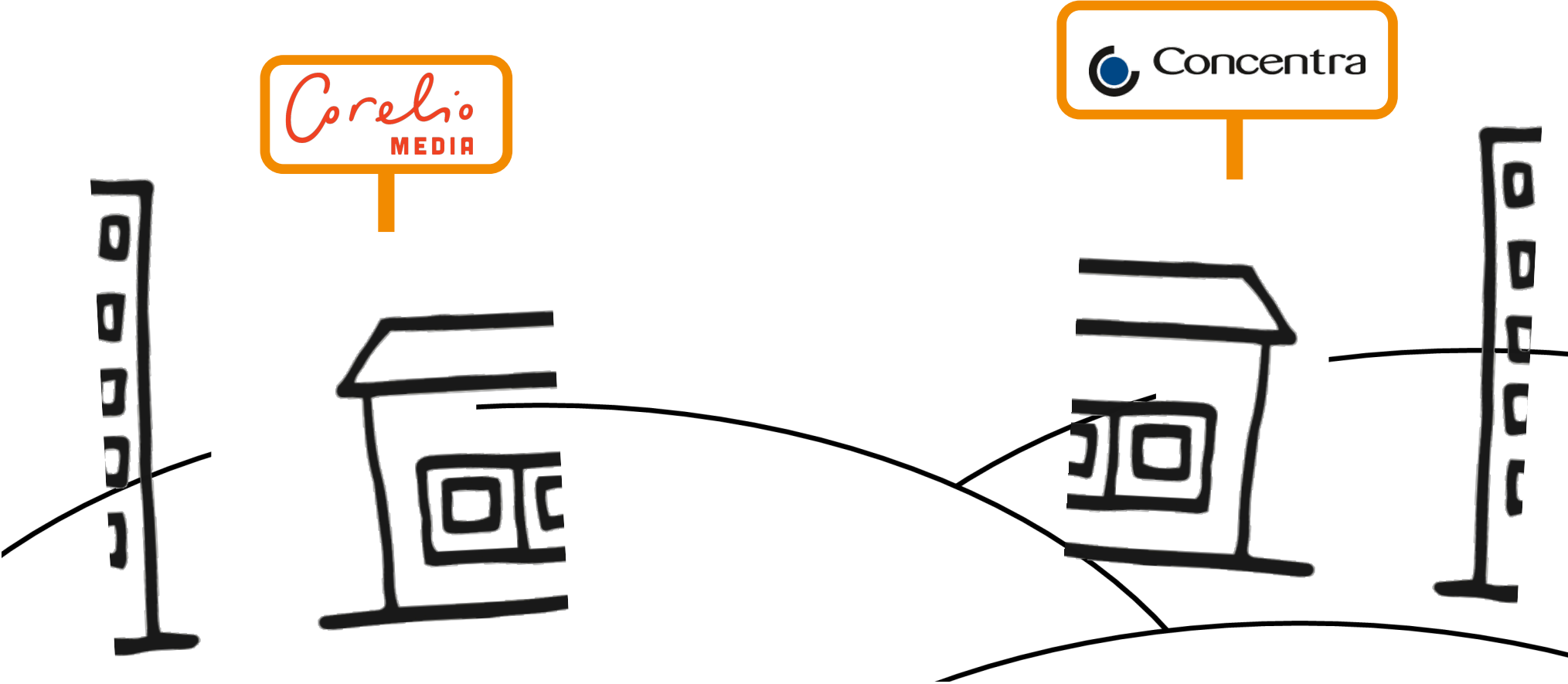




# STANDSTILL IS NOT AN OPTION

GERT YSEBAERT  
CEO

# ONCE UPON A TIME...





# ONCE UPON A TIME... 2014



## 3 GOALS

STRENGTHEN OUR  
NEWS BRANDS



A LEANER AND MORE  
EFFICIENT  
ORGANISATION

STRONGER  
DIGITAL POSITION

# JOINING FORCES 2014



PRINT +  
ONLINE



€300 MIO.  
REVENUE



925 FTE

# CROSS-BORDER CONSOLIDATION



# CROSS-BORDER CONSOLIDATION

2014

NRC MEDIA

**NRC**   
HANDELSBLAD

**nrc**.next

2014

MEDIA GROEP  
LIMBURG

**De Limburger**

2017

TELEGRAAF  
MEDIA GROEP

**De Telegraaf**

 Noordhollands Dagblad

Haarlems Dagblad

Leidsch  Dagblad

**De Gooi- en Eemlander**



2014 - 2018

X3



**NETHERLANDS**



**BELGIUM**





# DIVERSE NEWS BRANDS

UPSCALE

**dS** De  
Standaard

**NRC**  
HANDELSBLAD

**nrc.next**

NATIONAL

**De Telegraaf**

**N** Het Nieuwsblad

REGIONAL

**Noordhollands Dagblad**

**De Limburger**

Haarlems Dagblad

Leidsch **Dagblad**

**De Gooi- en Eemlander**

**HET BELANG VAN LIMBURG**

**GAZET VAN ANTWERPEN**

FREE SHEETS

**metro**

**metro**

**RONDOM**

**VIA limburg**  
Verbindt • Informeert • Activeert



**JOBS**



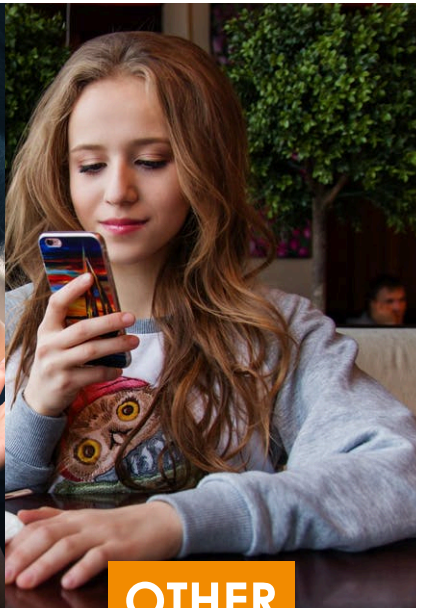
**HOUSING**



**CARS**



**VERTICALS**

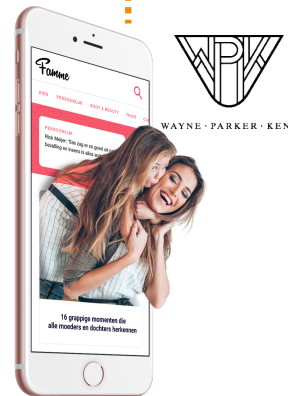


**OTHER**

**Jobat**

**ZIMMO**

**VROOM**  
Explore · Choose · Drive



**WPV**  
WAYNE · PARKER · KENT

**DUMPERT**



**groupdeal.nl**

**relatie@planet.nl**



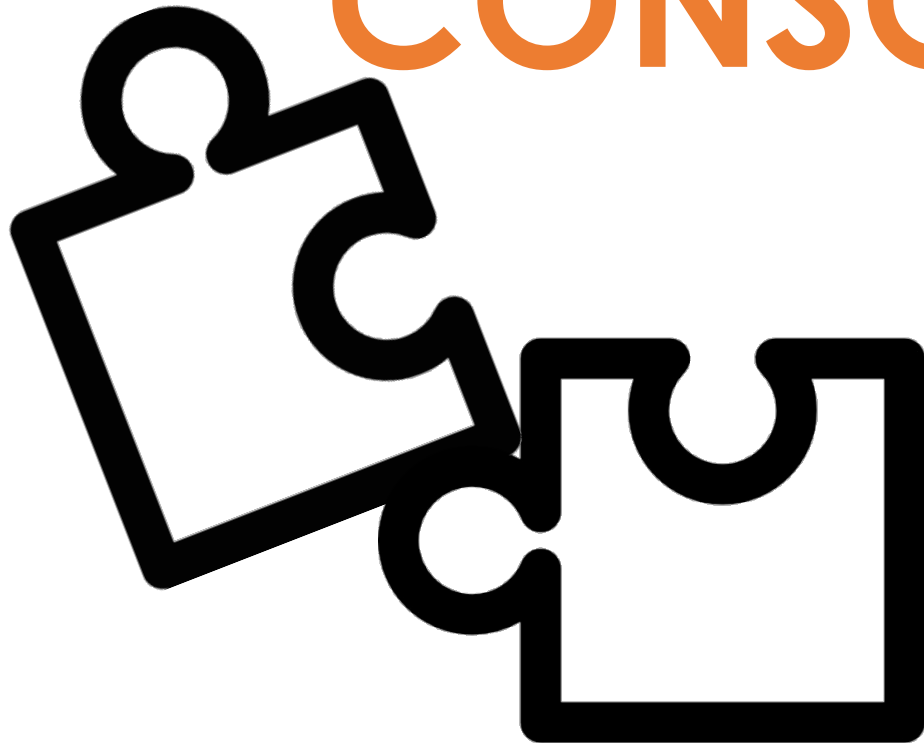
**JAAP.NL**







**CONSOLIDATION**  
**IS KEY**



# CONSOLIDATION

SO WE CAN CONTINUE TO FULFILL OUR MISSION

**STRONG AND RELEVANT MEDIA  
ARE CRUCIAL...**

because of their positive contribution for the community and the individual.

**INDEPENDENT JOURNALISM...**

provides a crucial value to our society.

# CONSOLIDATION

SO WE CAN CONTROL OUR OWN FUTURE



NEW GLOBAL  
COMPETITORS



NEW BUSINESS MODELS



SCALE IS NECESSARY

# OUR ASSETS

A grayscale photograph of a diverse group of people sitting around a table in what appears to be a cafe or office setting. They are all looking down at their mobile devices, including smartphones and tablets. The scene is dimly lit, with the primary light source coming from the devices themselves. The background shows vertical window blinds.

LOYAL READERS

BRAND DESTINATIONS

TRUSTED CONTENT

MASSIVE REACH

PROFESSIONAL  
ORGANISATION



# OUR CHALLENGES

LOYAL READERS

BRAND DESTINATIONS

TRUSTED CONTENT

MASSIVE REACH

PROFESSIONAL  
ORGANISATION



NEXT GEN READERS



WAR FOR ATTENTION



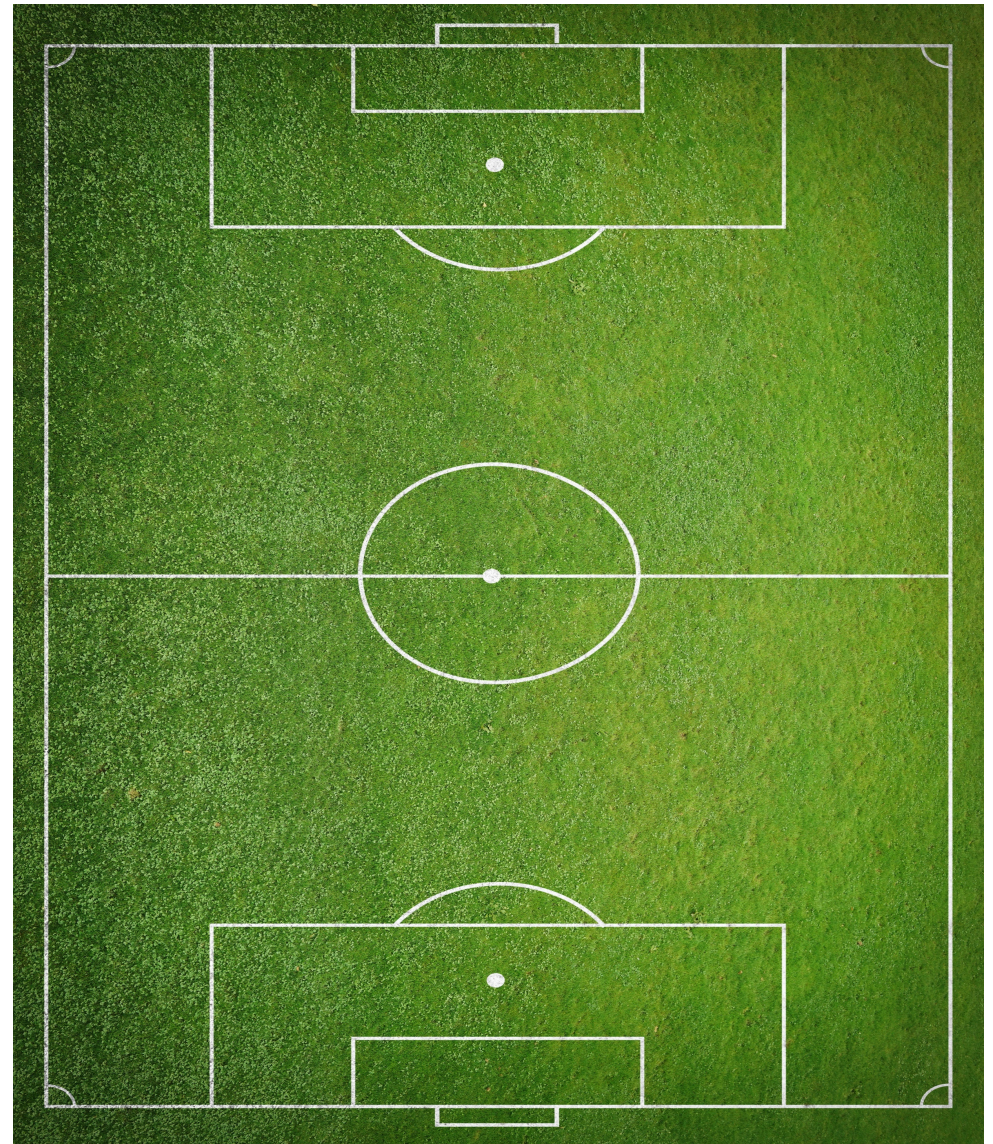
RELEVANCE & UNIQUENESS



REINVENT ADVERTISING MODEL



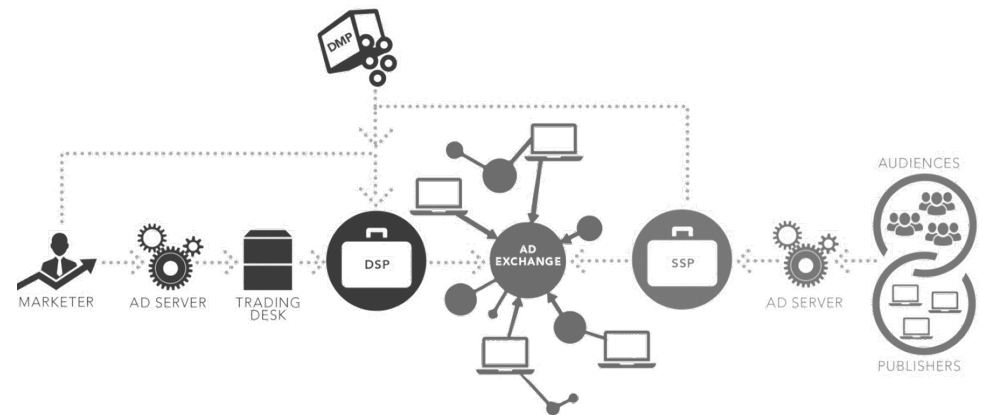
TRANSFORMATION





# ADVERTISING DIGITAL

FAIR SHARE  
COMPLEXITY  
LEVEL PLAYING FIELD  
AD ALLIANCES







WAYNE · PARKER · KENT

**MH** Brand  
Studio

**nrc** xtr >

**tmg** natives

**mediastudio**



# ADVERTISING CHANGING ROLE

TRUSTFUL PARTNER  
CONSULTATIVE SELLING  
ONE STOP SHOP



# READERS MARKET

“ONE SIZE FITS ALL NO LONGER WORKS”

FROM BUNDLE TO...



DIGITAL SERVICE

FROM LESS READERS  
AT A HIGHER PRICE  
TO...



MORE READERS AT  
A LOWER PRICE



# READERS MARKET OUR APPROACH

CONVERT ANONYMOUS SURFERS TO  
REGISTERED REACH

BUILD A QUALITATIVE  
“PLUS” ENVIRONMENT

DEVELOP CREATIVE  
SUBSCRIPTION FORMULA

100% REGISTERED REACH BY 2020

Hittogolven? Het wordt erg, of liever erg

Deze week is een studie verschenen van de Universiteit van Amsterdam waarin voorspeld wordt hoeveel dodelijke hittogolven op de wereld afkomen. Het worden er veel.

**SUPER** **SMART** **FAST**

**MEEST GEKOZEN**

**SUPER**  
Dagelijks papieren krant in je brievenbus

- ✓ Onbeperkte toegang tot alle **N+R** artikels
- ✓ Elke dag de volledige krant digitaal
- ✓ Op zaterdag een papieren krant
- ✓ Elke weekdag een papieren krant

vanaf € 27,50/maand

[Ontdek nu >](#)

Maandelijks opzegbaar

**SLIM**  
Digitale krant in de week + papieren krant op zaterdag

- ✓ Onbeperkte toegang tot alle **N+R** artikels
- ✓ Elke dag de volledige krant digitaal
- ✓ Op zaterdag een papieren krant

vanaf € 20/maand

[Ontdek nu >](#)

Maandelijks opzegbaar

**SNEL**  
Altijd toegang tot alle **N+R** artikels

- ✓ Onbeperkte toegang tot alle **N+R** artikels

vanaf € 10/maand

[Ontdek nu >](#)

Maandelijks opzegbaar

A photograph of a sliced apple with miniature construction workers inside, symbolizing simplification and core focus. The apple is cut in half, revealing the yellow flesh and brown seeds. Three tiny figures wearing hard hats and work clothes are positioned inside the apple. One figure on the left is standing and gesturing, while two others on the right are working together near a seed. The background is dark and out of focus.

**“I LIKE TO BRING COMPLEXITIES  
BACK TO THE CORE”**

EXTEND

COLLABORATE

SIMPLIFY

# EXTEND

REINVENTING OUR CORE BUSINESS

*from newspaper*  
TO A DIGITAL SERVICE

*from focus on circulation*  
TO SUSTAINABLE RELATIONS

*from advertising sales*  
TO A TRUSTFUL PARTNER

*news as our core business*  
AND NEW REVENUES TO  
SUPPORT OUR MODEL





# COLLABORATE

TO MAKE THE DIFFERENCE

ECONOMIES OF SCALE  
*to be cost efficient*

SHARING  
KNOWLEDGE & EXPERTISE  
*internally*

DEVELOPING  
VALUABLE PARTNERSHIPS  
*externally*



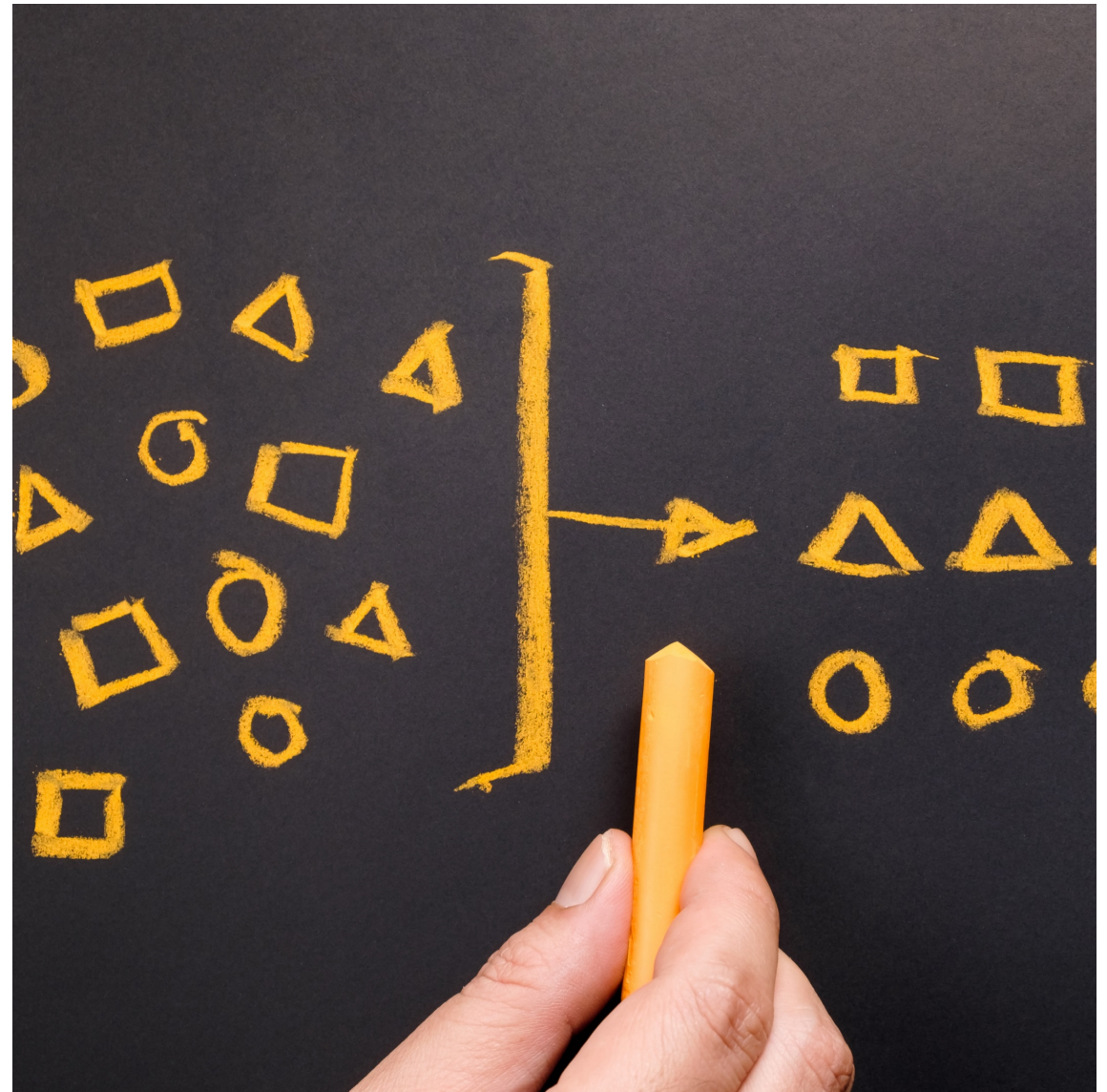
# SIMPLIFY

FOCUS ON THE ESSENCE

SIMPLIFY THE WAY WE WORK  
*lean organisation  
keep it simple*

SIMPLIFY FOR THE ADVERTISER  
*offering a one stop shop*

SIMPLIFY FOR THE CONSUMER  
*make life easy*



**EXTEND  
COLLABORATE  
SIMPLIFY**



**MEDIAHUIS**

GERT YSEBAERT  
CEO