

Jovem Pan undergoes a digital video transformation to grow its multi-platform news content

Jovem Pan Group is a leading Brazilian content publisher that was founded over 75 years ago. For most of that time it was focused on radio, however in the last six years it has expanded into other digital media publications, including video. It has a presence in more than 2.2K cities throughout Brazil, and its programming covers news, sports, music, and entertainment.

OPPORTUNITY

Jovem Pan wanted to increase the amount of hard news and regional content it published on YouTube in order to grow its audience — it wanted to increase views from ~50M per month to 200M. It saw an opportunity to establish new digital video studios and build up the team so it could create more news content with a broad appeal.

APPROACH

Jovem Pan built out its YouTube and video resources and capabilities, which played a pivotal role in helping the brand transform its business.

Setting up the studios and building the team: Jovem Pan remodeled existing radio studio spaces to make them more suited to digital video production. It purchased new equipment, including cameras, digital switchers, lighting, and editing stations, then developed new production workflows. In addition, it hired new staff to allow for increased news production.

Training the team: The entire team — including new and existing operations staff, engineers, and journalists — received training in the new workflow production processes, and underwent YouTube certification. This was done to ensure everyone was up to date on digital video best practices and innovative storytelling.

Building up content inventory: Jovem Pan wanted to increase the amount of news content it published on YouTube, so it tried two different, complementary approaches. As a first step, it converted all its main radio shows into digital video programs. This offered new challenges to the team, who had to transform an audio medium into a visual one. Second, it developed bespoke digital-first formats to engage existing and new audiences.

Validating production processes: The team tested out new production workflows on the go, as they created content. During this time, the team analyzed and iterated on workflows and processes to ensure they were landing on the most streamlined way to produce digital videos, and purchased additional equipment as needed. They spent the most time learning how to best use the switchers and a new media center. By the end of 2019, the new studios were operating at full capacity.

Premiering new shows: The team premiered the four new shows that they had developed during the workflow testing phase:

- "Role of News" is a daily news show that presents trending and breaking news topics in a humorous way. Episodes are ~10 minutes long.
- "Jornal da Manhã" second edition is a mid-morning daily live show that runs for two hours and covers the news headlines for the day.

- "Jornal Jovem Pan" is a daily live news show that airs mid-afternoon and covers the news of the day through interviews and opinions.
- "Mulheres da Pan" is a weekly evening show which runs for an hour, where five women from different backgrounds discuss the main topics of the week.

Looking to the future: To further increase news production and offer live content at all hours, Jovem Pan is working on six more shows to premiere, and is considering launching a new live 24/7 news channel in late 2020. It has also invited affiliates to create digital video content (rather than radio) so they can expand their video presence — five affiliates are already on board and producing local news videos.

RESULTS

By investing in digital video, then taking a test-and-learn approach to workflows and production processes, Jovem Pan has increased YouTube news production, and **now live streams over 21 hours of news a day**. This has helped drive channel and audience growth.

- **57% increase** in watch time.
- **122% increase** in revenue.
- **Increase in size of female audience**, from 17% to 24%.

LEARNINGS

Content is king (not distribution): Moving from radio to digital video is a big leap. But Jovem Pan attributes its successful transformation to the fact that it focused on what it was saying, rather than distribution method. Audiences responded well because the team stuck to brand principles of creating great stories, regardless of medium.

Use proven technology solutions: Look for technology solutions that have been proven to work in the areas you need them. Jovem Pan hit a few stumbling blocks trying to integrate technologies that hadn't been used in digital video production before — they got there in the end, but could have avoided delays had they made different choices.

Create a mix of news formats to increase engagement: Audiences like variety, so supplement hard news with opinion and commentary pieces — and vice versa. This will help drive views and shares, as well as funnel audiences between content on your site.