

Actualizado a las 14:47 h

BLOGS



ESTRATEGIA DIGITAL

La innovación de la publicidad en Internet



MIRA QUE TE LO TENGO DICHO
El sonido del subsuelo

Mujer es

MUJERES

Más pobres, pero también menos emprendedoras que los hombres

La novia de papá

LA NOVIA DE PAPÁ

Sexo con excusas



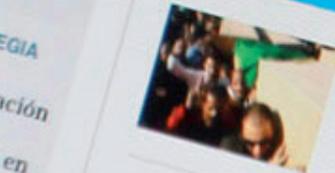
POP ETC

Agenda POPETC: del 25 al 31 de marzo

más blogs

★ Guardadas

Radio



El Egipto hay un edificio... por Gadafi, llena de contradicciones... verdad revelada y otros, un desvan...



La revolución amenaza

El Ejército causa decenas de muertos para hoy una protesta masiva - El régimen apertura y sube el sueldo a los funcionarios



Japón amplía el radio de peligro por radiactividad a 30 km de Fukushima

El Ejército de EE UU proveerá de agua para re... Fukushima.- El reactor 3 por... viajeros procedentes de T... radiación "seriamente ex... China con...

Alemania pone

mili desp



Verdes y socialistas con arrebatada clave

La CDU, en el poder... retrocede en los son...

tas amenaz... una región

PORTADA

aden-W

Dialogue and communication with stakeholders



- About our readers, listeners, viewers and users
- The role of the readers' editor
- Self-regulation and ethical codes

05

Dialogue and communication with stakeholders

As a media group, PRISA takes very seriously its commitments and social responsibilities to its employees, investors, customers, suppliers, the social milieu, environment and society at large. Each company within the Group possesses its own mechanisms for communicating with its stakeholders, both internal and external and direct and indirect, whereby we can remain informed of their concerns and opinions and thus respond appropriately.



The Board of Directors of AEDE, to which PRISA belongs, meets with Alfredo Pérez Rubalcaba.

About our readers, listeners, viewers and users

All of our employees have access to an internal channel for communication and collaboration (intranet) providing all the necessary information that might be required. Users may participate and interact with their colleagues or with employees from other companies across the Group. At the PRISA corporate center we provide all necessary tools and resources to those managing the different intranet systems to enable them to work in a coordinated fashion and to share relevant experiences. There exists, therefore, from the departments of Communication in collaboration with Human Resources, IT, Security, Purchases and Prevention, an internal participative network that we all keep alive every day.

The corporate website (www.prisa.com), available in Spanish, English and Portuguese, provides all relevant information about the Group and its companies. Here, investors and stakeholders are informed of all company news and events. Analysts and members of the press will each also find a specific area in order to keep them up-to-date on developments.

Following the example of a number of European countries, PRISA has, along with other Spanish companies, recently created the association Emisores Españoles, an issuers association aimed at seeking out solutions common to all issuing companies, both nationally and internationally, and which seeks to develop principles

of good corporate governance among public companies and which will foster the adoption of measure to streamline communication between companies and stakeholders.

At the Corporate Center we deal with four different categories of the public:

- **Shareholders:** through the Shareholder Relations Department, responsible for resolving all questions and concerns.
- **Investors:** through the Investor Relations Department.
- **Media, institutions and members of the public:** through the Corporate Communication department and its press office. They provide all relevant and up-to-date information and news on the Group and its companies, as well as answering questions and dealing with requests for information.
- **Employees:** In conjunction with the department of Human Resources, in 2009 we launched the intranet platform SomosPRISA that allows employees to access all the latest news from across the Group through a single, permanently open channel.

Our companies' initiatives

Santillana has a number of communication channels available across the value chain (clients, teachers, suppliers, etc.) broken down into areas such as commercial, production, administration etc. The publishing house has a permanent and fluid relationship with its clients and consumers, both in the areas of education and training as well as in the general-interest publishing sector via a commercial web 2.0 based tool. Workers and collaborators communicate through intranet, while relations with the press are maintained via constant press releases and press conferences. In Spain and Latin America, the company has a permanent and fluid relationship with the various ministries of education and culture, as well as regional authorities.

Santillana's website provides constantly updated news for teachers at all education levels. The Fundación San-

tillana organizes seminars on education for teaching personnel both in Spain and throughout Latin America, such as the renowned *Monographic Education Week*, which for 25 years has been covering the chief issues and concerns in the education sector. The Fundación also organizes, on an annual basis, the *Spring Seminar*, which brings together leading experts from the education sector to debate the most important issues at stake. There are also forums and conferences such as the *Latin American Education Forum*, the *International Literacy Seminar*, the *International Education Congress* and the *Santillana Education Fair*.

Customer relations departments operate at a cross-company level providing users with a telephone number and email channel for questions and suggestions.

Thanks to the encyclopedia portal, Kalipedia, students, teachers and families can access educational resources and join debate forums on the issues that affect them.

PRISA News

The different media belonging to PRISA Noticias are in close contact with their readers via internet. Using ESKUP or other tools, readers may post comments on the news or on any topic that concerns them. *El País* possesses a number of communication tools such as the readers' editor and a letters page. There are also opinion pages where readers may comment on the issues that affect them. The Letters to the Editor page is a direct way for keeping channels of communication open between readers and the paper, and fosters the development of reader identity and loyalty with the newspaper. Readers and subscribers may also contact the paper directly by phone (902 119 111).

Teachers and students participating in the *El País de los Estudiantes* project receive regular communication from El País over the course of the school year, informing them of the content of the program and coaching them through the whole process. They also regularly receive material, incentives, gifts, competitions, digital interviews and emails.

El País also conducts guided tours, chiefly from schools, to the newspaper. In 2010 we welcomed more than 8,000 people to the newspaper.

PRISA Radio

Listeners and users of all PRISA Radio brands actively use the broad range of channels available that allow them to participate and interact, including SMS text messages, forums and social networks such as Facebook and Tuenti. This fosters consumer and user identity with the company while virally spreading messages.

PRISA Radio has a direct line of communication with the press via the communication department, who issue press releases, dossiers, hold press conferences, events, receive calls and upload multimedia content to our web sites.

With the goal of creating a two-way communication system between the company and employees, PRISA Radio uses intranet through which staff can keep themselves informed of developments, and access work-related information, etc.

Audiovisual

Ensuring communication and quality service for hundreds of thousands of subscribers requires PRISA TV to deploy a range of instruments to manage all kinds of requests, doubts, and complaints. Our instruments include direct customer service by telephone through our Customer Service desk, the use of interactive TV screens, the Digital+ magazine and the new Digital+ and Canal+ websites, including those of new channels such as Viajar, 40TV and Caza y Pesca.

Throughout 2010 we have reinforced the main on-line tool for internal communication, the Intranet, used by employees of PRISA TV for the exchange of information and for putting forward proposals.

External communication plays an essential role in our relationship with our customers. PRISA TV has a Department of Communication and External Relations permanently open to various social actors and, specifically, to the media. The Press Department of Digital+ and Canal+ annually send out hundreds of press releases, dossiers and communiques to national and international media and responds to thousands of phone and online consultations. The Corporate Communications division of PRISA TV directly addresses any queries or requests from customers, subscribers, and, especially, from the



El País' new social network Eskup

media and public and private institutions. They also produce a daily press summary that is digitally accessible through the intranet for all departments, employees and partners of PRISA TV.

Media Capital's companies maintain regular contact with their stakeholders, from investors to end-consumers. This may be via the web page, email, phone or meetings.

Internet participation

In 2010, PRISA embarked upon its transformation into a consumer-oriented technology company. Increasing our knowledge of our customers and interacting with them forms the basis of the company's new business model, which sets the standard for innovation, competitiveness and growth across the industry.

PRISA is a pioneer, among the major media groups in Spain, in using social network tools and in venturing into Web 2.0. Over the past year we have opened new channels of communication and dialogue, aimed at providing our followers with a richer digital experience and establishing a real link with them. Knowing our audience allows us to provide increasingly relevant products and explore new business models.

Registration is essential for PRISA strategy in the digital environment. In 2010 the registered user base grew by 61%. Integration with social media, coupled with our international expansion, will multiply the PRISA database by a factor of 2.5 in 2011.

Social networks and blogs open a new space for participation and interaction with our users and customers. PRISA has more than 800,000 followers on Facebook, the same amount on Twitter and more than 60,000 fans on Tuenti. Each item shared / published receives an average of 4 comments "Likes" / "I like it."

Initiatives of our companies

PRISA News

During 2010, *El País* has embarked on a digital transformation aimed at bringing the newspaper closer to its readers. New chat channels have been launched on current affairs and topics of general interest, such as ESKUP, a social network site open to other platforms (Twitter, Facebook), which enables journalists and readers to interact. Journalists have also been trained in the use of social networks to find, discuss, and disseminate their work, thus promoting their professional and personal brand, as well as that of the newspaper.

Within this strategy of opening up the newspaper, we should highlight the appointment of the first social media manager, Ana Alfageme, who will foster the participation of journalists and the role increasingly played by readers in the product.

PRISA Radio

In the fiscal year 2010, our structures have been modified in order to integrate digital and traditional operations, in all countries, at all levels and in all areas (content, marketing, etc.). Audiences are up, mobile phone products have performed well and there has been exceptional growth in the number of registered users.

All editorial and production teams at PRISA Radio -journalists and presenters alike- are connected with social network users. Our brands have official pages and profiles on all major platforms via cross-posting from

blogs. Also, users can chat among themselves and with our program presenters via applications embedded in radio media players.

Thanks to these multiple initiatives and the establishment of global policies on our presence in and the use of social networking tools, PRISA Radio is guaranteed a direct line of communication with its listeners and users, thus generating customer loyalty and expansion of the brand's presence via viral messages.

Listeners and users, in turn, are offered multiple ways to participate and communicate, either via SMS, chats, forums, reviews associated with content and pages on Facebook and Tuenti. Every day thousands of users share their views, needs and opinions on the different products, helping us to develop products with greater appeal for different markets.

PRISA TV

Increasingly, traditional forms of interaction (customer service telephone lines) are being joined by new ways of interacting via digital media (web, social networks, etc.). If we are to improve our products, it is vital that we take the daily pulse of our users.

Through social networking sites, PRISA TV seeks to get closer to its users, both to let them share content, participate in contests, product launches and so on, as well as to consolidate our brand image among users and attract new followers.

Our channels and platform have accounts on all major social networks, including Twitter and Facebook, and we are in constant dialogue with users. Many Canal+ journalists and commentators have profiles on Twitter, where they have gained a significant following (Julio Maldonado 61,400, Carlos Martínez 34,000, Juanma Castaño 51,000). Our presence thus grows organically on the social networks.

Santillana

Digital transformation is generating a flood of content and media that takes us way beyond the traditional relationship between publisher and reader. Thanks to e-books authors can be present anywhere, on any device and in any format. Social networks offer a new way of communicating and selling

products. Interaction with readers opens up a real dialogue that provides us with invaluable information on the public we serve.

The interactivity offered by the digital environment takes place at three levels:

- **Authors:** thanks to the digitization, we have created blogs, profiles of books / authors, etc. New media facilitate communication when it comes to promoting authors and allows interaction with readers.
- **Readers:** Digital media allow us to reach our readers. Dialogue via the social networks is a forum for recommending books, answering questions and responding to concerns, and is an invaluable tool for gathering information about readers' tastes and reading habits.
- **Customers and journalists:** All relevant information is constantly updated online in a continuous process of communication that benefits everyone.

2010 saw us making significant headway in the field of social networks and Web 2.0. All our publishing labels set up profiles and web pages in each of the social network platforms. The year also saw the transformation and design of the new global websites for Santillana Ediciones Generales, designed to present a common, shared image and take advantage of synergies as a group.

All PRISA sites closed the year with significant growth over 2009. During 2010, our sites recorded an average of 42 million unique users each month, representing a +27% increase over the previous year.

These excellent results are chiefly due to:

- Record results for elpais.com in 2010. The digital edition of the daily newspaper was visited by an average of 17.8 million unique users per month (+14% compared to 2009). In December, the site reported 21 million unique users, on account of the Wikileaks story and the Christmas Lottery. News coverage on ESKUP reported more than 200 thousand users on the occasion of the metro strike, the World Cup, the Lottery, Wikileaks, etc.
- The significant inter-annual growth of as.com, with 36% more users than in December 2009. In 2010, an average of 15.4 million unique users per month visited PRISA's sports portal, 39% more than in the previous year.
- There was a notable drop in unique visitors over the last week of December due to the break in the Football League season and the holiday season.
- The significant inter-annual growth of cincodias.com, up 22% over December 2009's figures. In 2010 a monthly average of 1.4 million unique users visited cincodias.com, 24% more than in 2009. The average

Monthly users

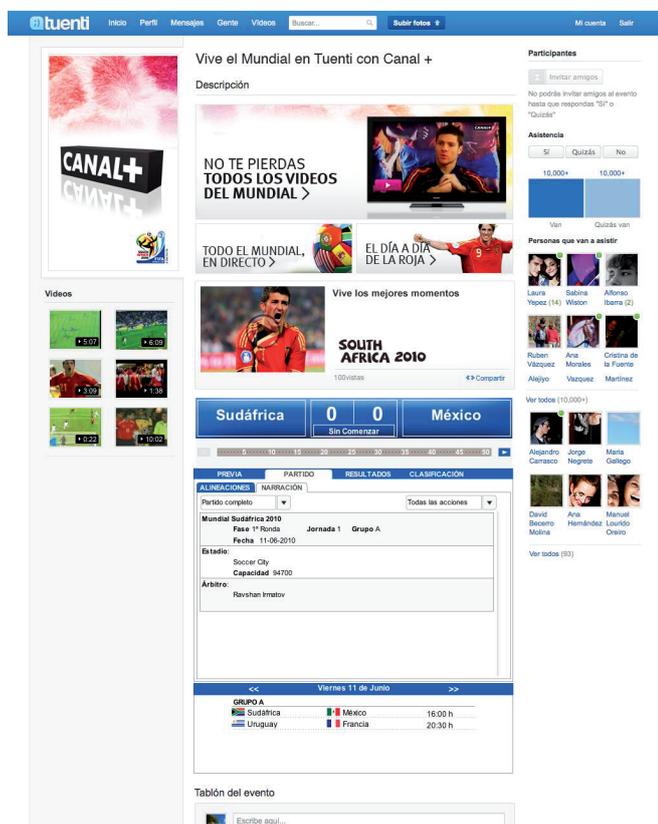


* Product Report (Internal Source Omniture) at the close of December 2010.

Followers on Social Networks (FEB 2011) PRISA

Source	Facebook	Twitter	Tuenti
AS	154.299	75.489	25.379
El País	65.084	411.537	1.540
Cinco Días	5.385	6.501	
Rolling Stone	8.469	6.893	48
Cinemanía	8.556	4.678	6
Digital+	5.494	4.946	
Los 40 Principales	209.546		32.218
Cadena Ser	39.678	14.974	781
Inmobiliaria	200	474	86
Cursos	51		
Empleo	2.949	843	427
Motor	198	129	55
ParaSaber	1.297	1.028	168
El Viajero	5.883	1.796	98
Infometeo	2419	798	90
Kalipedia	416		
Santillana	296		
Los 40 - Mexico	51		
Los 40 - Colombia	9.338	58.322	
Los 40 - Argentina	108.943	26.878	
Los 40 - Ecuador	11.953	1.133	
Caracol Radio	273	91.264	
Bésame		96	
Continental Ar.			
ADN Chile	218.755	16.312	
W Radio		106.611	
PRISA	1.570	3.670	
Total	861.103	834.372	60.896
	Likes	Followers	Fans

- time spent by each visitor on the site (22.65 minutes) was 22% higher than in December 2009.
- plus.es is the business unit to have recorded the highest inter-annual growth rate in the Group in December 2010, up 42.7% over December 2009. In 2010, the November 30 Real Madrid-Barcelona match and December 19 Real Madrid - Sevilla game (with 22,000 views) were days with most videos viewed, a figure of more than 65,000 videos / day.
- los40.com recorded 13% growth in unique users per month compared to December 2009. A monthly average of 3 million unique users visited the music portal, up 26% over 2009. On the occasion of the 40 Principales Gala, 226,000 unique users visited los40.com.
- parasaber.com, with a monthly average of 1 million unique users, is the business unit to have grown most over the course of 2010 (+66% as compared to 2009). In December, 28,000 unique users visited the site via a mobile phone device, four times higher than in the same period last year.
- kalipedia.com increased by 17%, and cadenaser.com y elviajero.com recorded growth of 13% compared to December 2009.



Canal+ Fan page in the Spanish Social network Tuenti

The role of the Readers' editor

The Readers' Editor's responsibility, as outlined in our statutes, is to respond to complaints or concerns regarding editorial content in the newspaper and to guarantee compliance with the paper's Style Book. The Readers' Editor may act on behalf of a reader or under their own initiative on issues that they consider might affect the credibility of the newspaper or might be of interest to our readers..

Only a few other papers are endowed with an internal ombudsman such as the Readers' Editor, among them the prestigious *The New York Times*, *Washington Post* and *The Guardian*. The media are the main vehicle through which citizens can exercise their constitutional right to receive truthful information. For that reason, establishing mechanisms for reader participation and, above all, instruments to channel their complaints and suggestions, helps to improve the quality of news and information and to ensure compliance with the ethical standards of journalism.

Participation

Facilitating reader participation is today more crucial than ever. The digitally networked society has created new habits and expectations of participation among the public, and those organizations that do not provide the appropriate tools and channels will lose an opportunity to legitimize and strengthen their ties with the public.

At *El País*, readers have such a channel to voice their complaints, suggestions and opinions regarding the contents of the newspaper, both print and online editions. The existence of e-mail has greatly facilitated communication, to the point that traditional written correspondence has virtually disappeared. The Readers' Editor is also available to answer the phone, or may be visited personally.

"The exercise of this intermediary role involves a very high degree of transparency. This is unusual in the business world, because all of the Readers' Editor's findings and opinions are published and, therefore, the issues addressed are subject to public scrutiny. Few organizations can accept this level of openness and transparency to their internal procedures for correction and quality control. But it is precisely this openness that gives the Readers' Editor effective preemptive powers in the prevention of the issues that concern us.

In my case, I'd like to add that I also see my mission as one of stimulating and facilitating collective reflection on the requirements of quality journalism and the ethical dilemmas that arise in professional practice".

Milagros Pérez Oliva, Readers' Editor

Self-regulation and ethical codes

In keeping with a commitment to a strong and professional media sector, PRISA's companies are members of different national and international professional associations and organizations, and they participate actively in different bodies within the sector in order to exchange information and ideas.

In Europe, PRISA is a member of the European Publishers Council, an important association of leading media organizations and which represents our common points of view to the EU. We are also affiliated to ASIMELEC (Asociación Multisectorial de Empresas de Tecnologías

de la Información, Comunicaciones y Electrónica), and IAB (Internet Advertising Bureau).

In the Americas, PRISA has been instrumental in the success of the Foro Iberoamérica, which every year brings together leading business people from the media world to discuss common problems throughout this geographical and cultural area. PRISA also collaborates with the press association, Sociedad Intramericana de Prensa (SIP).

- OPA: OnLine Publishers Association.

- AIMC: Asociación de Investigación de Medios de Comunicación.
- Medios On.

In the Spanish education arena, Santillana is an active member of the National Book Editors Association, ANELE, as well as other educational organizations with common values such as quality and responsibility in teaching.

In the field of radio, SER is a member of the Asociación Española de Radiodifusión Comercial (Association of the Spanish Commercial Radio Broadcasters).

In the audiovisual sector, PRISA TV represents the Group in UTECA (TV and Audiovisual Content Union). The Group's newspapers are members of AEDE (Spanish Newspaper Editors Association). All the Group's media in Spain are signed up to the Association for Self-regulation in Commercial Media (Autocontrol).

In Portugal, Grupo Media Capital is a member of the Portuguese Social Media Confederation, which brings together more than 600 companies from the press, radio and TV sectors.

PRISA and the Fundación Santillana run a number of renowned educational and cultural initiatives in Spain and in the Americas and have signed agreements with a number of cultural, educational and scientific organizations, including the Organization of Ibero-American States, the Spanish Royal Academy, the Cervantes Institute, Fundación Biblioteca Virtual Miguel de Cervantes, Fundación Teatro Real, Fundación Carolina, Fundación Cultural Hispano-Brasileña, Fundación Conocimiento y Desarrollo, Fundación Empresa y Crecimiento, Fundación Príncipe de Asturias and Fundación Bertelsmann. In the area of scientific research, development and innovation, the company collaborates with Fundación Pro CNIC and Fundación COTEC. PRISA maintains close ties to various universities in Spain and the Americas, including the Universidad Autónoma of Madrid, with whom we run the Journalism School and the Jesus de Polanco Chair for Ibero-American studies. PRISA also collaborates with the Menéndez Pelayo International University. The Fundación Santillana's offices in Latin America (Colombia, Brazil and Argentina) develop similar initiatives in the areas of education and culture.

Finally, PRISA maintains close ties to various universities in Spain and the Americas, including the Universidad Autónoma of Madrid, with whom we run the Journalism School and the Jesus de Polanco Chair for Ibero-American studies. PRISA also collaborates with the Universidad Carlos III and the Menéndez Pelayo International University and is also associated to the Universidad Autónoma of Barcelona, the University of Alicante and the Universidad Carlos III through the Instituto Universitario de Posgrado. The Fundación Santillana's offices in Latin America (Colombia, Brazil and Argentina) develop similar initiatives in the areas of education and culture.