

MONETIZACIÓN DIGITAL

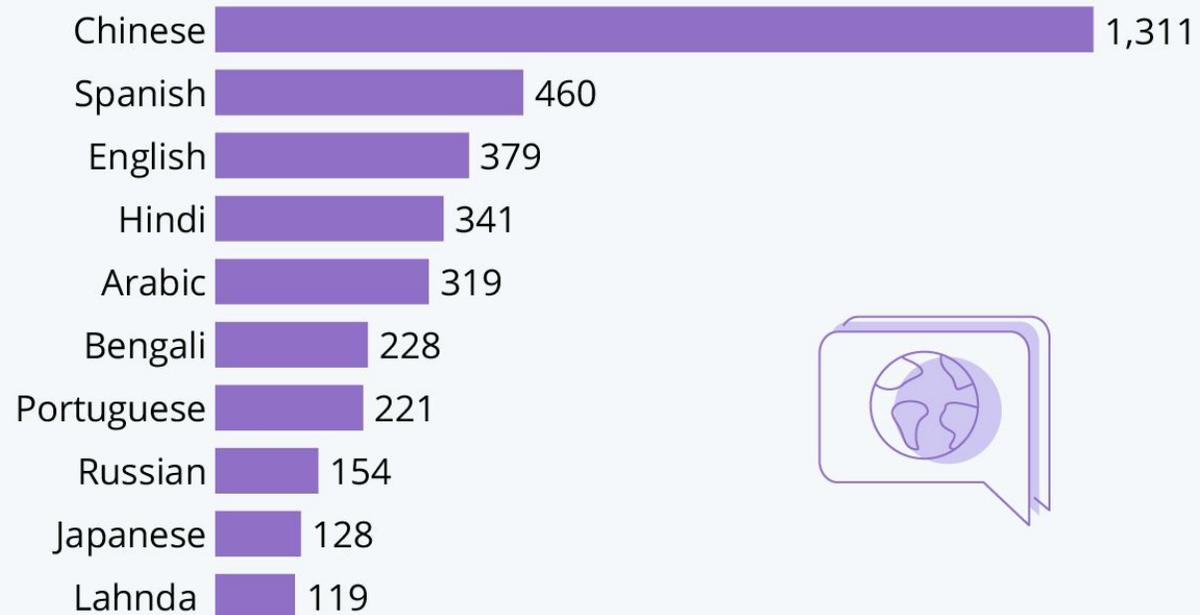
Nueva estructura editorial y nuevas vías de ingresos

NO HAY FRONTERAS

OLVIDA LOS LÍMITES DEL MEDIO IMPRESO

The World's Most Spoken Languages

Estimated number of first-language speakers worldwide in 2019 (millions)*



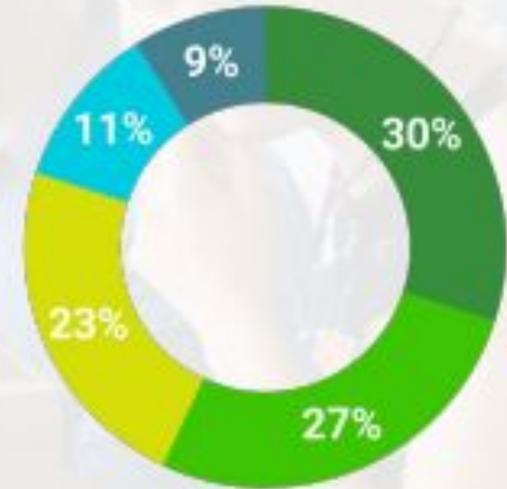
*Each language also includes associated member languages and varieties
Source: Ethnologue





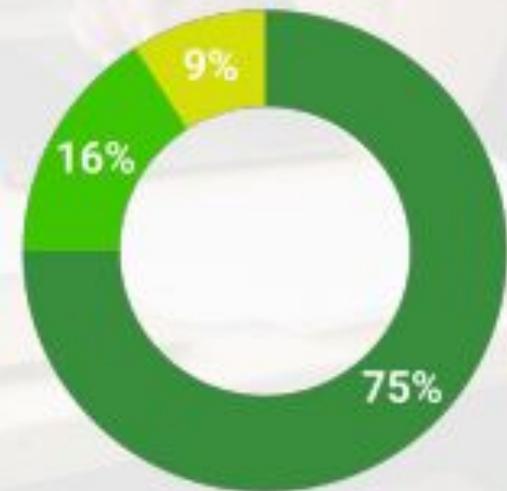
Headcount Distribution (as of Jun'19)

- Argentina
- Colombia
- Other Latam
- India
- US & Europe



Revenue by Geography (YTD'19)

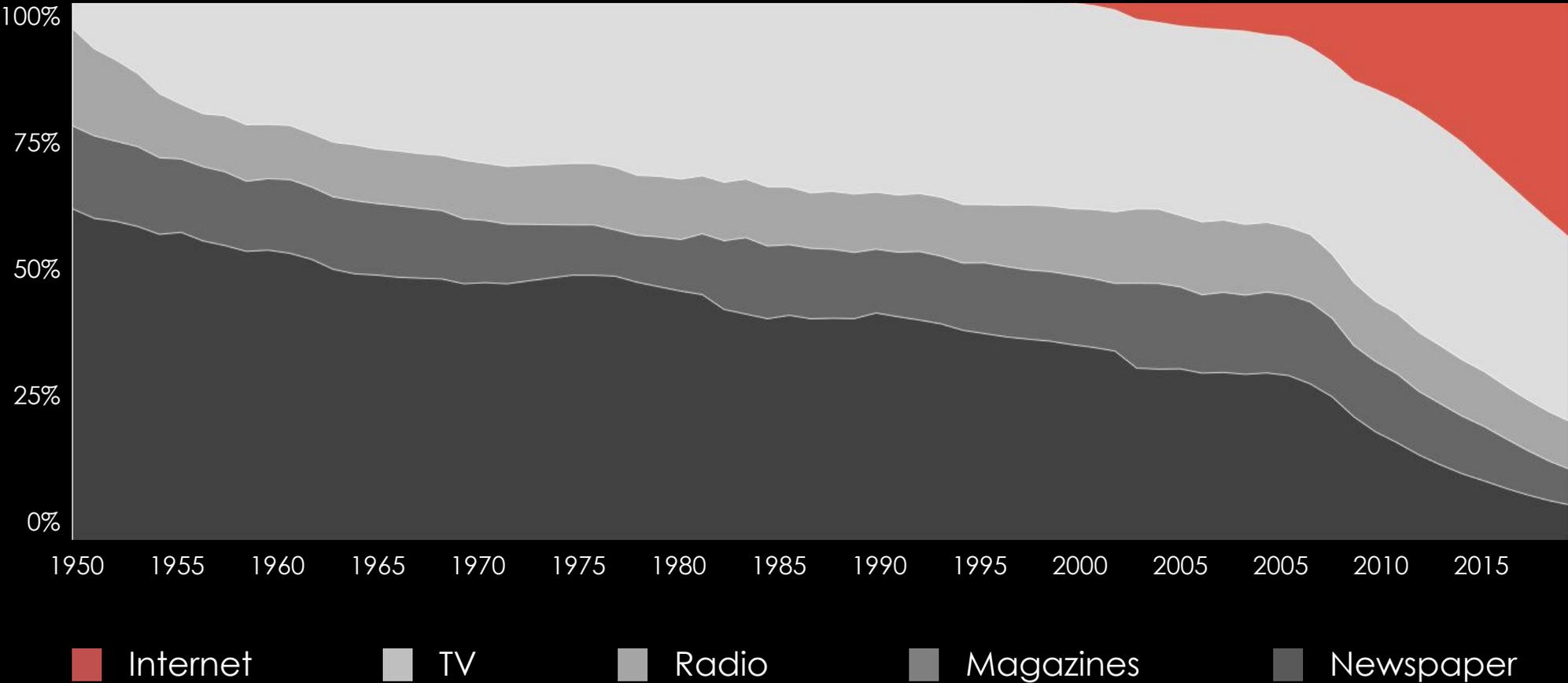
- North America
- Europe
- Latam and Others



70 years of US advertising

Waves of change

US advertising spending

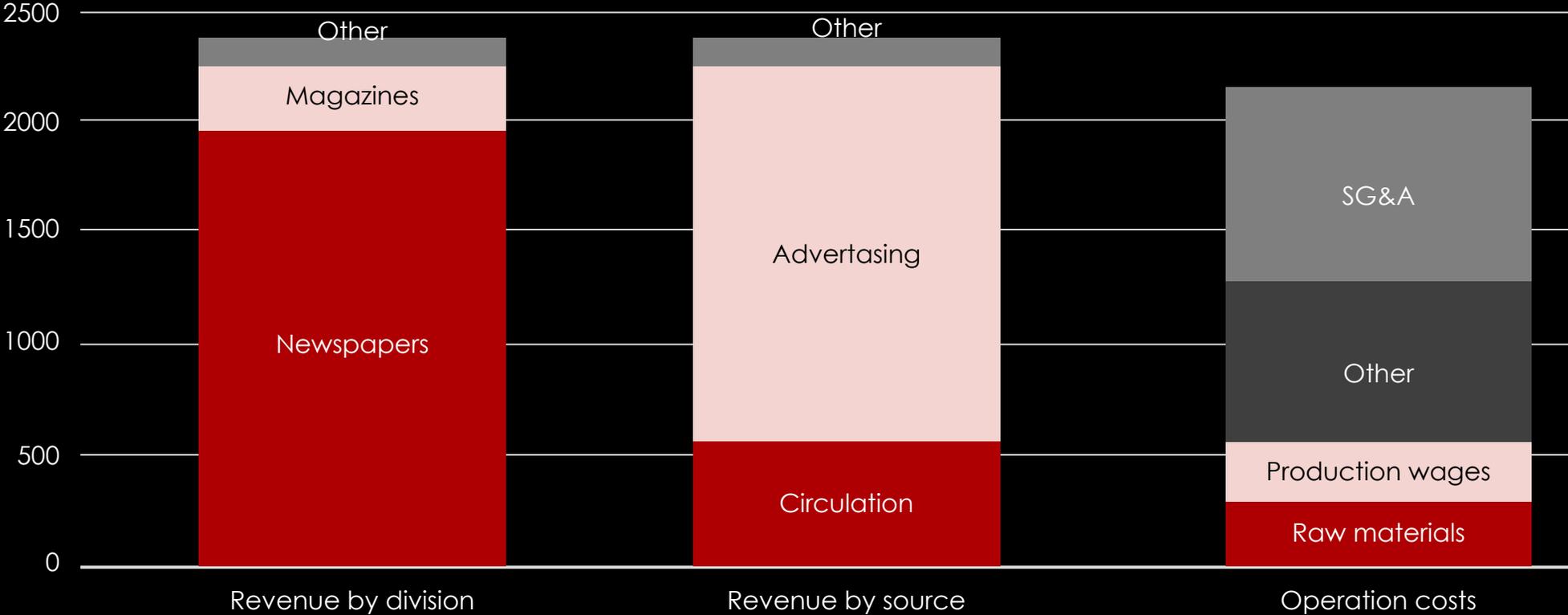


Source: McCann, Zenith

Newspapers before the web

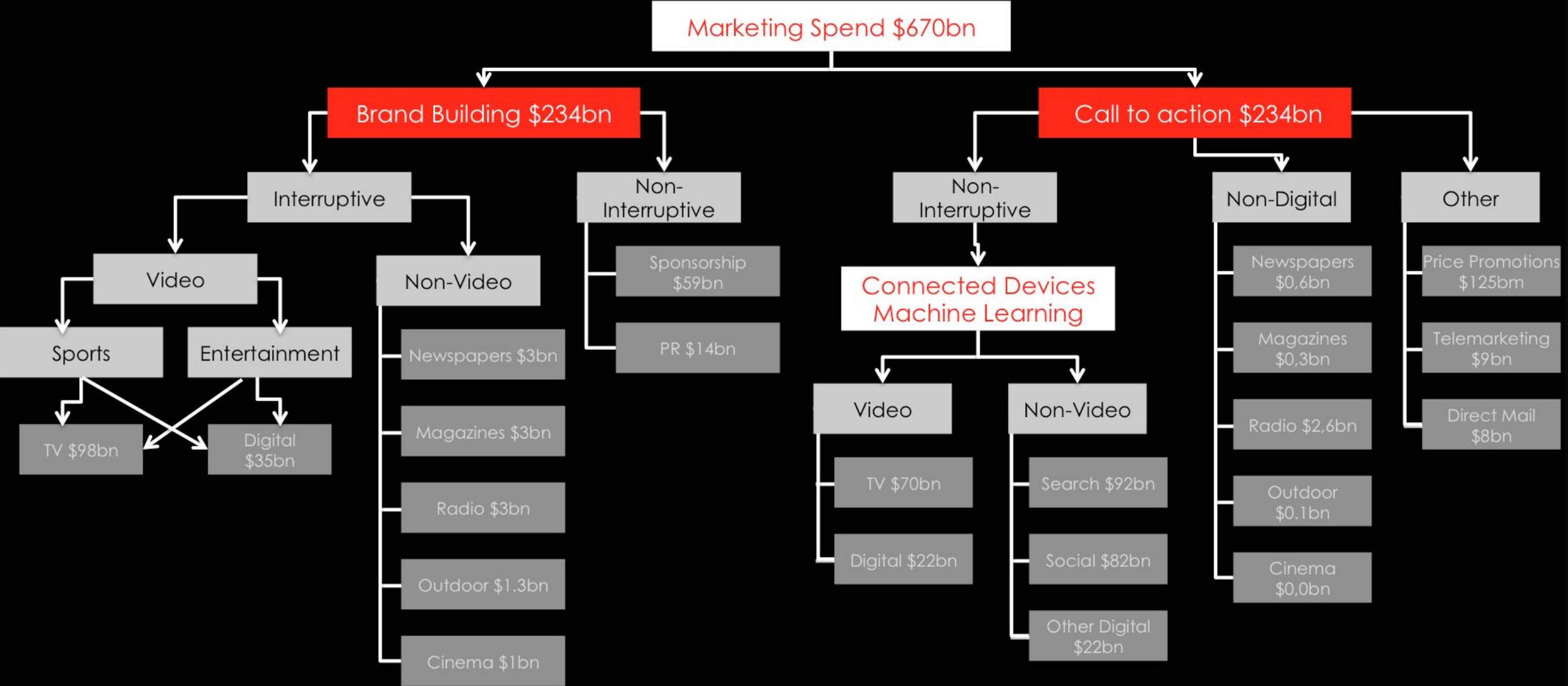
A manufacturing and logistics company, paid for by selling attention

The New York Times Company, 1994 (\$m)



Source: New York Times Company

By 2030, we see US Marketing spend split between “brand building” and “call to action” campaigns, with just under 60% spent on digital platforms and 35% on TV, 32% and 36% in 2016



Source: Credit Suisse Research

CAMBIO DE MENTALIDAD

SUEÑO GRANDE

A glowing red circular border frames the text. The border is composed of two concentric red lines, with a bright white highlight in the center of each, creating a neon-like effect. The text '2017' is centered within this circle.

2017

A grayscale background image of a smartphone home screen. The screen displays several social media application icons: Phone, Facebook, Instagram, Messenger, YouTube, and WhatsApp. A hand is visible at the top right, with a finger touching the screen. The bottom right corner of the image is cut off by a diagonal red shape.

**EL MUNDO ERA
DIGITAL E MÓVIL.**

CARAS, NO.

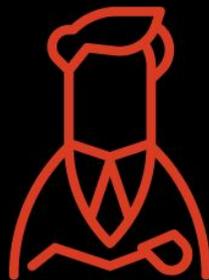


NUEVO MODELO DE TRABAJO IMPLEMENTADO

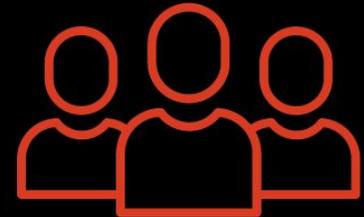
SEPARACIÓN DE ESTRUCTURAS Y APLICACIÓN DE KPIS



POR MARCA



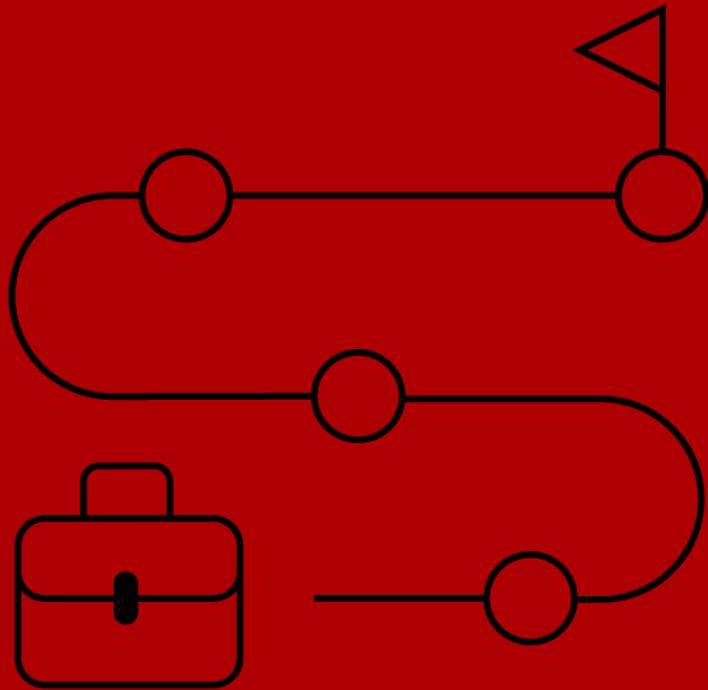
POR GERENTE



POR EQUIPO



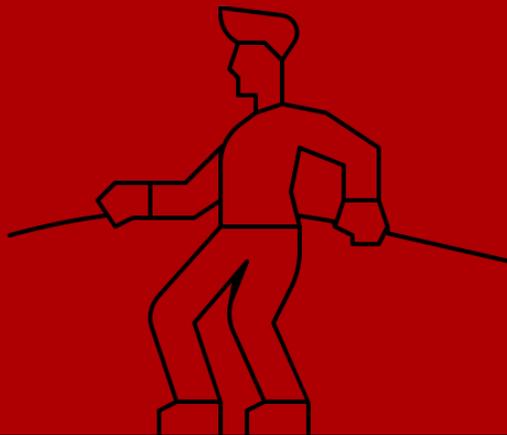
**IDEALIZAR
Y PROBAR...**
NO HAY "PIENSO"



PEQUEÑOS PASOS
EL CAMBIO COMENZÓ
EN CARAS Y EXTENDIDO
A NUEVAS MARCAS

COMPETIMOS POR ATENCIÓN

LA GENTE NO BUSCAN NOTICIAS,
LAS NOTICIAS LLEGAN A ELLOS

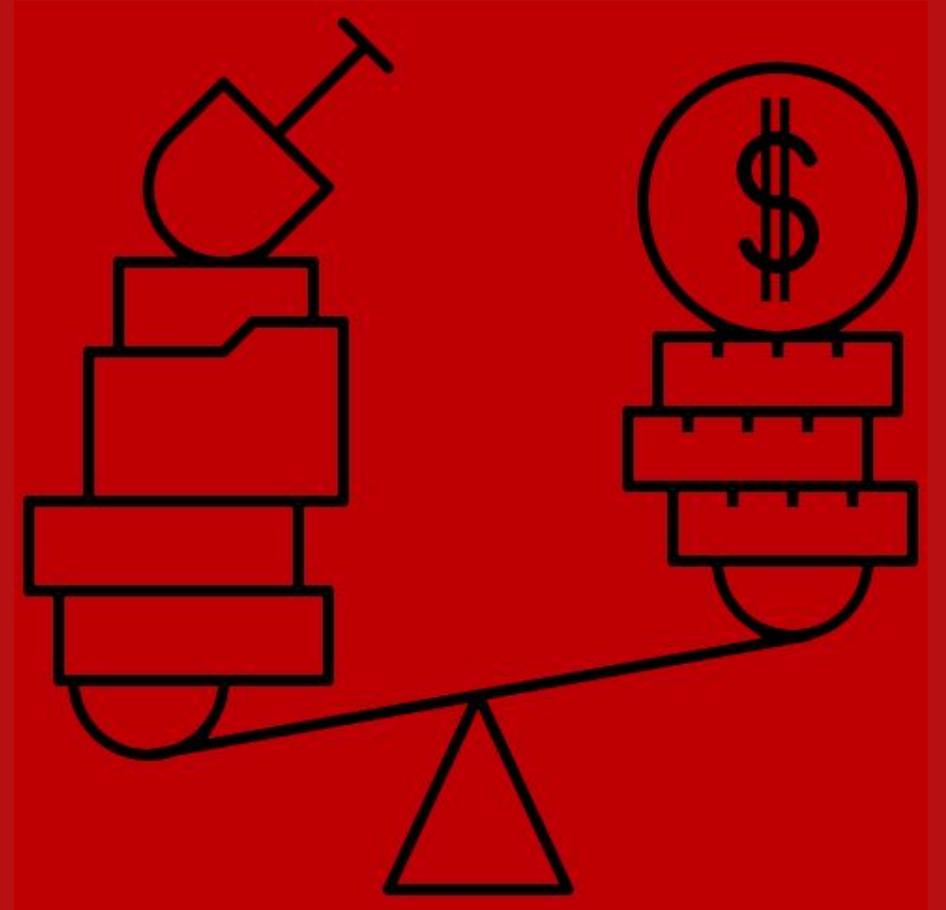


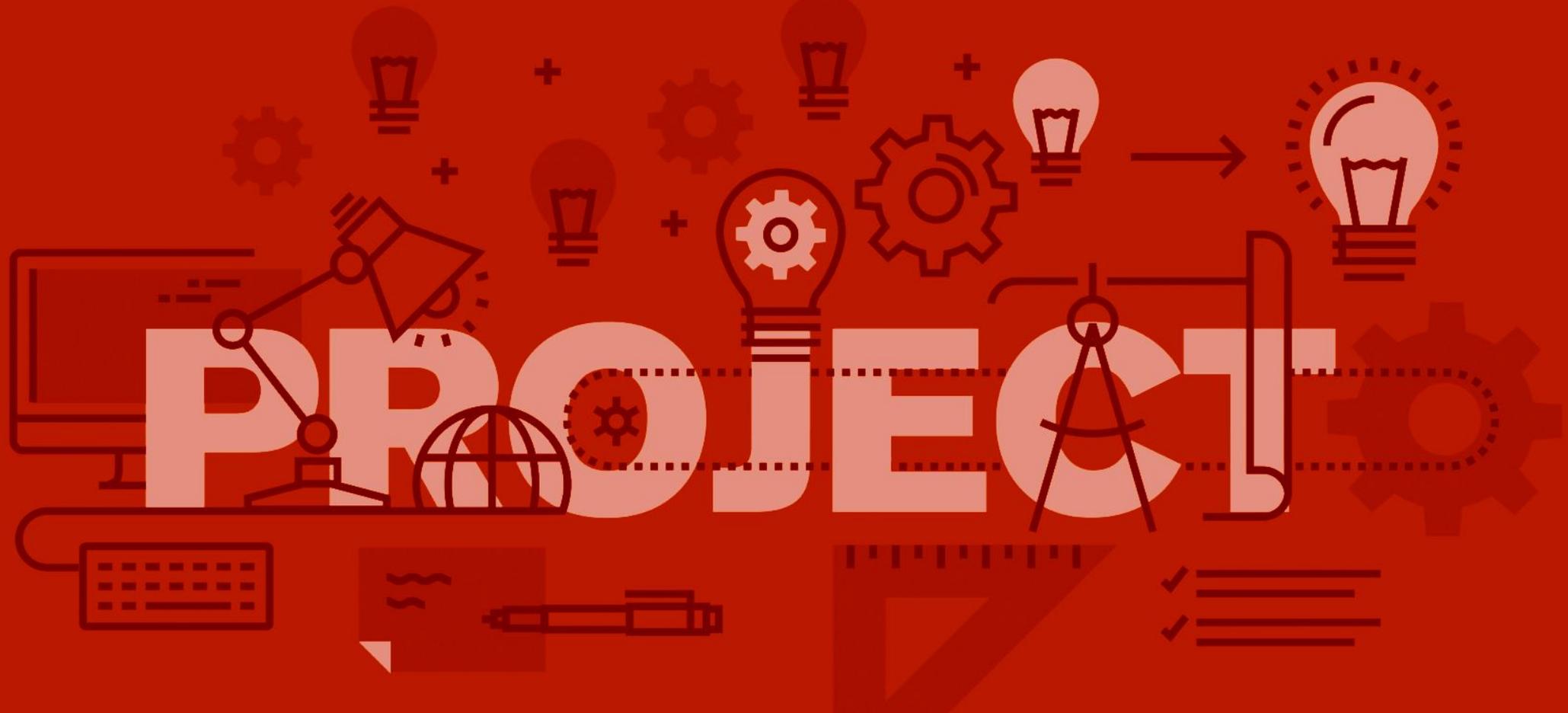
BUSCAR NUEVAS ALIANZAS

(GOOGLE, FACEBOOK,
TWITTER, ICFJ, TIKTOK...)



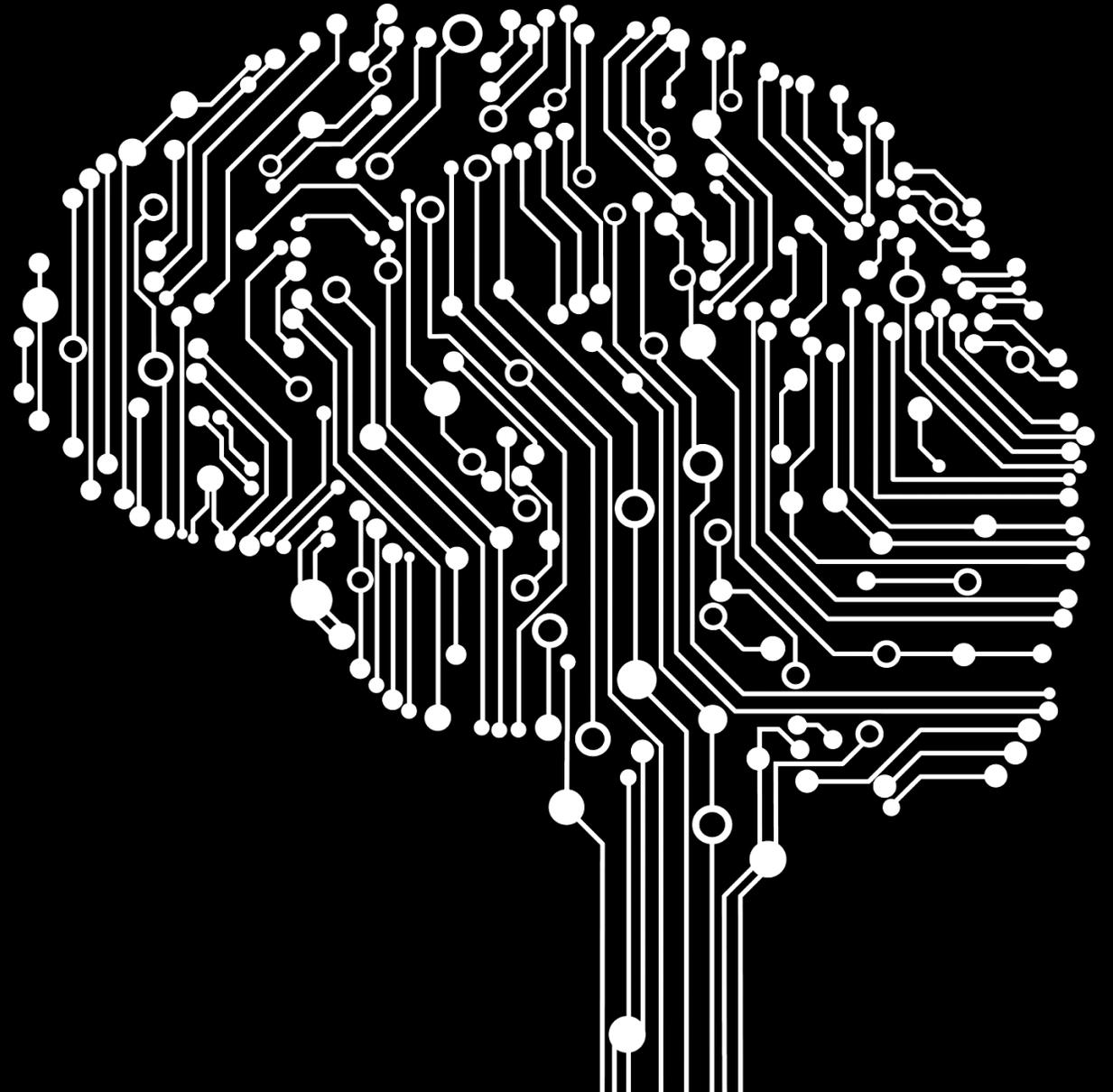
**PERO
NUNCA ES FÁCIL.**
RESISTENCIA DEL EQUIPO
DE IMPRESO Y
DE LA ESTRUCTURA
EN GENERAL





HERRAMIENTAS DE GESTIÓN DE PROYECTOS

ARTIFICIAL
INTELLIGENCE
FACTORY





VIDEOS
DIGITALES

FACEBOOK

JULIO – AGOSTO - SEPTIEMBRE

+3M

WATCH TIME

+5.5M

3-SECONDS VIEW

YOUTUBE

JULIO – AGOSTO - SEPTIEMBRE

+5.4M

VIEWS

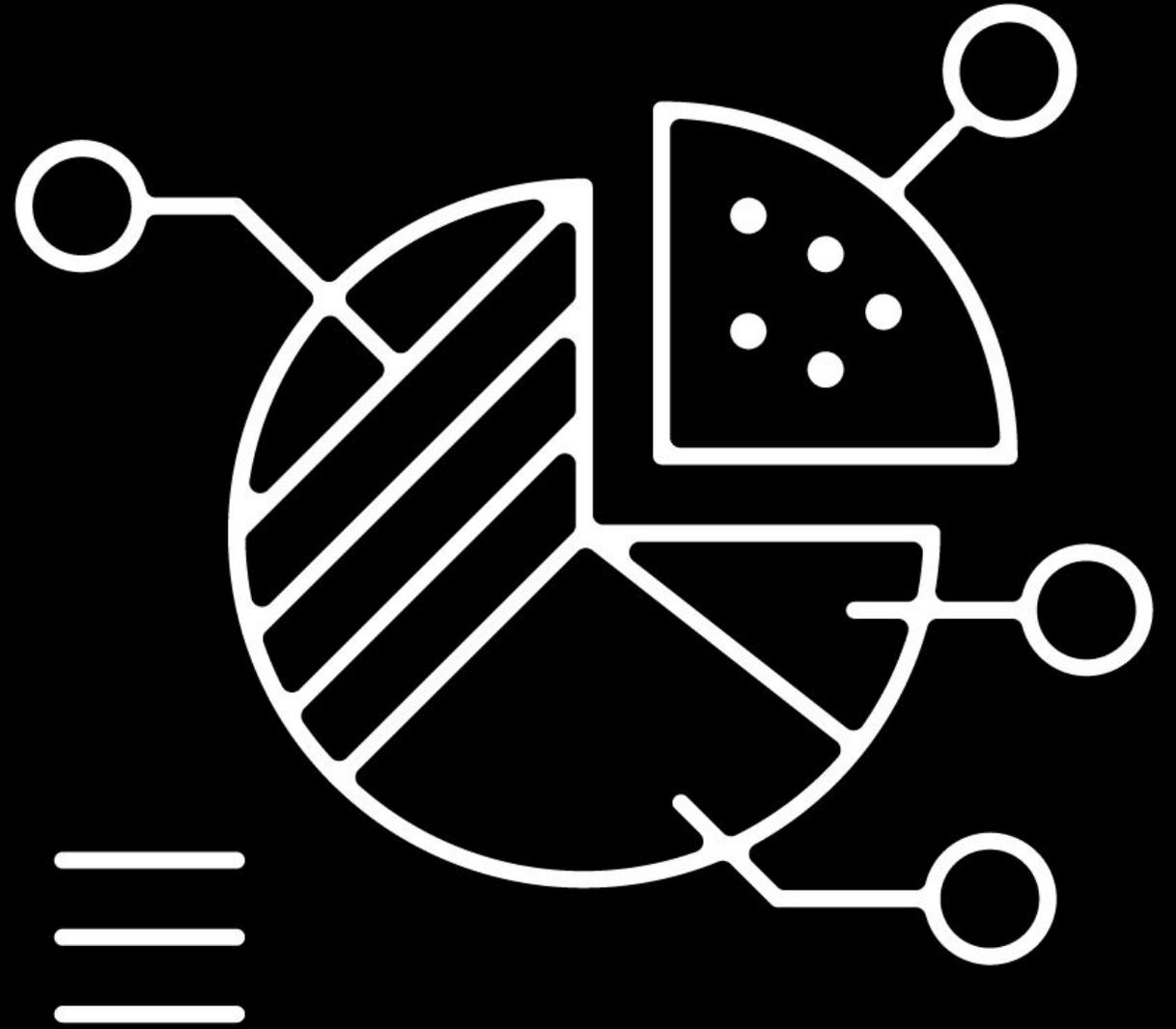
+9.9M

WATCH TIME

+29K

NEW SUBSCRIBES

RESULTADOS GENERALES





1.000%
DE INCREMENTO
DE AUDIENCIA EN 2 AÑOS



**> 1 MIL
MILLONES**

DE IMPRESIONES/MES



LIDERES DE ENGAGEMENT

EN EL SEGMENTO
DE NOTICIAS DE
INSTAGRAM,
FACEBOOK
Y TIKTOK



80

MILLONES

**DE USUARIOS
INDIVIDUALES
EN SITIOS ONLINE**



80

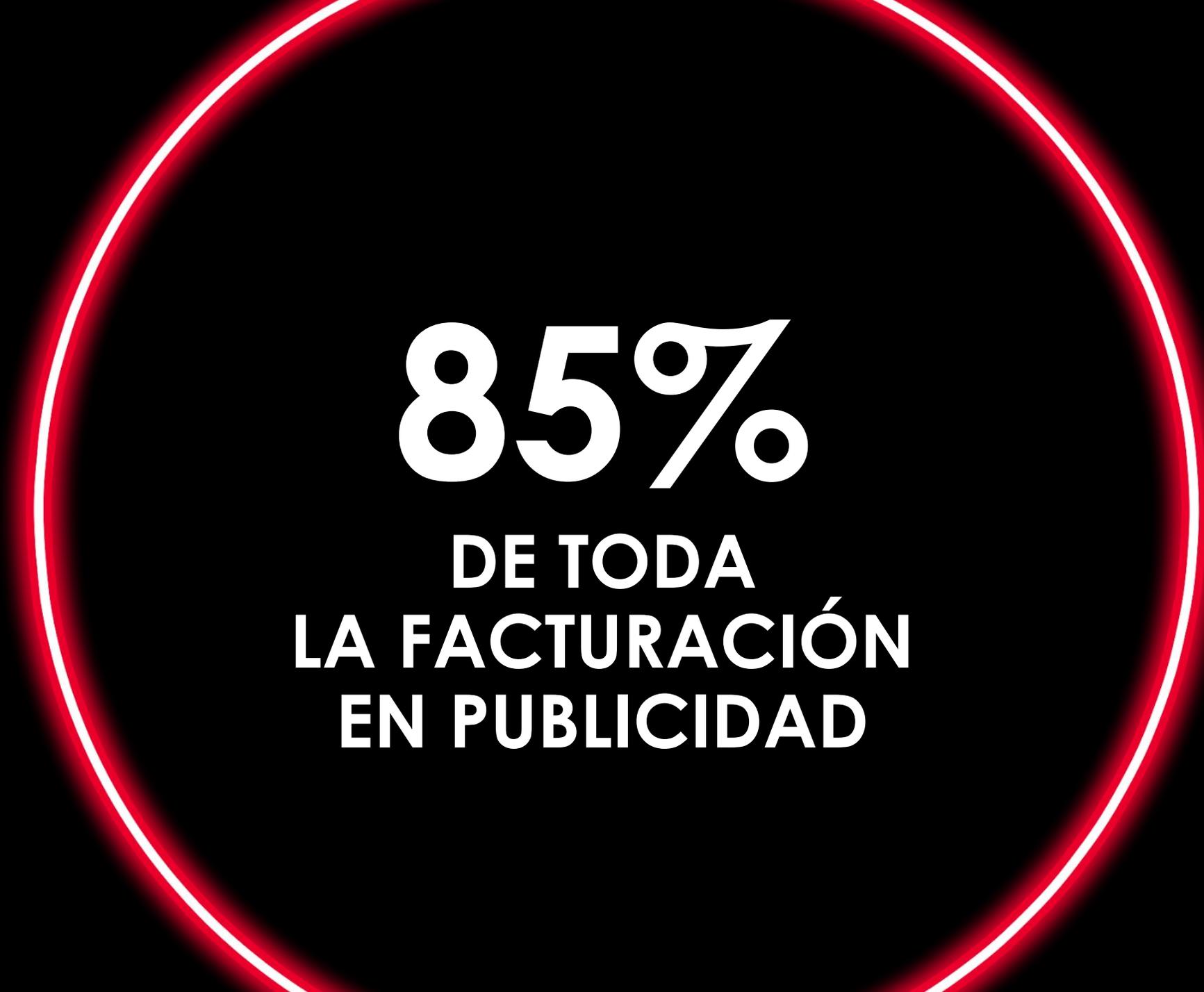
MILLONES

DE FOLLOWERS
EN REDES SOCIALES



2.500%

**AUMENTO DE PUBLICIDAD
EN 2 AÑOS**



85%

**DE TODA
LA FACTURACIÓN
EN PUBLICIDAD**

CONSECUENCIAS DE LA PANDEMIA

5G (esencial), VR, AR...

LA TECNOLOGÍA APOYÓ EL NEGÓCIO
AHORA LA TECNOLOGÍA
ES EL MODELO DE
NEGOCIO