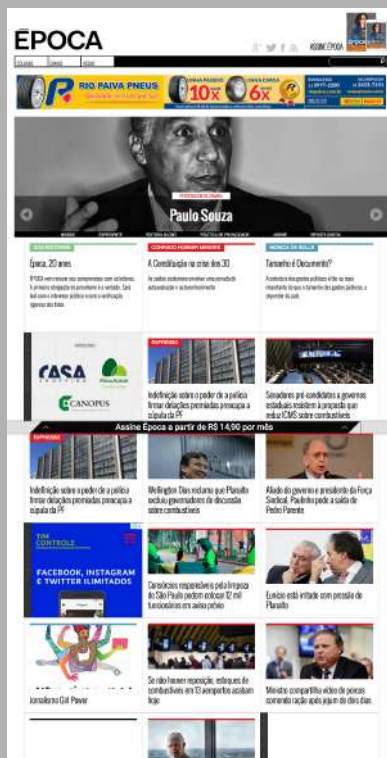


Print sales and digital subscriptions



who?

Our brands



149,6 millions PAGE VIEWS
 32,2 millions UNIQUE VISITORS
 296 k CIRCULATION (PRINT + DIGITAL)

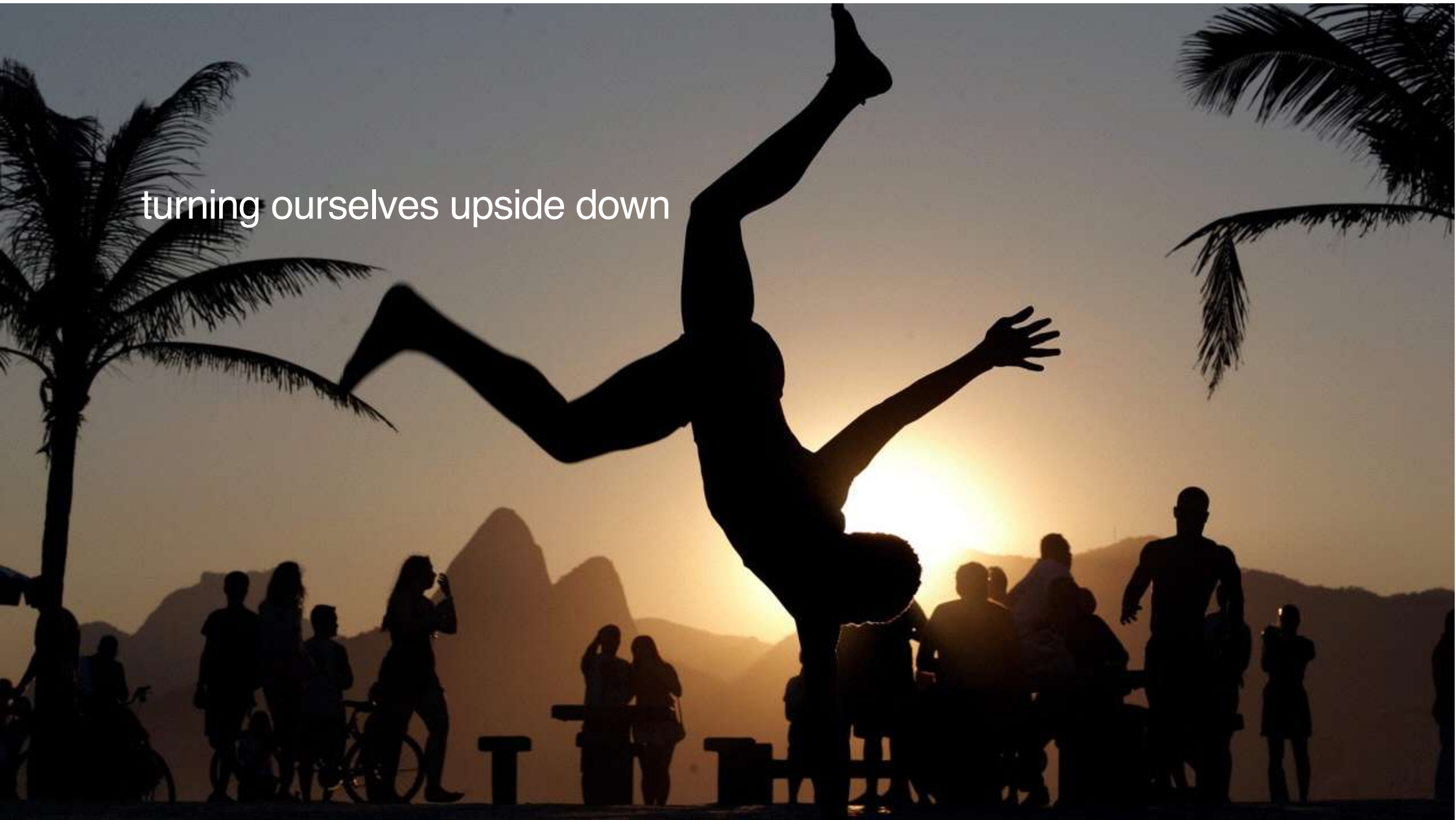
101,6 millions PAGE VIEWS
 22,7 millions UNIQUE VISITORS
 105 k CIRCULATION (PRINT + DIGITAL)

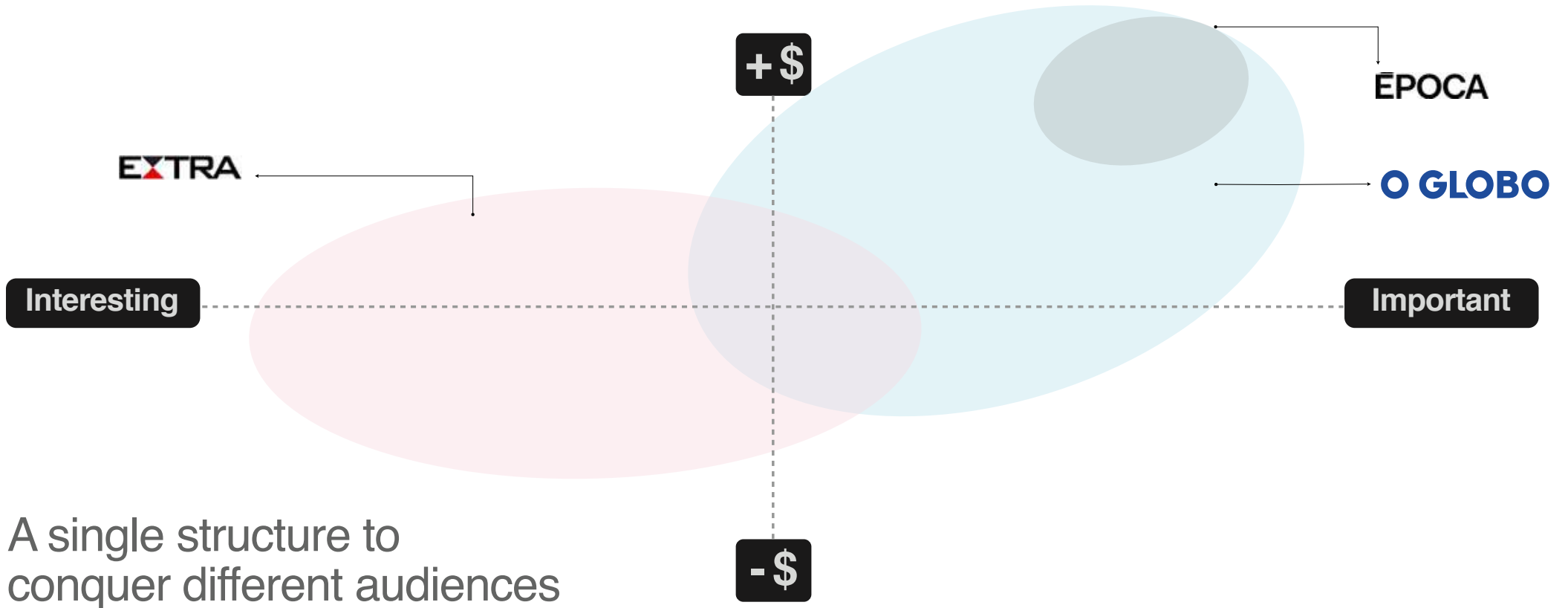
8,4 millions PAGE VIEWS
 3,2 millions UNIQUE VISITORS
 557 k CIRCULATION (PRINT + DIGITAL)

* APRIL

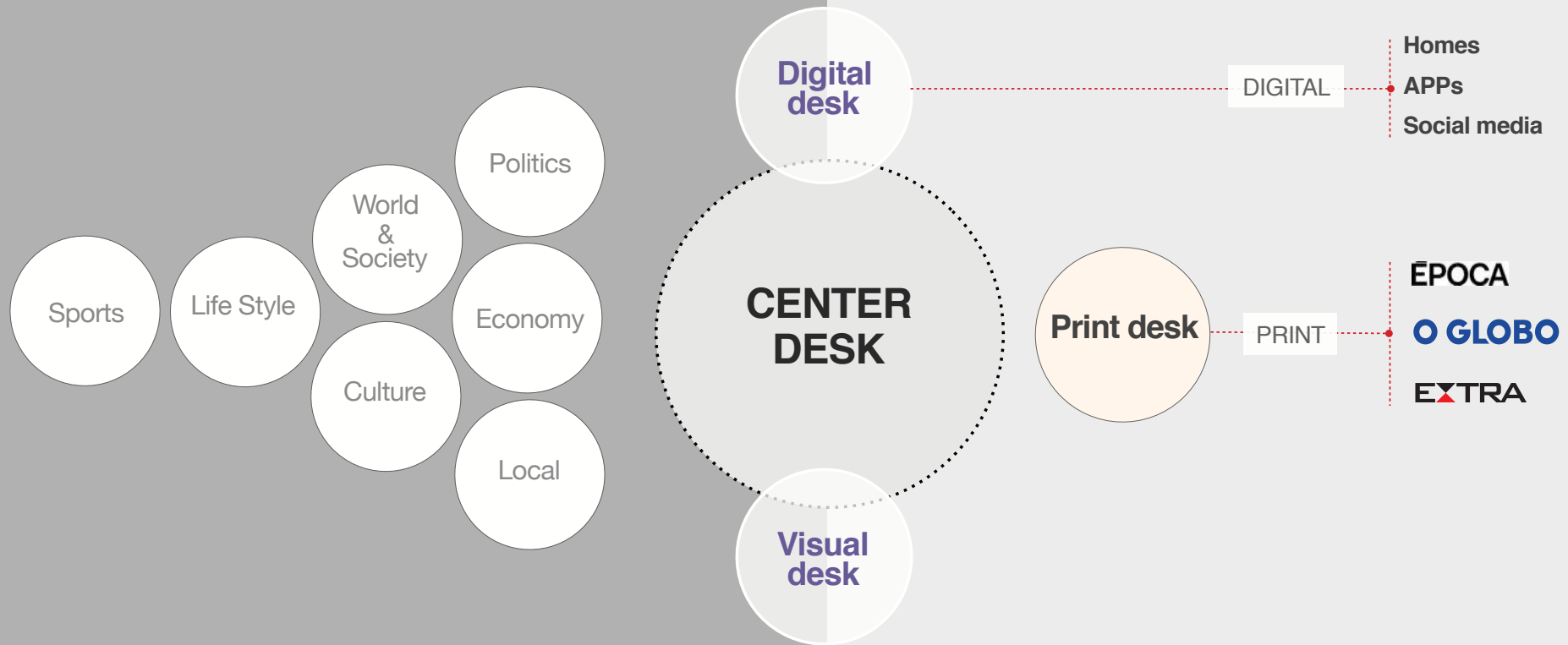
how?

turning ourselves upside down





CONTENT PRODUCTION



OUTPUTS

1 The same team produces for three brands

2 Center desk command

3 Print versions are closed by separate desks



7:30
Editors meeting



Updating the digital channels



11:00
Center Desk checking the production



20:00
Producing the print newspaper

with what?

O GLOBO MEMÓRIA ACERVO **elc** PENSAMENTO ESCRITA CLASSICISMO DO RIO O GLOBO PORTAL DO ASSINANTE

PRINCÍPIOS EDITORIAIS

HOME RIO BRASIL MUNDO ECONOMIA SOCIEDADE TECNOLOGIA CIÊNCIA SAÚDE CULTURA ELA ESPORTES TV VIAGEM MAIS

TÓPICOS CAMINHEIROS COPA 2018 LAVA-JATO MARIELLE 1968 INTERVENÇÃO NO RIO OBITUÁRIO

Miriam: Petrobras já perdeu mais de R\$ 100 bi em valor de mercado

Petrobras confirma mudança na política de preços e diz que diesel passará a ter reajuste mensal

Subsídio ao diesel cria distorção e pode dificultar venda de participação em refinarias da Petrobras

Acordo com caminhoneiros faz ação da estatal cair 14%

Governadores devem rejeitar redução do ICMS sobre diesel

Exclusivo para Assinantes: Bolsonaro muda de ideia e defende grevistas contra multas do Governo

Opinião do Globo: É urgente restabelecer o abastecimento

Entenda por que a greve dos caminhoneiros ainda não acabou

Veja como está a situação agora dos principais serviços

Febraban orienta sobre pagamento de boletos

Colunistas e Blogueiros: Lauro Jardim, A morte e a morte do governo Temer; Sammy Daria, A conta da greve dos caminhoneiros

Carro Limpo + compressor + aspirador 2 em 1. Oferta Melhor. Eu quero.

O GLOBO MEMÓRIA ACERVO **elc** PENSAMENTO ESCRITA CLASSICISMO DO RIO O GLOBO PORTAL DO ASSINANTE

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TÓPICOS CAMINHEIROS COPA 2018 LAVA-JATO MARIELLE 1968 INTERVENÇÃO NO RIO OBITUÁRIO

Pré-candidatos se dividem sobre greve, mas criticam Petrobras

Editorial: É urgente restabelecer o abastecimento

Sérgio Abranches: 'Brasil vive em estado de indignação permanente'

Marcos Lisboa: 'Parece a marcha da insensatez'

Meus filmes são políticos, não partidários, diz Sílvio Tendler

Sindicato diz que combustível só chegou a 10% dos

Inteligência artificial 'bate' médicos no diagnóstico de câncer de pele

Carro Limpo + compressor + aspirador 2 em 1. Oferta Melhor. Eu quero.

Singularity: columnists, analysis, special reports, exclusive content...



The news goes online...



... hits a record audience



... and makes the news.



Tuning the edition



Front page proofs



Final version

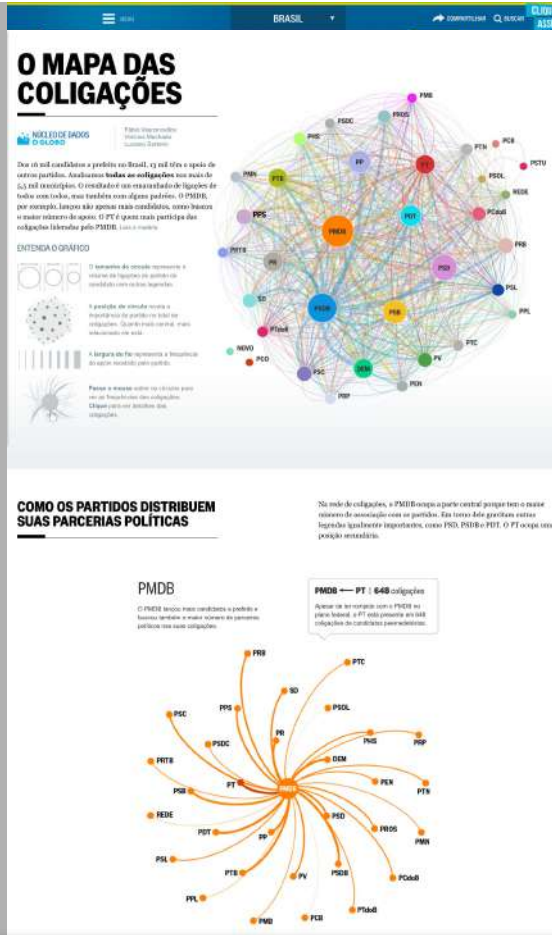
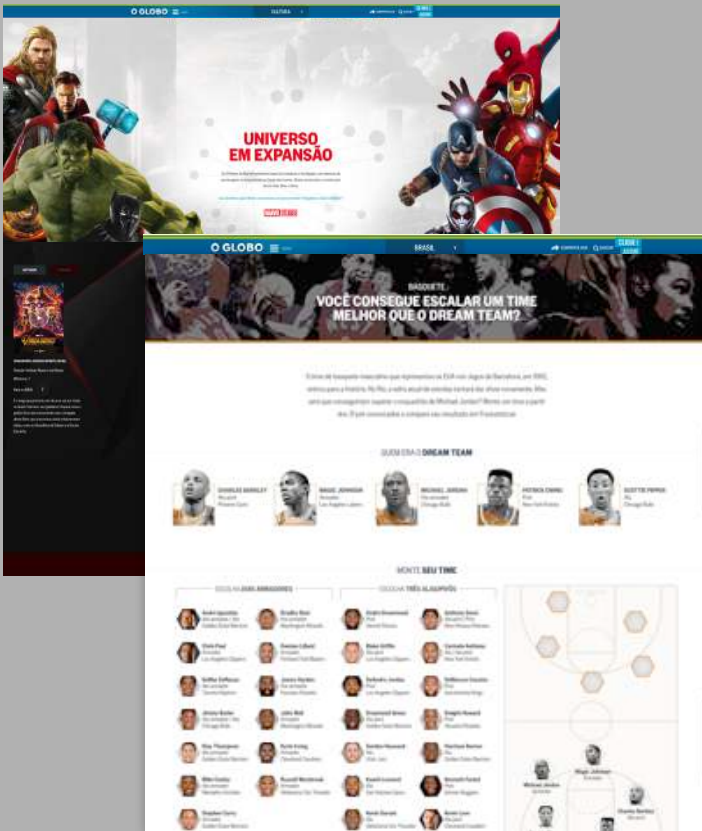
Scoop of the year

Brazilian president was recorded by a tycoon in a secret meeting in the basement of the official residence. An explosive conversation that changed the country's course.



Direct channels

Newsletters tailored to different audiences, specially for subscribers



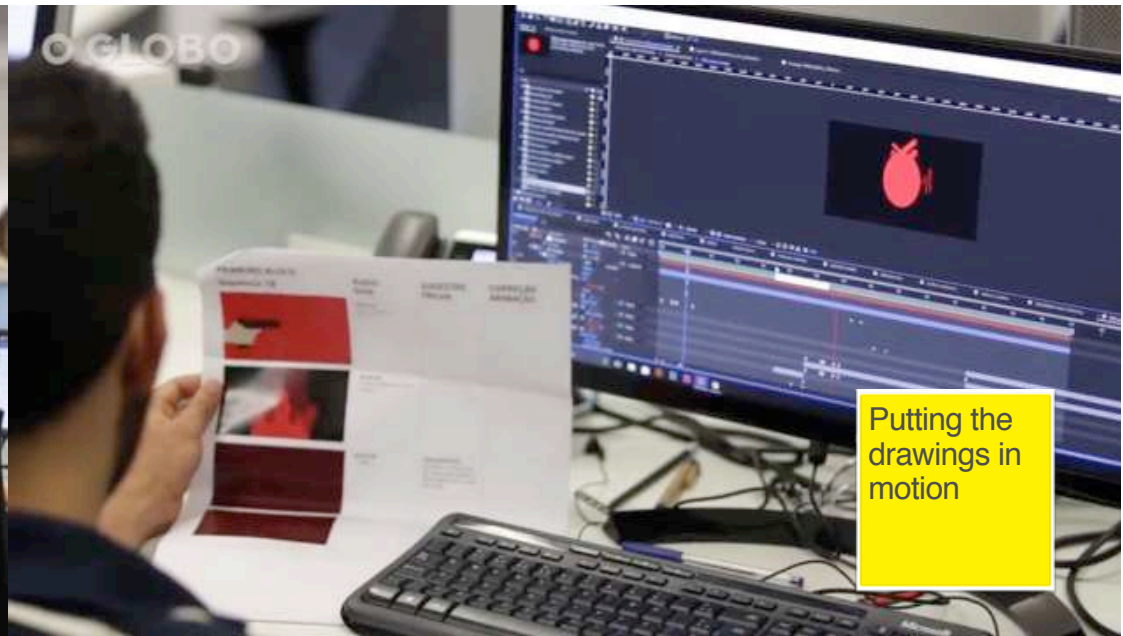
Changing the storytelling
 New formats. Technology and talent
 creating new narratives





Designers and journalists working on the script

Startup project
an animation doc



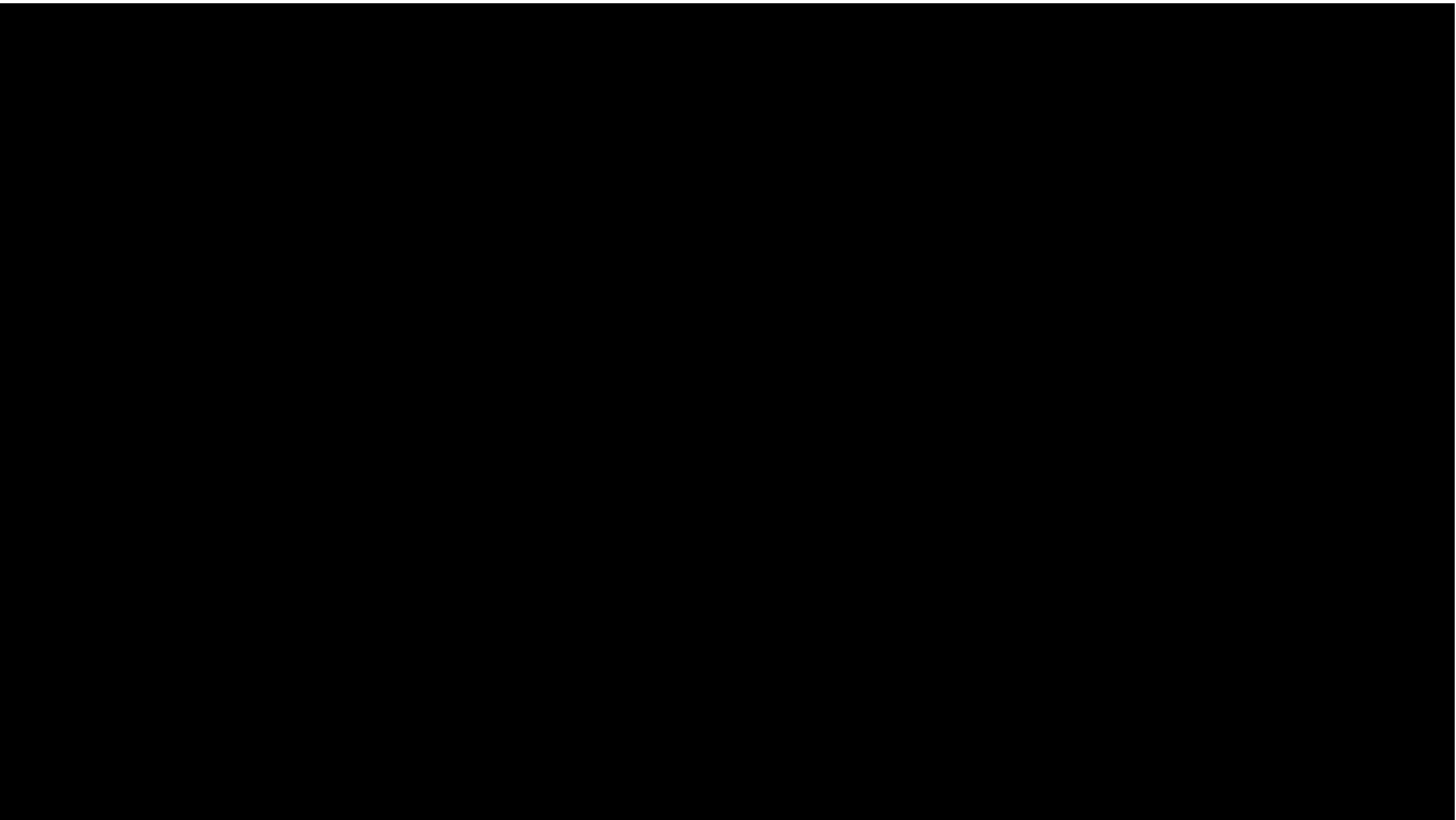
Putting the drawings in motion



A famous actor lends his voice to the project



The whole team in a follow up meeting



**crazy for
metrics**

The screenshot shows a news article on the O Globo website. The main headline is "Revende o Salgado + Saboroso do Rio" and the sub-headline is "PMDB, PSDB e PT veem encolherem com janela". Below the headline is a photo of a man in a suit, identified as Rodrigo Melo. A "Concurrents" analytics overlay is visible, showing a line chart and a value of 85. A "Traffic Sources" table is also present, listing various sources and their percentages.

Traffic Source	Percentage
Internet	56%
Social	25%
Search	4%
Links	13%
Direct	0%

The article text discusses political negotiations in Brazil, mentioning the "trocas partidárias" and the "eleição de outubro".



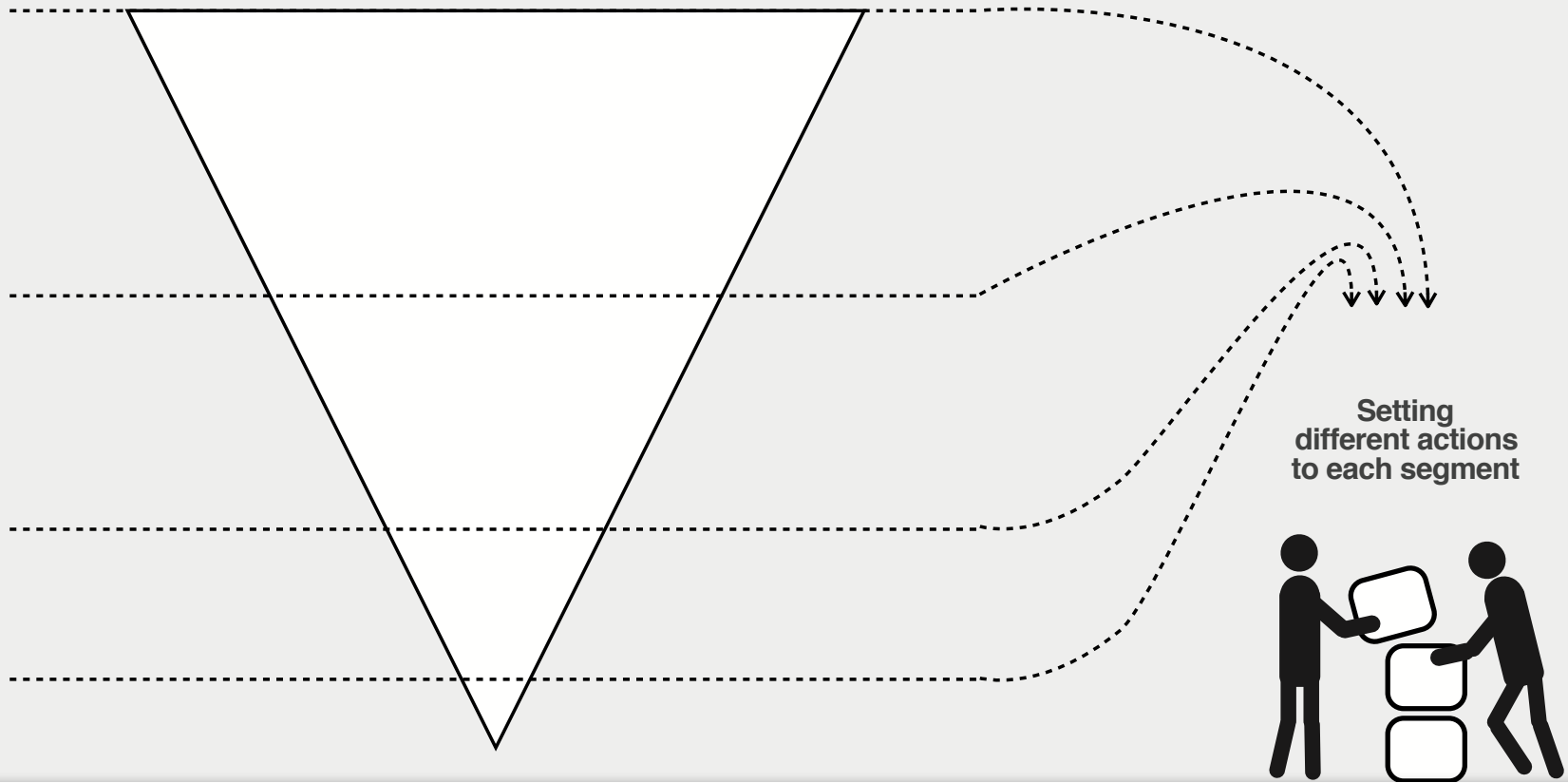
Reporters were given tools to check the performance of their articles. Metrics and KPIs definitely got into their lives.

Total audience

Heavy users

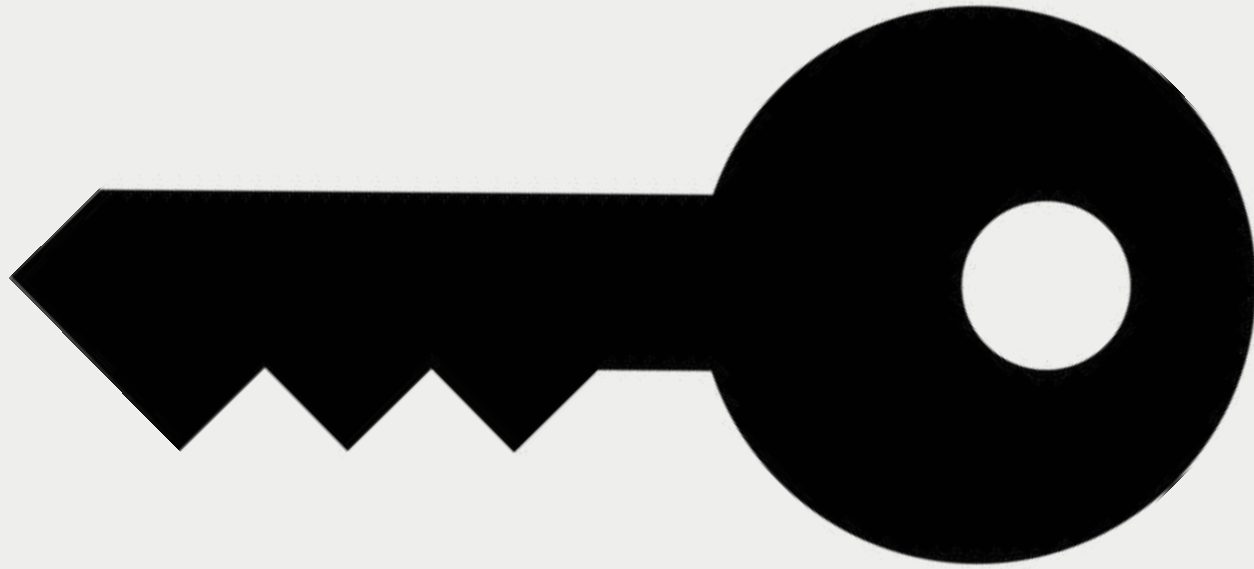
Target users

Subscribers



Paywall with multiple rules

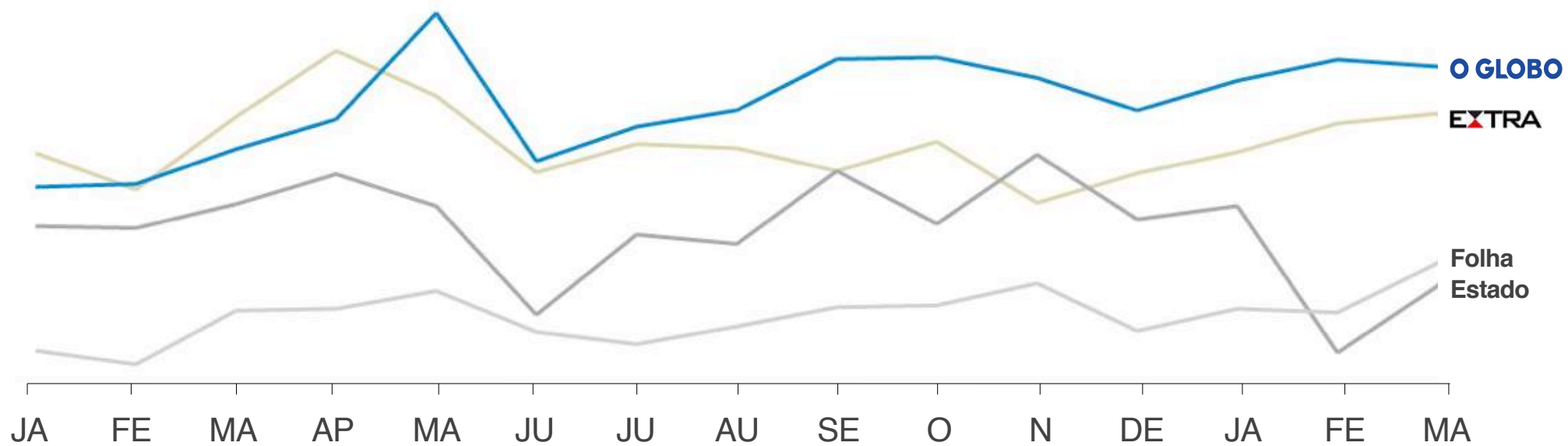
The newsroom helps to design the strategies



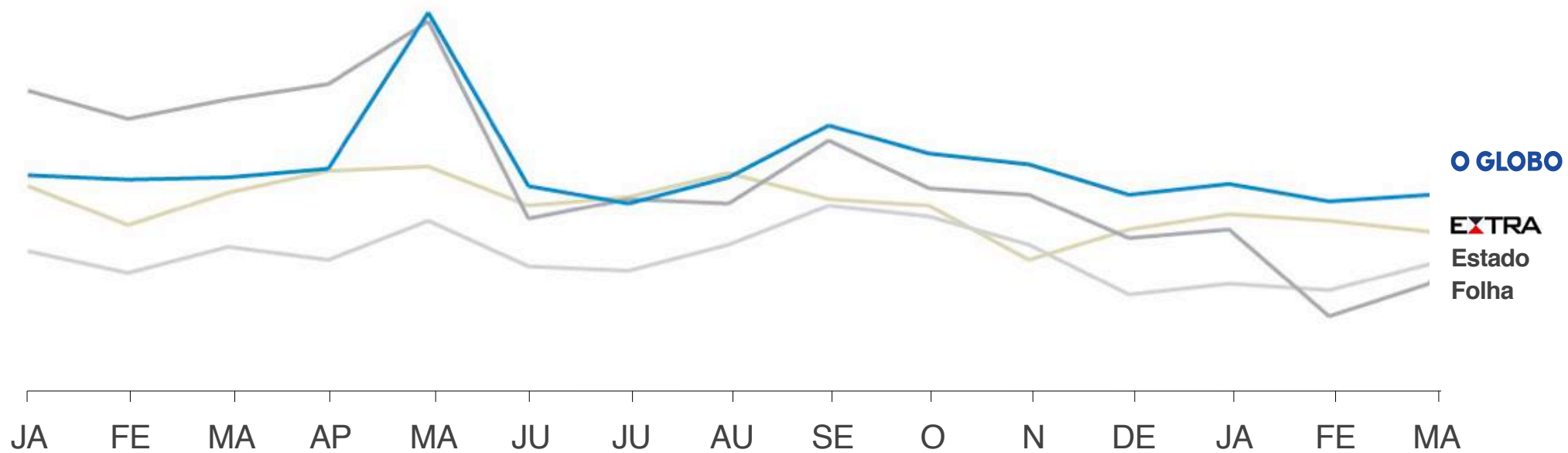
Exclusive content only for subscribers

... and it represents 22% of new **digital** subscriptions

Unique visitors



Pageviews



+ 40%

digital subscribers in 12 months

there is no silver bullet,

but a set of actions that come from a
permanent assessment driven by metrics

each company builds up
its **own way**, but remarkable
cases inspire us all

a mindset change: the newsroom
takes part on **business decisions,** never
forgetting its editorial mission

a new product vision:

working to make subscription an
essential part of the reader's lives

All this can change next week:

new journalism is an art in
permanent transformation

Obrigado!

Alan Gripp

alan.gripp@oglobo.com.br