



Schibsted

Empowering people in their daily lives

Rethinking things since 1839

What began as a small publishing company in 1839 is now a Nordic family of digital consumer brands. A lot has changed over the years, but our passion for driving change remains.

Nordic Marketplaces

Each and every day, we help millions of people buy, sell, hire and get hired. Our mission is to create perfect matches through our trusted marketplaces and innovative solutions.

News Media

In today's world, the need for great journalism is more urgent than ever. Schibsted owns the leading newspapers in Norway - Aftenposten and VG and in Sweden - Aftonbladet, Svenska Dagbladet and Omni.

Next

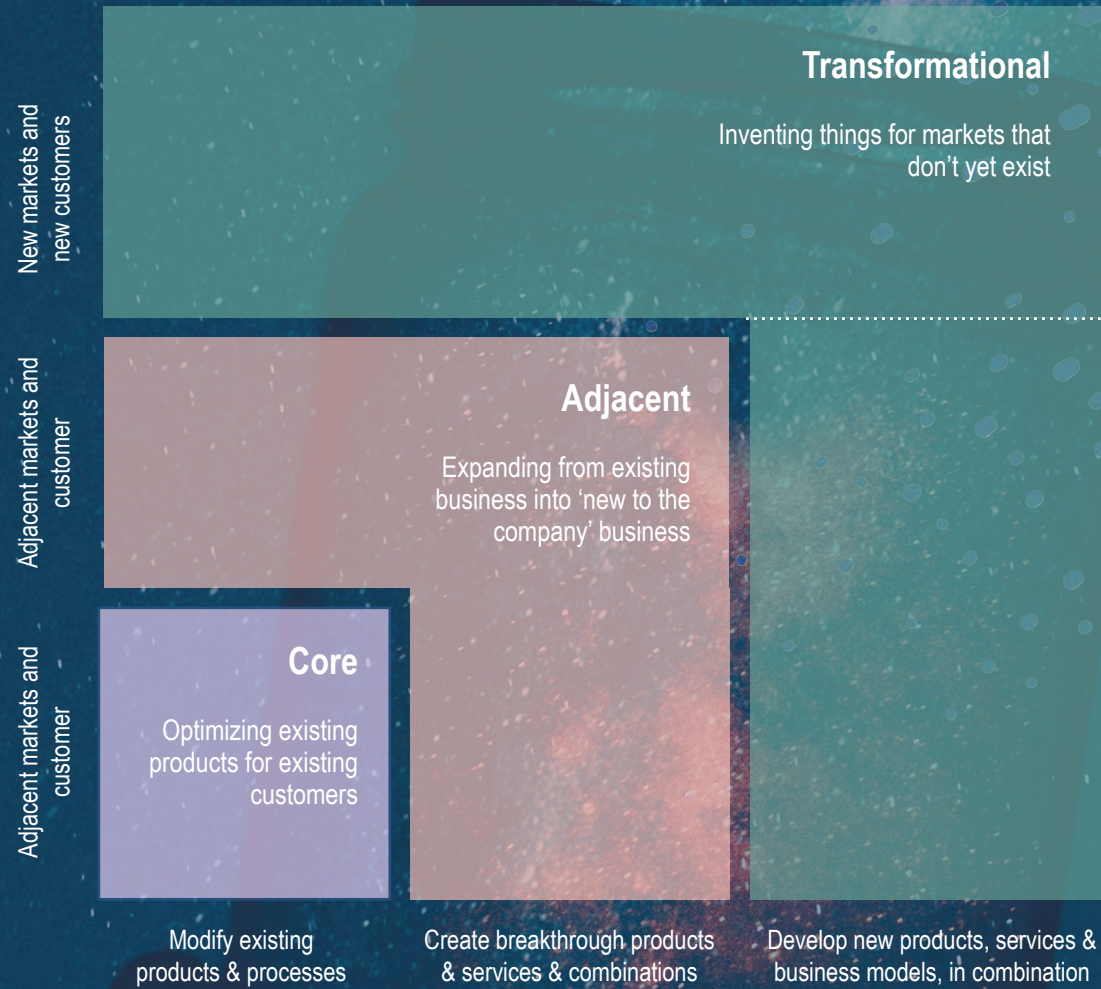
We drive growth and create value for customers and users. Our three areas will secure that innovation prevails as part of Schibsted's DNA: Venture, Financial Services and Distribution.

Innovation in Schibsted



Schibsted

Market addressed



Innovation separately from the existing product

Innovation close to the existing product

Increasing Degrees and Dimensions of Innovation

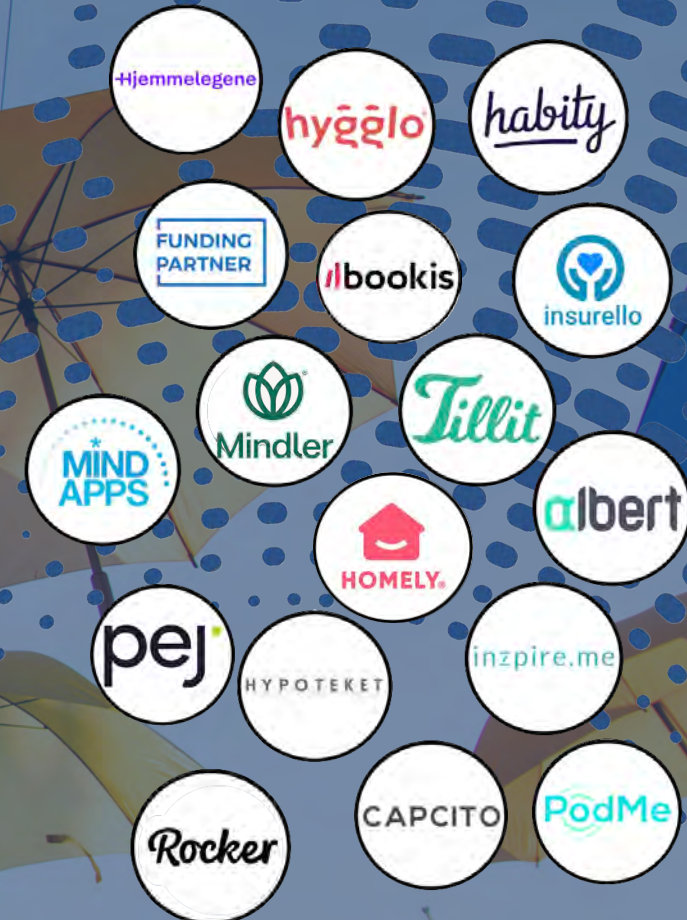
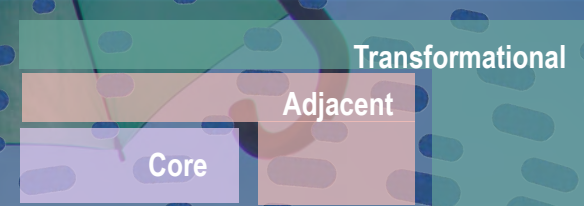
Innovation - through ventures

History of successful venture investments

Well functioning process

Combination of funding and marketing

Not necessarily media only - can create value with the help of media



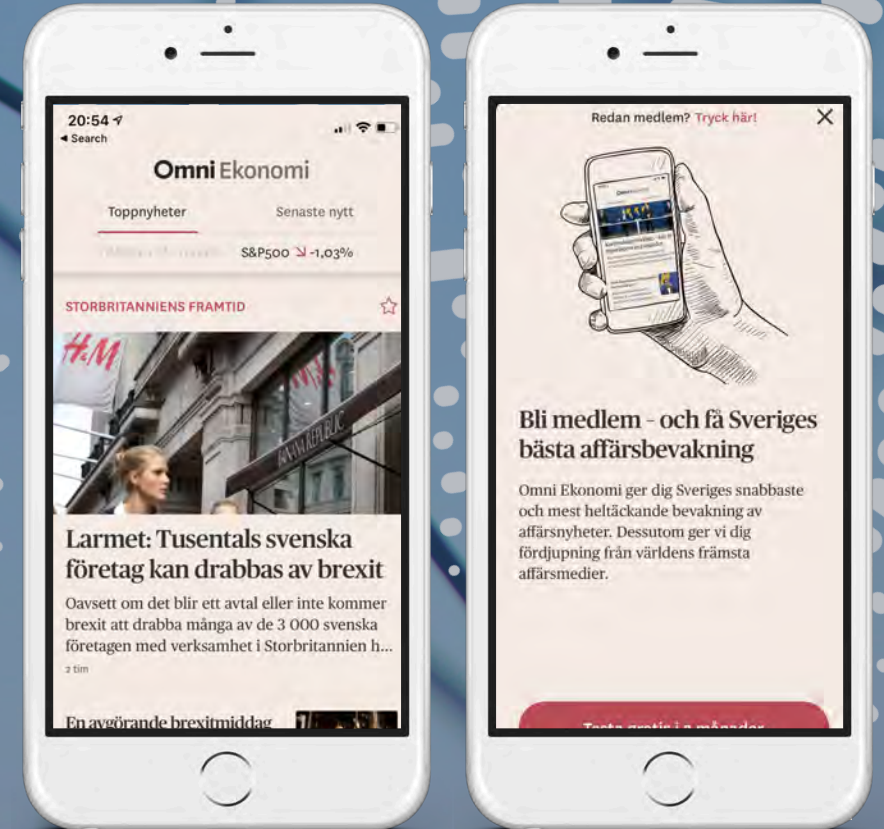
Innovation - for survival

Ever changing market - this year exceptional

User driven innovation

Co-operation cross departments to create the best end product

Take a leap of faith



Omni Ekonomi

Schibsted

Innovation - through existing assets

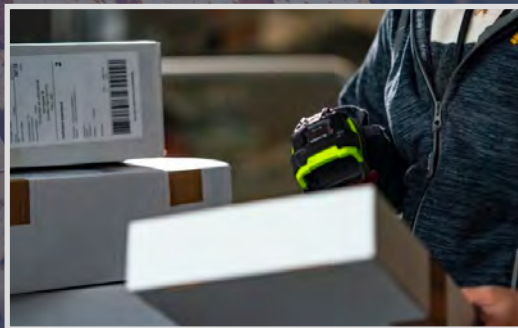
Review your existing assets

Seize new opportunities

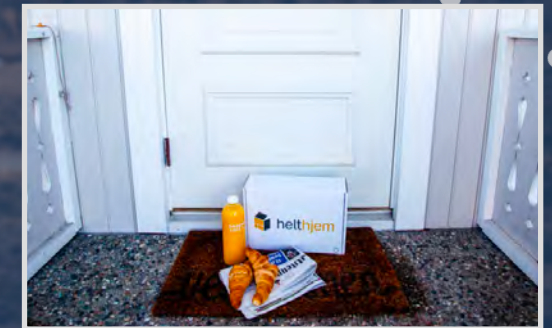
Do things differently



1767 - First delivery



2005 - First package sent



2019 - 5 million sent



Innovation - intrapreneurship

We have talent capable of coming up with exciting business concept

We have internal expertise that can help these business concepts reach success

Offering intrapreneurs the opportunity to realize their dreams within Schibsted, can help us attract and retain talent



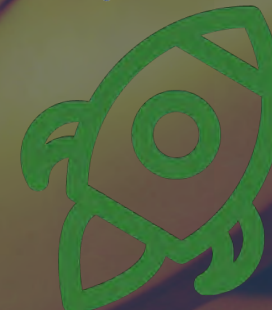
1 | Inform & recruit



2 | Source & prepare



3 | Nurture & develop



4 | Venture & invest

Innovation - lessons learned

Innovation within existing brands has a high risk of becoming features

Ideas need great people and processes to become businesses

Transformational innovation needs time, governance and isolation from mature businesses

Innovation need to happen!



Thank you

Schibsted