



Band integrates a diverse video team into its newsroom and creates digital-first content to engage young audiences

The Bandeirantes Group (Band) is a Brazilian multimedia organization that has been reporting on news, sports, and entertainment for more than 80 years. It publishes across TV, radio, online, and print.

OPPORTUNITY

The Band team has decades of experience creating quality journalism, but wanted to expand their reach to a younger audience — currently, over 40% of their TV audience is 60+. They saw an opportunity to establish a young, diverse digital video team within the newsroom and expand their online video presence by creating YouTube-first content.

APPROACH

Band set up a dedicated video team to infuse the newsroom with digital expertise and fresh storytelling approaches, then experimented with new formats to reach a younger audience.

Streamlining existing video processes: As a first step, Band trained over 70 TV journalists to clip and publish TV reports to YouTube (a task previously done by a small team of website staff). This dramatically reduced the delay between TV broadcast and publication to YouTube, and the Band YouTube channel is now updated 24/7.

Laying the groundwork for a digital video team: Band spent time auditing existing roles, processes, and equipment to see where it was lacking, then defined the capabilities and resources needed to establish a dedicated digital video team.

Setting up the space: A digital video studio was established in the existing newsroom and outfitted with new equipment to enable quick and simple publication of video on demand (VOD) content and live streams. The space was designed for easy interaction between the multiple teams that would be involved in creating digital videos.

Hiring and integrating the team: The new video team consisted of three existing employees and 15 new staff. The new hires were selected for their digital video expertise as well as the diverse perspectives they would bring to the newsroom. New staff went through an orientation period to immerse them in organizational culture, introduce them to their colleagues, and integrate them within all levels of production (e.g., planning, reporting, editing, etc.).

Designing new processes: All the Band teams were challenged to think about production from a digital-first perspective and, working together, they established new workflows, processes, and distribution plans for digital video content. External experts were brought in to provide guidance on SEO, platform, and social media best practices. Based on learnings from these training sessions, changes were made to the existing YouTube channel around content organization and presentation so it would better appeal to a younger audience.

Experimenting with video formats: The team continued to generate videos based on TV broadcasts (by editing them for digital distribution), but they also began to test digital-first content. They explored how different formats would resonate with younger viewers, making improvements and changes based on audience insights (e.g., tweaking thumbnails based on click-through rates). The channel now releases one digital-first video on YouTube every day, and also creates exclusive live stream events.

Deepening audience engagement: The team is always looking for new ways to engage and nurture their digital video audience. For example, they invest a lot of time interacting with viewers through Community posts, and promote video content across several social media platforms.

Documenting the experience: Band filmed many hours of footage throughout the entire process of establishing and integrating a new digital video team, which they then used to create a reality series. The series documented how the current newsroom and the new digital video team could learn from each other, showing that both groups brought distinct skills to the table. The series was later broadcast on YouTube and national TV.

RESULTS

By establishing a dedicated video team and embracing a digital-first approach to storytelling, Band saw significant growth across key channel metrics in the second half of 2019.

- **32%** increase in **total watch time**.
- **57%** increase in **average view duration**.
- **162%** increase in the number of **videos published**.
- **33%** increase in **new subscribers**.

LEARNINGS

Embrace diversity and encourage learning: Band transformed from a traditional news service to a multimedia brand. It did this successfully by integrating new staff — who had a diverse set of voices, perspectives, and skill sets — into its traditional newsroom, and then fostering an environment where all team members could learn from each other. For example, experienced journalists could learn about the nuances of digital storytelling, and video experts could hone their reporting skills.

Create the right content for the right audience: When Band set out to attract a younger audience, it realized it needed to rethink its approach to content creation and distribution. Unlike traditional TV audiences, the YouTube generation wants content on demand, to watch whenever, wherever they are. So, Band increased the number of videos it publishes on its channel. This generation also wants content to be human and personal, so Band embraced a new look and feel for its digital videos (e.g., an engaging presenter, intimate shooting and editing styles, etc.).