



Grupo América transitions from a traditional media publisher to a digital-first organization

Grupo América is an Argentinian media organization that creates and distributes news and entertainment. It owns and operates TV channels, radio stations, and digital businesses throughout Argentina.

OPPORTUNITY

Grupo América wanted to accelerate its digital transformation by creating a digital video hub for three of its brands — América TV, A24, and UNO. It saw an opportunity to establish new video processes and experiment with formats to drive innovation and unlock new sources of income.

APPROACH

Grupo América built up its digital video team, invested in resources, and explored new ways for traditional TV and digital video teams to work together.

Setting up the team: Grupo América invited existing staff to join the new digital video team and sought external candidates for roles they couldn't fill internally (e.g., YouTube channel manager). The organization set up a dedicated studio and purchased equipment (e.g., cameras, computers, mics, etc.).

Improving content performance: As a first step, the new video team evaluated opportunities to improve the performance of content published through Grupo América's YouTube channels. They made changes such as increasing the number of clips from linear TV and live streaming content targeted to other countries.

Getting buy-in across the organization: Because this project involved multiple brands, it was critical to get everyone on board in the early stages. The video team reached out to different business units and communicated the goals of digital video.

Training staff: Grupo América wanted all teams to be educated in fact-checking and debunking myths, so it arranged training sessions through external providers. It also arranged for staff to get free video editing training through a local university in exchange for internships for university alumni.

Creating new workflows: The team took the learnings from previous content production and performance and channeled those into the creation of new digital video workflows and processes. In particular, they implemented new ways of working with Grupo América's traditional media outlets (TV and radio). They established very clear roles for each of the teams and developed a dynamic work process, which included analysis of every video published. They also created a digital video publication and distribution calendar.

Experimenting with digital-first content: The team created and tested a new series, which was their first foray into longer form digital-first YouTube content — they had previously only done digital-first video for social media platforms.

Incorporating data-driven learnings: The channel manager and video team looked at the performance of the new series and incorporated learnings to improve the success of future pieces. They were particularly interested in average view duration and also looked at shares, views, watch time, etc.

Scaling experimentation: With the success of the first long-form series, the team started to experiment with other formats the channels had never previously published, such as explainers and live streams for national election coverage. They incorporated humor into much of their digital video-first content, which resonated well with the YouTube audience.

Broadening sources for digital video content: As a final step, the team coordinated with video editors from different Grupo América media outlets and invited them to submit relevant videos that the digital team could add to the video distribution plan.

RESULTS

Grupo América established a dedicated digital video team who coordinated the brand's video-first efforts and helped improve content performance across some of its different YouTube channels. For example, from April — December 2019:

The América TV channel saw:

- **38% increase** in average view duration.
- **143% increase** in watch time.
- **216% increase** in channel revenue.

The A24 channel saw:

- **54% increase** in average view duration.
- **89% increase** in watch time.
- **148% increase** in channel revenue.

LEARNINGS

Celebrate small victories: Shifting the culture of a large organization from traditional media to digital-first requires buy in at every level and brand, and needs all teams to embrace new ways of thinking and operating — in short, it doesn't happen overnight! That's why it's important to celebrate your small victories along the way. Grupo América is particularly proud of its teams' efforts in setting up new routines around digital video production, despite the fact that established, traditional workflows were hard to break.

First impressions count: Grupo América found that thumbnail choice was critical in increasing click-through rate. The team also learned that the first minutes of each video were important for increasing overall retention. By paying special attention to the first impressions their audience got, the team was able to grow their channel significantly.

Innovation is an ongoing process: To drive long-lasting change within legacy media organizations every team has to embrace a mindset of constant experimentation. Grupo América has built this thinking into its new video workflows and places huge emphasis on continual innovation and creativity. Even when teams find something that works, they continue to experiment to see if they can better meet audience needs.

“ **Experimenting with new formats has to become a kind of obsession if you want to find the right one for each audience.** ”