

# CLICK & CONQUÊTE.

Click & collect, RDV en ligne, messagerie instantanée...  
PagesJaunes fournit aux **commerçants** et aux **artisans** tous  
les services digitaux pour conquérir de nouveaux clients.



3938\*

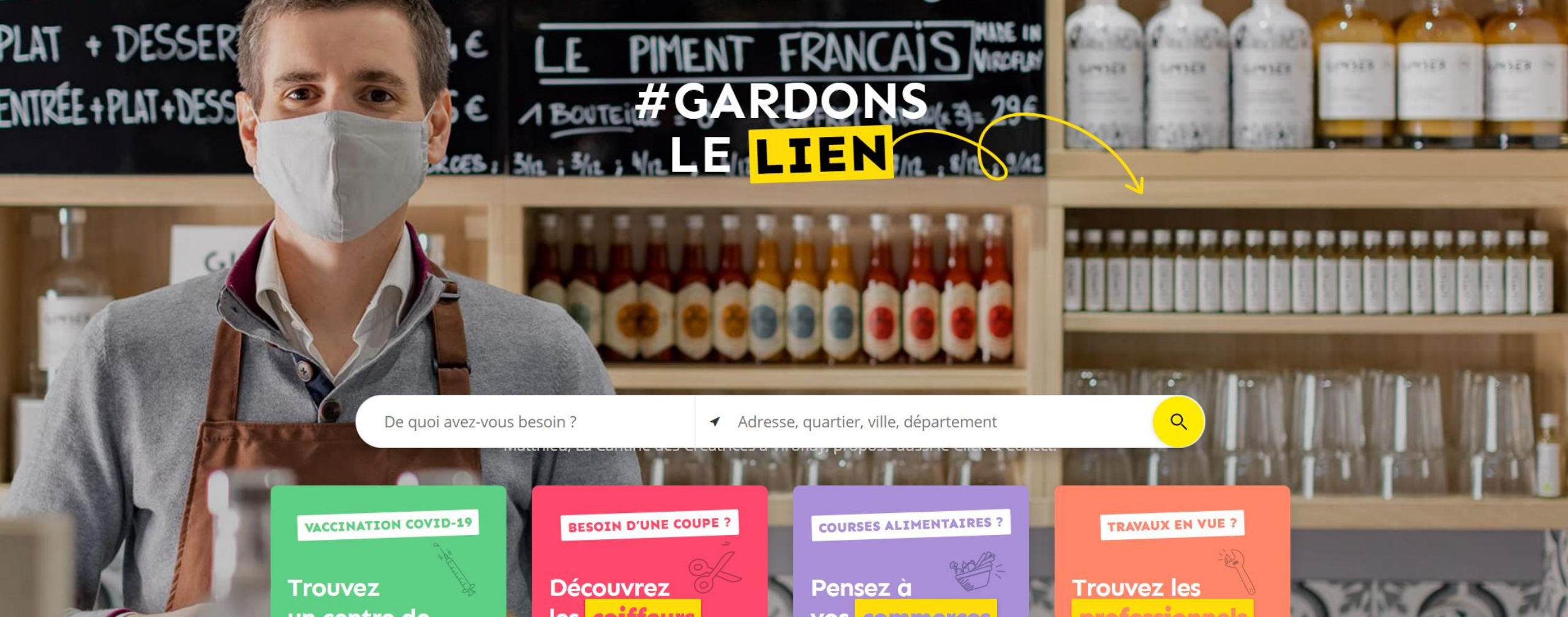
Click & collect = cliquez et emportez  
\*Service gratuit + prix d'un appel local  
RCS Nanterre 444 212 955

## Stratégie PagesJaunes

**Pierre DANON**

Président du Conseil d'Administration  
& Directeur Général

solocal



# #GARDONS LE LIEN

De quoi avez-vous besoin ?  Adresse, quartier, ville, département

**VACCINATION COVID-19**

Trouvez un centre de **vaccination**

**BESOIN D'UNE COUPE ?**

Découvrez les **coiffeurs** disponibles

**COURSES ALIMENTAIRES ?**

Pensez à vos **commerces** de quartier

**TRAVAUX EN VUE ?**

Trouvez les **professionnels** autour de vous

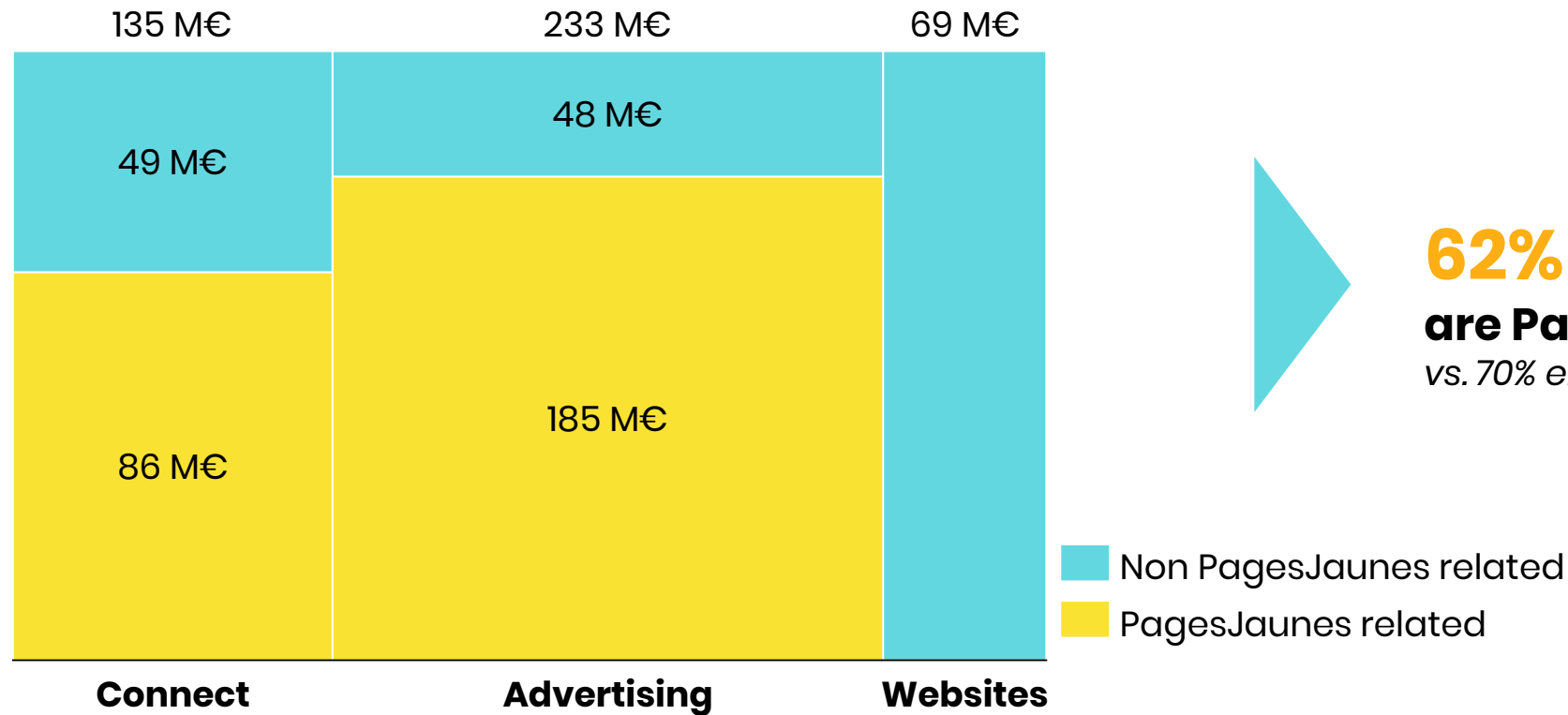
PagesJaunes soutient, encore et toujours, le commerce local en proposant le **Click & Collect** !  
Professionnels, activez ce service **gratuitement et sans engagement** jusqu'au 31 mars.

**Key facts**

**Strategy**

# PagesJaunes, a major financial component for Solocal

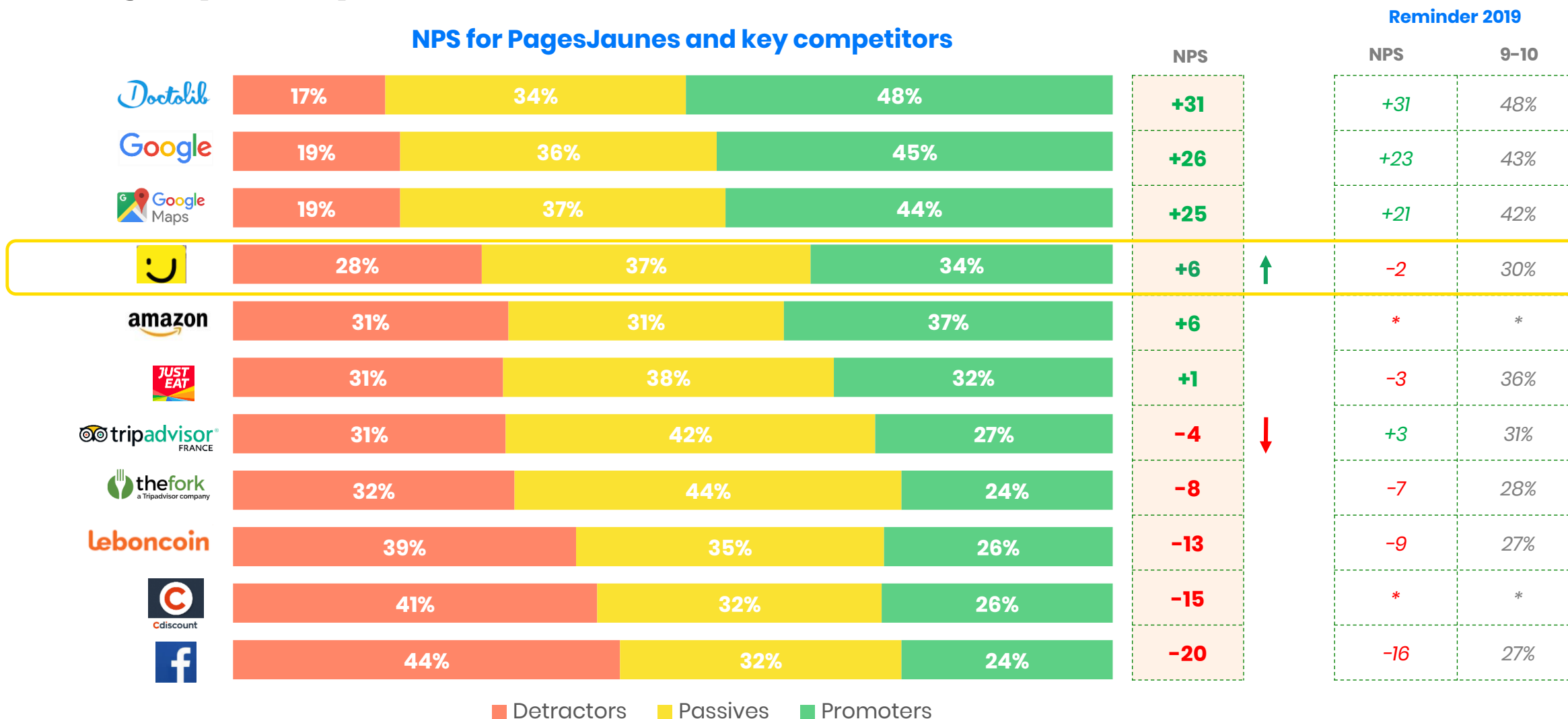
Solocal 2020 revenues breakdown



**62%** of Solocal revenues are PagesJaunes-related vs. 70% en 2018

# Users are positive about PagesJaunes, with a +6 NPS, and #4 rank among top competitor brands

NPS for PagesJaunes and key competitors



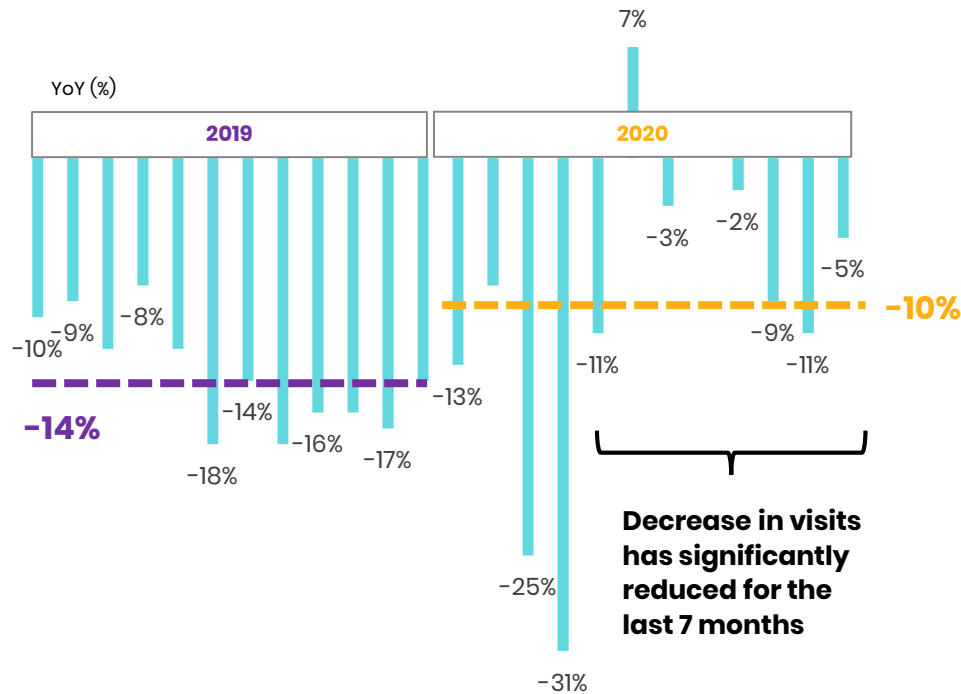
Source: NPS Survey carried out with 2000 French internet users in Jan.2021  
 NPS data for actives users of the brand, for largest competitors in terms of usage

↑↓ Significantly positive or negative evolution versus last poll

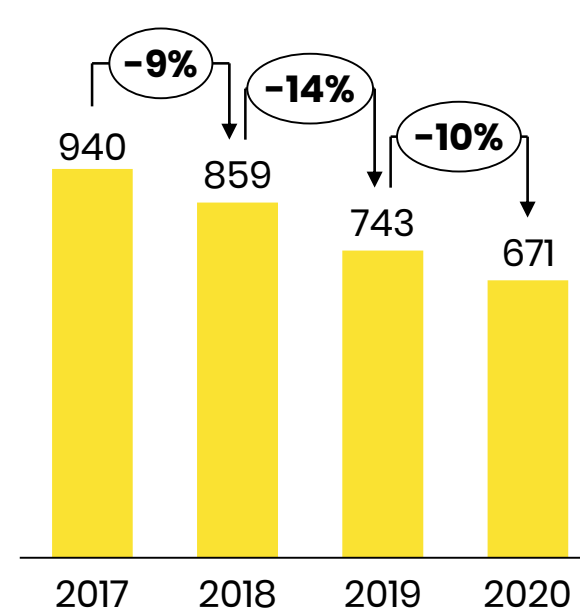


# Encouraging inflection point in visits trend within sanitary crisis \_ however overall declining trend

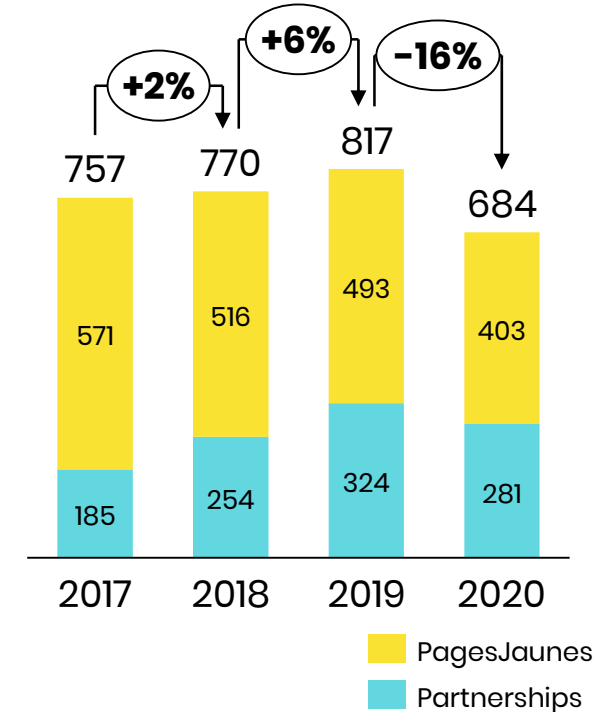
Year-over-year monthly visits on PagesJaunes



Visits on PagesJaunes



Leads







**21M unique visitors** per month  
**50% reach** on 35-yr+

**Covid lockdowns** explain lower conversion rate. Trend should follow visits trend in 2020

# Users express dissatisfaction regarding search experience on PagesJaunes

## Reasons why Detractors do not recommend PagesJaunes

	2019	2020	Verbatims
 <b>Content</b>	42%	42%	« Phone numbers are not up-to-date. Some companies are definitely closed but are still listed... » « Half of the results is not relevant » « Didn't find the result according to my query whereas I know the business exists »
 <b>User experience</b>	19%	24%	« When typing a street and a specific profession, why do we get plenty of other ??????????" « More accurate search results please. Thanks in advance »
 <b>Usability</b>	23%	19%	« Only a few results. Very sensitive to spelling errors. Some far-fetched results. » « Complicated to do a search » « Browsing is unfortunately not very smooth »
 <b>Service</b>	16%	16%	« Outdated and messy. I prefer Google for similar benefits »






**48% of users** launching a search on PagesJaunes **ending not clicking on any result**, although **7/10** still tell us they're satisfied with the answer

Sources: NPS survey carried out with 2000 French internet users. NPS data for actives users of the brand, for largest competitors in terms of usage  
 P.7 Clicking data calculated on all 2020, direct traffic only  
 + An onsite survey popping-in at the end of a visit on PagesJaunes. 76K answers in 2020 providing satisfaction score and other verbatims

# Vertical competitors offer a more engaging user experience

## Market overview



## PagesJaunes

Competition	User Value Proposition	Audience Jan-Feb. 2020 vs. 2015	Audience Jan-Feb. 2020 vs. 2015
	<ul style="list-style-type: none"> <li>• Booking</li> <li>• Teleconsultation</li> <li>• Medical history</li> </ul>	15,5M VU ∞	Health 6,8M VU <b>+0,3%</b>
	<ul style="list-style-type: none"> <li>• Booking</li> <li>• Discount</li> <li>• Click &amp; Collect / delivery</li> <li>• Reviews</li> </ul>	4,6M VU <b>+150%</b>	Restaurants 1,8M VU <b>-23%</b>
	<ul style="list-style-type: none"> <li>• Reviews</li> <li>• Scoring</li> </ul>	10,3M VU <b>+23%</b>	Restaurants + Hotels 2,0M VU <b>-25%</b>
	<ul style="list-style-type: none"> <li>• Booking</li> <li>• Discount</li> <li>• Payment</li> </ul>	14,1M VU <b>+33%</b>	Hotels 392K VU <b>-35%</b>
	<ul style="list-style-type: none"> <li>• Real estate inventory</li> </ul>	6,5M VU <b>+27%</b>	Real estate 563K VU <b>-26%</b>



# Professionals complain about Return on Investment of our products, e.g. a lack of contacts

What would be the reasons for Solocal non recommendation ?

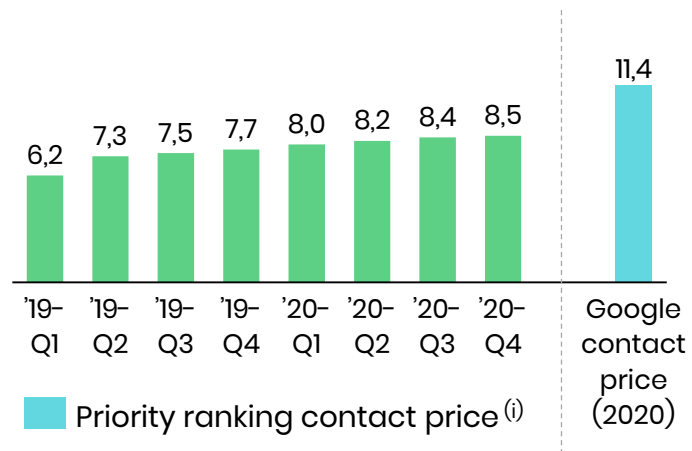
	2019	2020
Performance and return on Investment	43%  +12 pts	55%
Customer Care	32%  +6 pts	38%
Pricing and billing	29%	31%
Image	12%	14%

What satisfaction grade would you give to Solocal regarding Return on Investment ? (from 0 to 10)

2019	2020
5,2/10	5/10

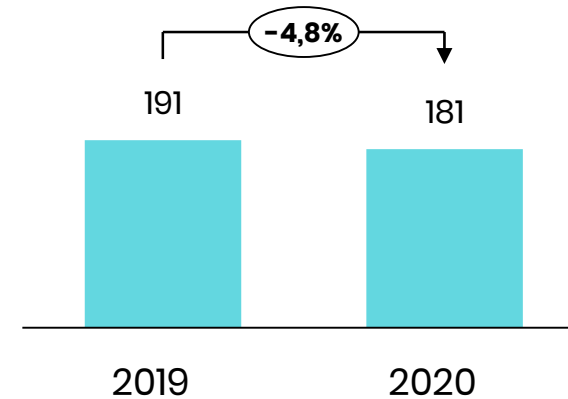
# Advertisers' value for money needs improvement in order to remain attractive

Lead price benchmark [€]



As PagesJaunes audience decreases, advertisers on PJ search are actually paying a higher price per lead, and are getting closer to what advertisers could get on Google

« Priority ranking » product revenues [m€]



Clients churning because of a lack of visibility on ROI

P.10 (i) Revenue "priority ranking" / # contacts on "priority ranking". Adjusting Covid-19 effect on leads generated  
 (ii) Google contact price is what we experiment on our Booster contact product (revenue booster/# leads booster)

**Statu quo is not an option !**

# Gladly, the demand is there, growing



## Local, short channels, environment-friendly

*77 % of consumers try to buy local products as soon as possible<sup>1</sup>*



## Revitalization of city centers with small businesses

*86% of the French people believe that local is key to address major social issues (unemployment, rural depopulation)<sup>2</sup>*



## Web now also in the standards for local shopping

*7 French out of 10 believe that Internet can create or reconnect social link with local professionals<sup>2</sup>*

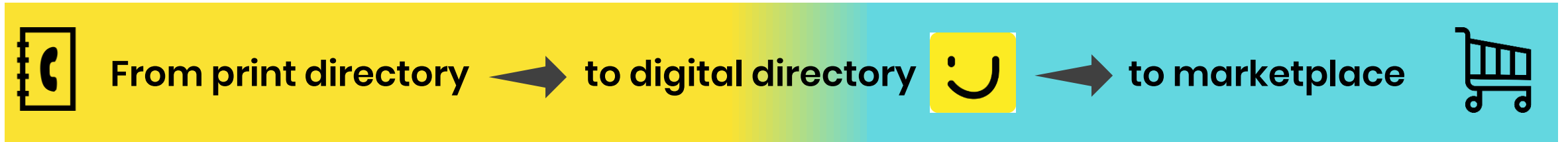


## National champion alter-GAFAM

<sup>1</sup> Source : study LinkQ Labels/Mentions, Kantar Worldpanel, 2017

P.12 <sup>2</sup> Source : study « The French, local consumption and digital industry: perceptions and usages », Mescoursespourlaplanete.com partnering with SoLocal, 2017

# We need to complete the digital transformation



Key facts

**Strategy**



# Key pillars of our strategy



**Develop  
transactional &  
relational usage**



**Improve  
relevancy of our  
search engine**



**Offer  
contextual  
experience**



**Leverage our  
assets**





# Launched new, « Connect » product range in July 2020 to support this strategy



			Accès	Essentiel	Premium
			0 €/month	From 29 €/month	From 49 €/month
	• ONLINE APPOINTEMENT		-	-	✓
	• QUOTATIONS		-	-	✓
	• CLICK & COLLECT Shopping		-	-	✓
	• CLICK & COLLECT Showcase		✓	✓	✓
	• INSTANT MESSAGING		✓	✓ FULL WEB	✓ FULL WEB
	• REVIEWS MANAGEMENT		✓ ONLY smile	✓ FULL WEB	✓ FULL WEB
	• INFORMATION & NEWS		✓ ONLY smile	✓ FULL WEB	✓ FULL WEB

2-minute video on Connect, by Pierre Danon

Password: solocal



# We have strong assets to grow against vertical competitors

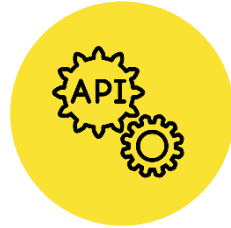


## Technology

Build horizontal technological platforms: eg. ClicRDV

Customize for a Vertical: health

Easily iterate for the next one: beauty



## Architecture

Open architecture and API to leverage external developers

Capacity to easily connect external high value services seamlessly:

- Smooch for messaging
- POS software



## Consumer demand

Leverage historically large audience for every given vertical: 1M monthly visits on beauty, up to 7M for health



## Go-to-market capabilities

Sales force

Onboarding

Customer support

100% national territory coverage



## Multi vertical

Ability to ensure all dimensions of local city life

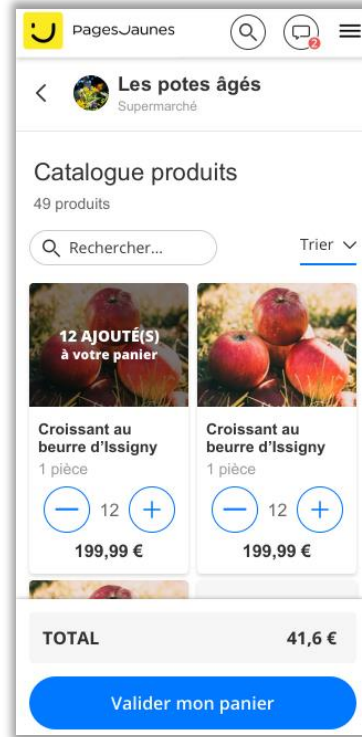


# Take-off 2020 : 3 new services launched on top of Booking, all showing encouraging greeting by professionals

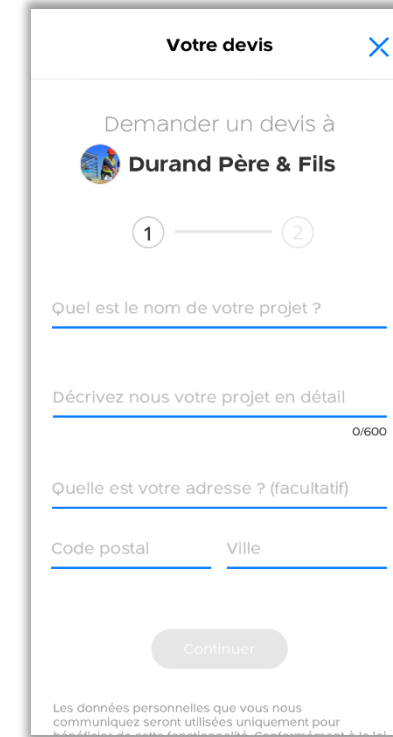
## Instant Messaging



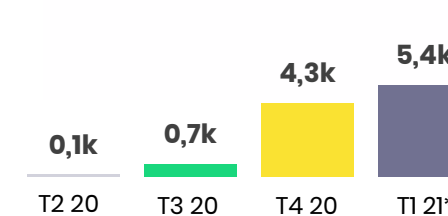
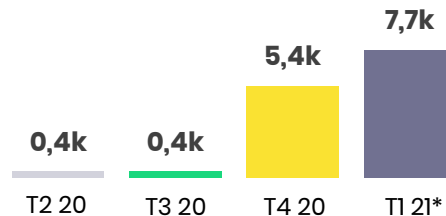
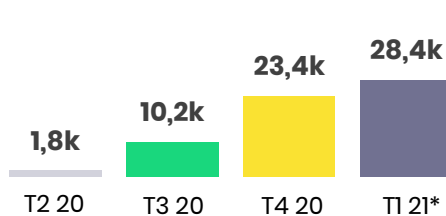
## Click & Collect



## Quote



#pros having activated the service



# Marketplace benefits



**USERS** : Easy access to local professionals, bypassing GAFAM's marketplaces hegemony, as well as time saved on their day-to-day local shopping



**PROFESIONNAL** : Direct access to the consumer, leveraging hybrid approach for the business both online and offline



**SOLOCAL** : New growth areas for the monetization of PagesJaunes media



# Small businesses at the heart!



**Professionals keep control of their digital transition with a tailor-made approach.**



Thanks to the appointment setting, click & collect, online presence, **they manage according to their needs and their customers.**



Digital is not their job. But **digital should allow them to do better for their clients.** Simplicity and agility are essential for our clients.



**The "French click" reassures professionals** ... They remain **in control**, have contacts in France and aspire to true loyalty.



**All small businesses access to the digital arsenal** of the biggest companies.



For consumers, this is **an additional guarantee of security and flexibility**



**On average over the year 2020, the marketplaces grew by 27%, twice as fast as in 2019. An increase driven by the small and medium businesses.**

# PagesJaunes strategy



**Develop  
transactional &  
relational usage**



**Improve  
relevancy of our  
search engine**



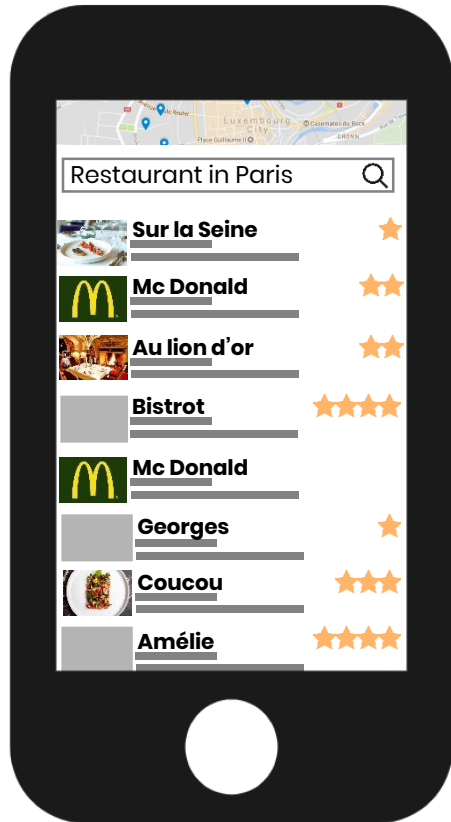
**Offer  
contextual  
experience**



**Leverage our  
assets**



# Up to 2019, random ranking, advertisers first



- \* (red)
- \* (red)
- \* (red)
- \* (red)
- \* (red)
- \* (green)
- \* (green)
- \* (green)

Advertisers

Other pros



Advertisers : random ranking

Then other pros : random ranking



## Challenges :

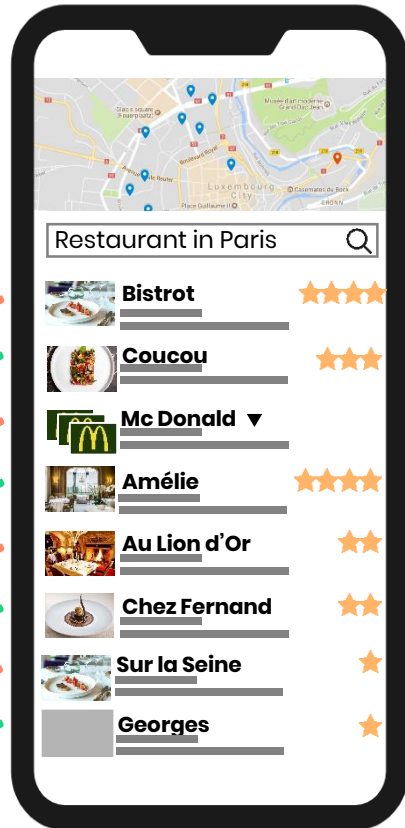
Professionals that actually well match a user's query may never be surfaced on top of the list

Advertisers can "spam" the results list

Capping of advertising opportunity



# Starting 2020 : smart ranking, to improve both search experience and advertising revenues



Advertisers

Other pros

## Quality scoring based on:

- Click rate
- Review score
- Content
- Booking/Transaction features
- Proximity



## Public information



Advertisers get additional points

## Overall ranking merging

Advertisers and other pros



Smart ranking already deployed on results lists without advertisers: generated +5% additional clicks

## Benefits :

Professionals that actually perfectly match a user's query can show-up on top of the list even though they don't advertise

Moving to a performance-based advertising brings more control on both relevancy and monetization

Capex €

2019	2020	2021	Total
550k	1.5M	1.4M	<b>3.5M</b>



# Continue the investment in content in order to maintain our leadership

## Content database of 4.7 M professionals



**65 people** dedicated to content update



**4.2 M€** spent on content update



### Leveraging free data :

- +30 aggregated sources (open data & partnerships)
- +500 networks & +200K small business websites crawled



### IA strategy :

- Automatic moderation of UGC & AGC
- Auto-generated text (+90K business descriptions generated)

## Allowed strong partnerships



amazon alexa

YAHOO!



*On top of Users contributions and Professionals enriching their content*

# PagesJaunes strategy



**Develop  
transactional &  
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**Improve  
relevancy of our  
search engine**

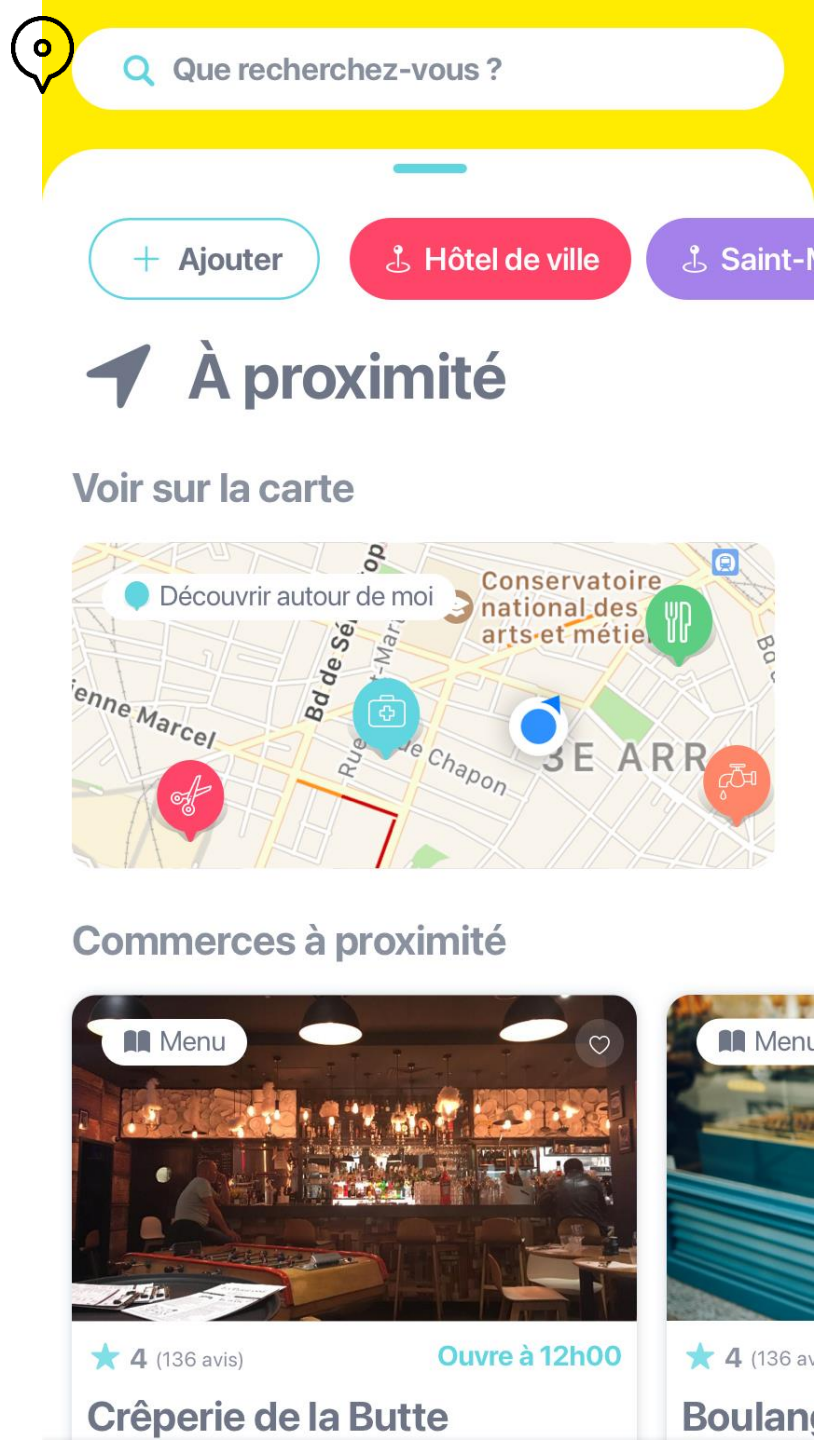


**Offer  
contextual  
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**Leverage our  
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# Deliver a new local and personalized user experience, especially on the mobile App !

New app coming in July 2021, already in beta test

## Pull to Push

Get suggestion of content: promotions, best-rated, available tables...

## Personalization

Favorite locations, professionals, activities...

Personalized mobile pushes based on user actions & XY data (1.1M user optin)

## Local

Nearby professionals

Discover neighborhoods

Capex €

2019	2020	2021	Total
550k	1.9M	1.6M	<b>4M</b>



**Spark Daily**

Rue au Maire, 75003 Paris

Les myrtilles de saison sont arrivées venez les dégustez !



**% -50%**



**LE MARCHÉ**

Rue au Maire, 75003 Paris

★ 5/5

Ce restaurant est fantastique, la cuisine est délicieuse et les prix sont abordables !



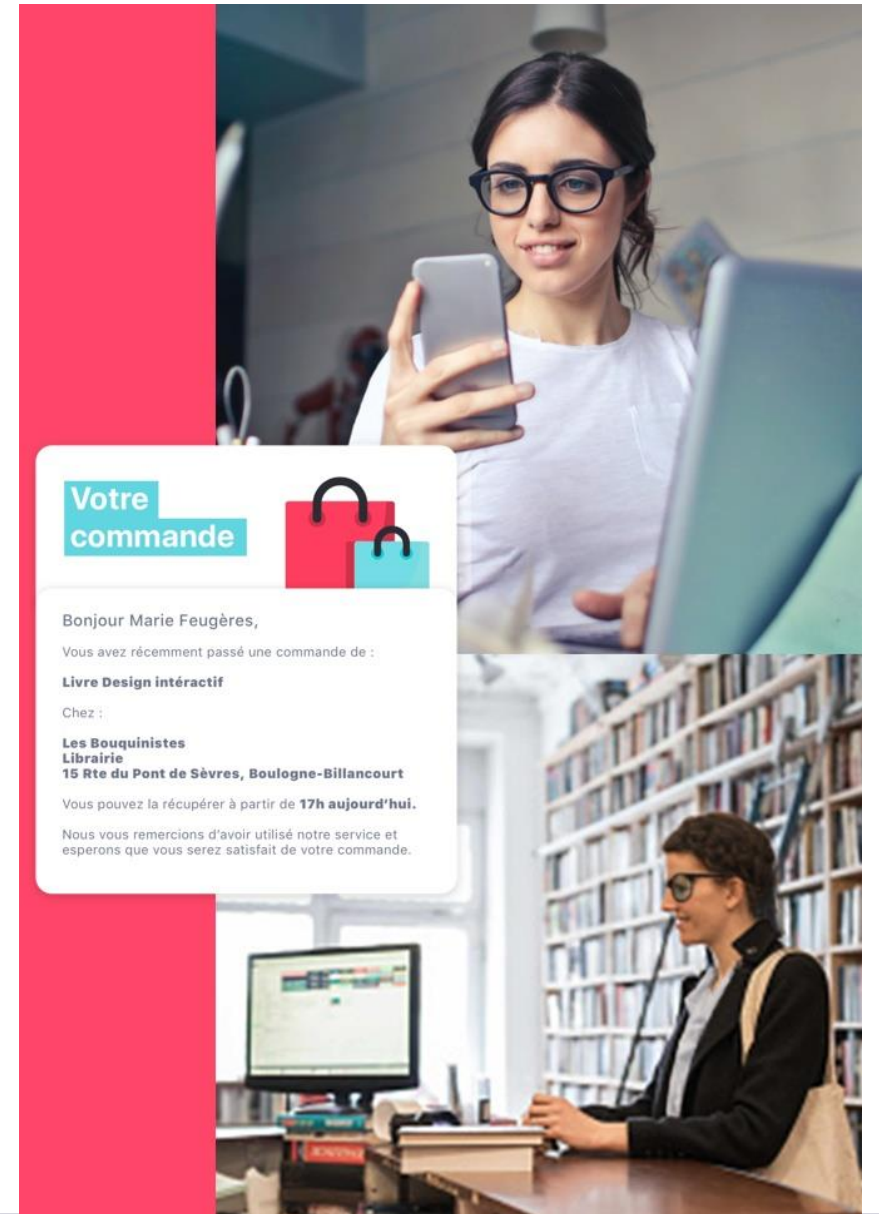
PagesJaunes

A l'instant

**Déjà 3 mois depuis votre dernier RDV !**  
 Besoin de rafraichir votre balayage ? Cynthia est disponible au même créneau que la dernière fois ! On y va ? :)

Plus tard

**Je prends rendez-vous**



**Votre commande**



Bonjour Marie Feugères,

Vous avez récemment passé une commande de :

**Livre Design interactif**

Chez :

**Les Bouquinistes**  
**Librairie**  
**15 Rte du Pont de Sèvres, Boulogne-Billancourt**

Vous pouvez la récupérer à partir de **17h aujourd'hui**.

Nous vous remercions d'avoir utilisé notre service et espérons que vous serez satisfait de votre commande.

# PagesJaunes strategy



**Develop  
transactional &  
relational usage**



**Improve  
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# PagesJaunes is even faster and more reliable



## Fast-response site

Automation of 40k tests on PagesJaunes

 From 3 releases per month to 7 releases per day



## Real-time content updates


Content changes are immediately published on PagesJaunes

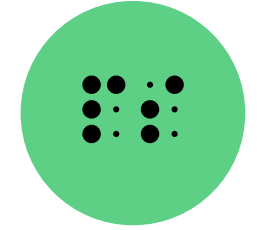


## Reliable platform

Move servers to the Cloud

Service availability over 99,95% last year

 Sustained a pick of 400k queries within an hour !



## Accessibility

Apply the latest guidelines for accessibility

Already 75% compliant



**RGPD compliant**

Capex €

2019	2020	2021	Total
2M	1,7M	600k	<b>4.3M</b>



# PagesJaunes is simple to use for the professional

A dedicated application

## Manage visibility on PagesJaunes

**Informations**

**Reviews**

Mes avis (6)    Mes demandes d'avis

Romain Woillet  
8 sept. 2020    ★★★★★

Rapide, simple et efficace

Le Bronier

REPONDE    PARTAGER

**Posts**

Créez votre actualité

**Promotions**

Créez votre actualité

## Full web



## Activate and manage transactional services

**Chat**

Sarah M. 19:00

Bonjour,  
Avez vous des soins du visage labélisés bio ?

**Agenda**

- Soin Massage du visage
- Conseillère beauté Johanna

3 Date et horaire

**Click & Collect**

QUE SOUHAITEZ-VOUS COMMANDER ?

Exemple : Un bracelet argent collection Tara

**Quote**

NOM  ✓

E-MAIL  ✓

TÉLÉPHONE  ✓

## Digital self-care

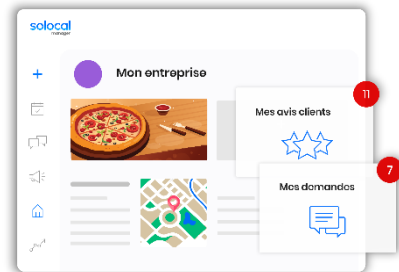
A single user login

Invoices

Solocal contact Live chat

Chatbot


FAQ





# PagesJaunes is more affordable than its competitors

## Market overview

Competition <i>(illustrative)</i>	Business Model	Pricing
	Licence fee	129€ / month + teleconsultation (79€ / month)
	Licence fee	From 59€ / month
 a TripAdvisor company	Commission	2€ / person / booking
	Commission	Avg. 17% / booking
 GROUPE EDF	Commission	30% / project
	Licence fee + commission	39€ / month + min. 15% commission

## PagesJaunes

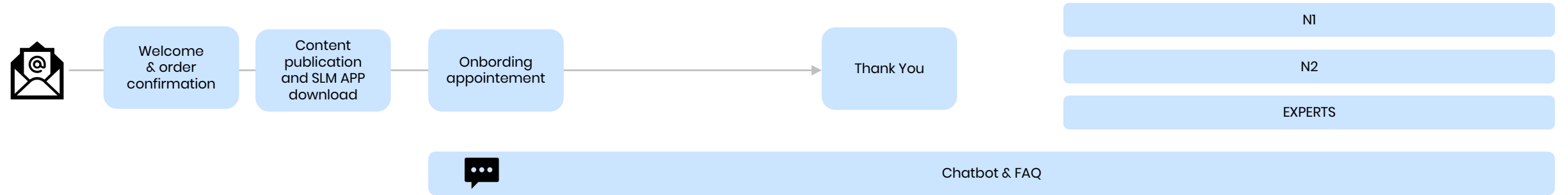
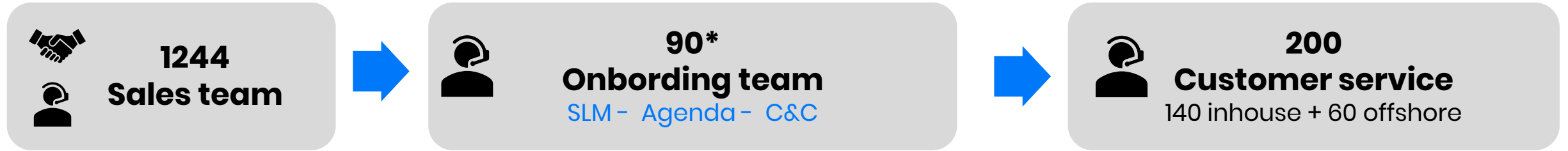
### Business Model

### Pricing

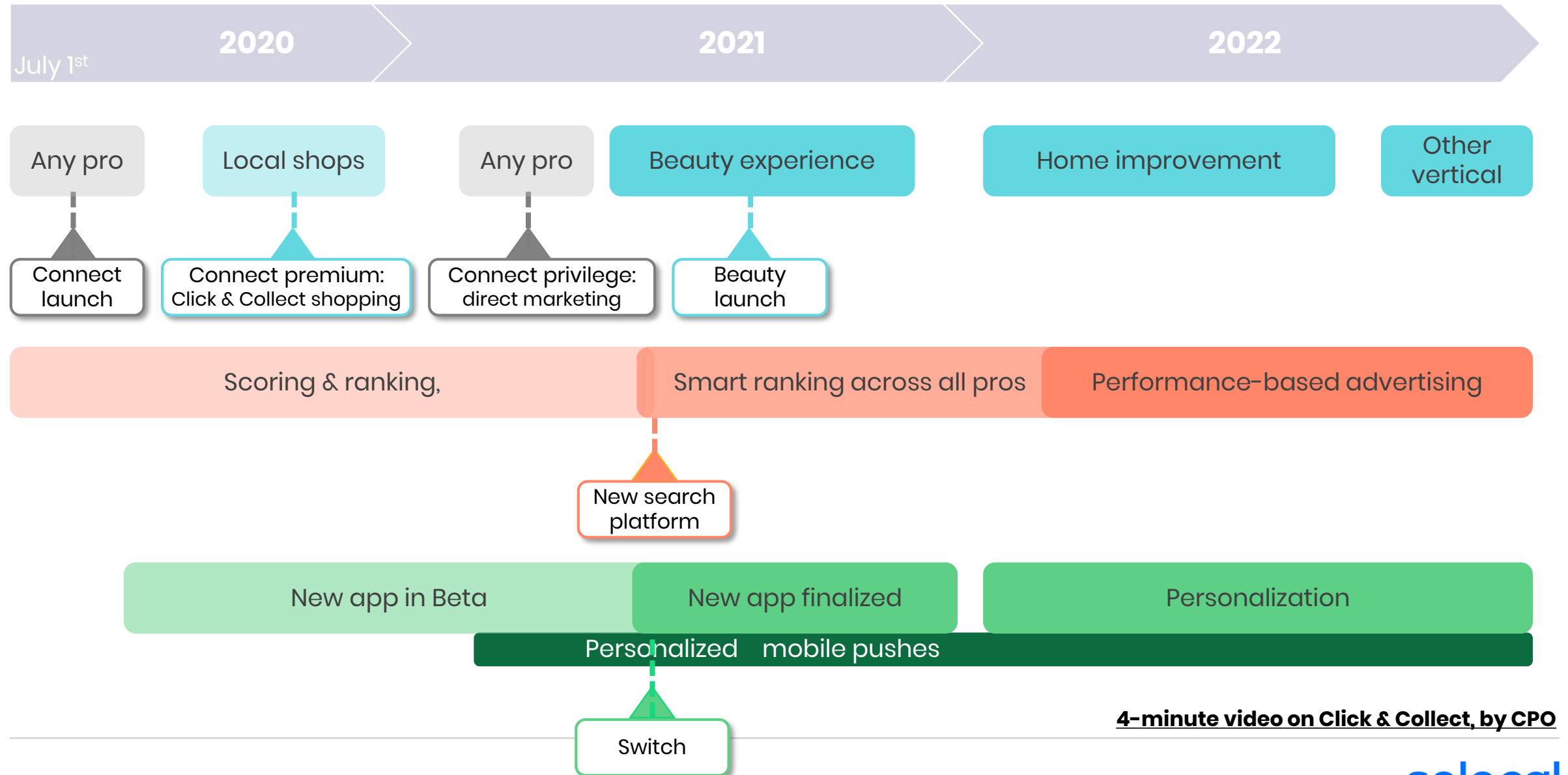
**Fixed license fee  
from 49€ / month  
for transactional  
features**



# PagesJaunes offers a very good level of support to the time-constrained and unskilled professional



# PagesJaunes transformation is a journey 2021-2023



[4-minute video on Click & Collect, by CPO](#)



# Key performance indicators to follow

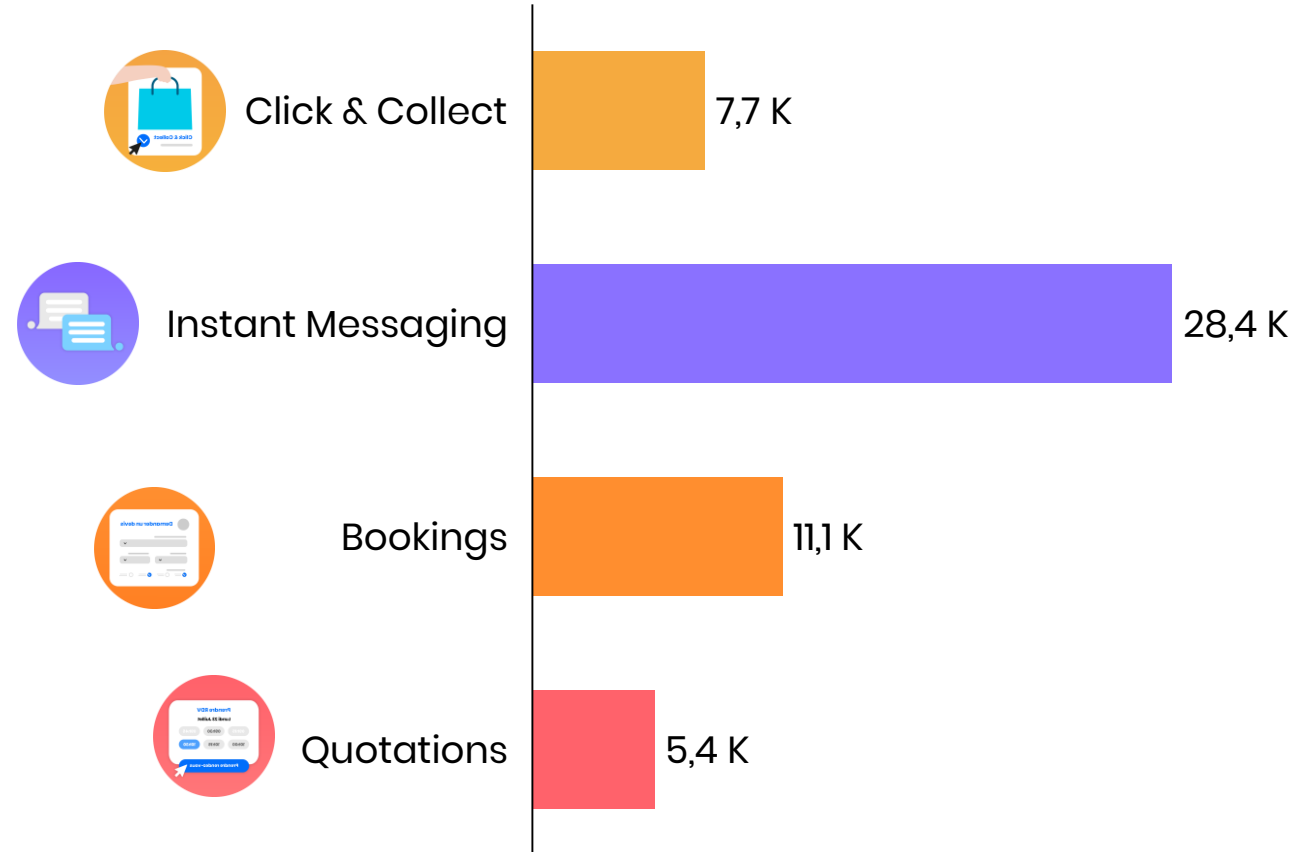
## PagesJaunes

- Visits : 54,2 M (jan.)
- Search click rate : 44,9% (jan.)
- Leads : 33,8 M
- Transactions : 365k (jan.)

## Solocal Manager

- Active user : 380k (dec.)
- Clients equipment rate : 68%
- Usage: 60% of Connect premium connected over the last month (jan.)

## Professionals having activated the service \*



# Ambition



Stability of Contacts



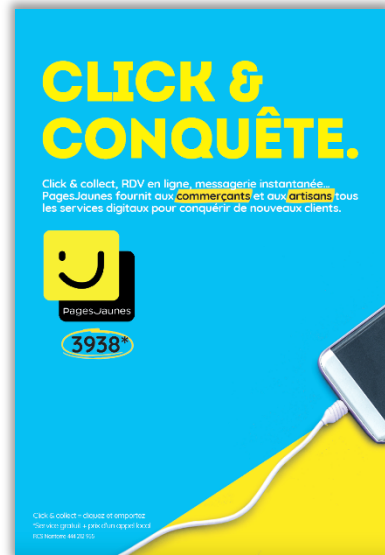
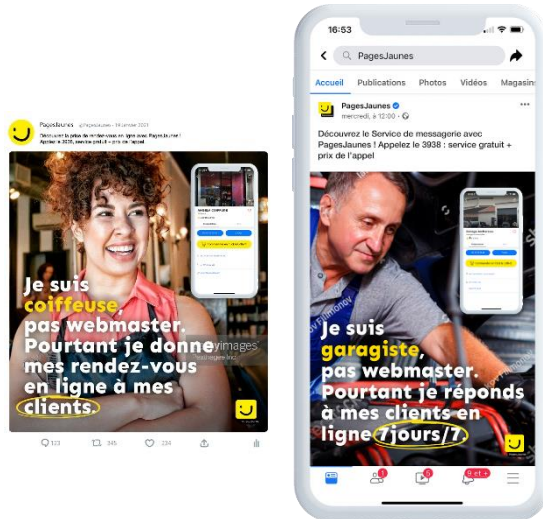
Underpin Booster budget growth



Expand Connect customer base

# We have now already started to communicate !

## # Local Advertising



## # Stickers & flyers



## # Direct marketing

solocal

**TOUJOURS À VOS CÔTÉS**

Allons plus loin...  
Avec une nouvelle fonctionnalité toujours GRATUITE !

Avec Click & Collect, continuez à vendre et gérez le flux en boutique grâce aux services PagesJaunes.  
**GRATUIT JUSQU'AU 28/02/2021 !**

Click & Collect Vitrine	Click & Collect Shopping
<p><b>GRATUIT jusqu'au 28/02/2021</b></p> <p><b>Vos produits en ligne</b></p> <p>Partagez votre catalogue produits sur PagesJaunes.</p> <p>Vos clients peuvent vous passer commande depuis le site.</p> <p>Vous êtes averti par email instantanément.</p> <p><b>Ajouter mon catalogue (PDF)</b></p> <p><small>RDV dans "Click &amp; Collect" dans le menu à gauche</small></p>	<p><b>Vos ventes en ligne</b></p> <p>Détaillez vos fiches produits : photos, descriptif, prix, quantité.</p> <p>Vos clients peuvent réserver leur panier en ligne.</p> <p>Vous sécurisez vos ventes grâce à la réservation en ligne.</p> <p><b>Créer mon catalogue avancé</b></p> <p><small>En savoir plus sur l'offre Connect Premium</small></p>

**VOTRE KIT DE COMMUNICATION VOUS ATTEND !**

Présentez vos services sur vos vitrines et vos réseaux sociaux !

[Voir les visuels](#)

**Commerçants, pendant les fêtes, on sait que vous avez davantage besoin de preuves d'amour que de mots d'amour :**

**Click&Collect offert**  
**Prise de Rendez-vous offerte**

Rendez-vous sur [pagesjaunes.fr](https://pagesjaunes.fr)

Sans engagement, offerts jusqu'au 28 février 2021



## # Social networks



**2-minute video on Priority Ranking, by Pierre Danon**  
Password: solocal

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## Stratégie PagesJaunes

## Questions & réponses

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solocal