



THE FUTURE IS NOW



SCHIBSTED'S RESPONSE TO DISRUPTION AND CHANGE



SCHIBSTED
MEDIA GROUP

FRODE EILERTSEN
EVP Strategy and Digital Transformation



Digital subscription
Next Gen App Payment Strategy
SPiD DIGITAL Value Big Data Development
Ecosystem Conversion Users Customers Team
Mobile Data analytics TRANSFORMATION
New solutions Challenges DATA Glocal
People Real Estate Moving pictures
Success! DISRUPTION



Smart Devices

Next Generation Media

Identified Web

Next Billion Consumers

The Sharing Economy

Cloud and APIs

IMPORTANT TRENDS

Advanced Data Analytics

Digital Payment

Democratization of Entrepreneurship
www.schibstedfuturereport.com

Digital Native Generation

The Internet of Things

Small and Medium Business

E-Commerce

End-to-End



**REALITY
CHECK
AHEAD**

TONIGHTS MATCH!



SCHIBSTED
MEDIA GROUP

vs.

facebook

Google

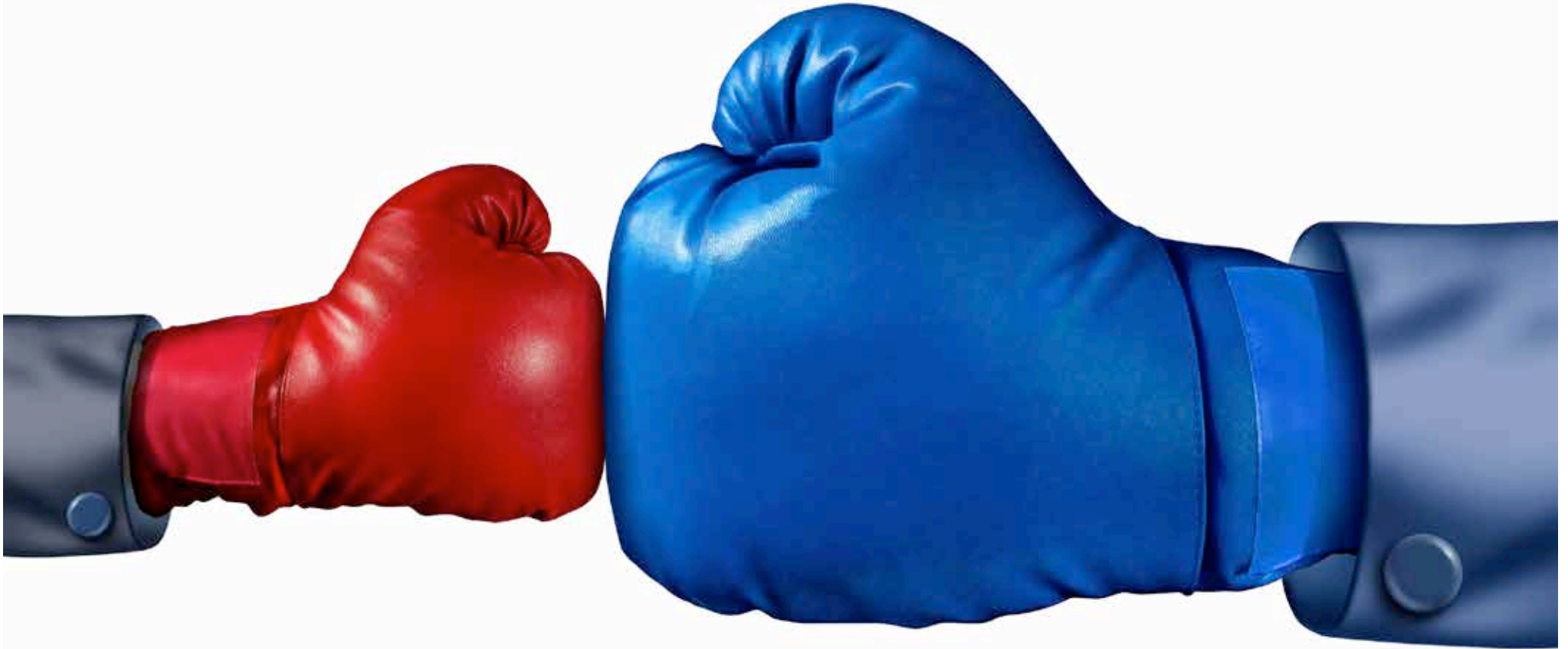

NASPERS

LinkedIn

BuzzFeed
 wallpop

..and more!

PREDATOR > PREY > PREDATOR...



The background is a dark blue gradient with several overlapping, semi-transparent, light blue and white swirling lines that create a sense of motion and depth. The lines are curved and layered, giving the impression of a dynamic, fluid environment.

CHANGE IS THE NEW CONSTANT

**THESE TRENDS COMBINED
SPEAK OF PROFOUND SHIFTS**

**PARADIGM
SHIFT**



- Everything is online AND available anytime, anywhere
- DATA-turned-to-insights are used for REAL-TIME decisions AND ACTIONS
- Platforms where users contribute is a good answer to competition and innovation

WE ARE ENTERING A NEW PHASE OF THE INTERNET!

1993

On the Internet, nobody knows you're a dog.



"On the Internet, nobody knows you're a dog."

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2013

On the Internet, everybody knows you're a dog.



CHANGING PRODUCTS AND BUSINESS MODELS

CONVENIENCE

From Liquidity to Quality

TRUST

From Brand to Social



SCHIBSTED AT A GLANCE



- 5 continents – 44 countries
- 200M unique users/month
- 20 billion page views/month



100+ STRONG, LOCAL BRANDS



NEW GAME: GLOCAL

LOGGED IN
IDENTITY

ADVANCED
ANALYTICS

TECH
PLATFORMS



Local news
National news
Marketplaces
Smart services
eCommerce
Personal finance
Price comparison



SPD

FREQUENCY & REACH

IDENTITY DATA

GLOBAL SCALE

LOCAL SCALE

NATIONAL LOGGED-IN ECOSYSTEMS



...AND WE WILL BUILD A NEW FOUNDATION



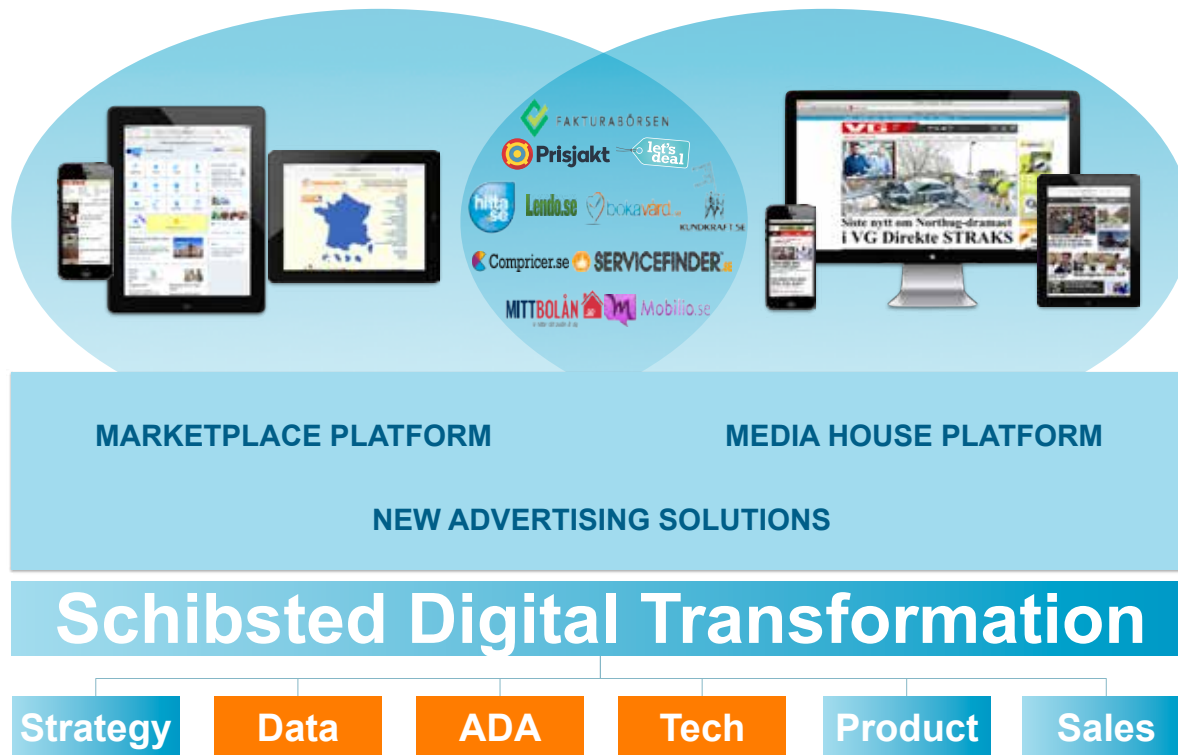
Schibsted Digital Transformation



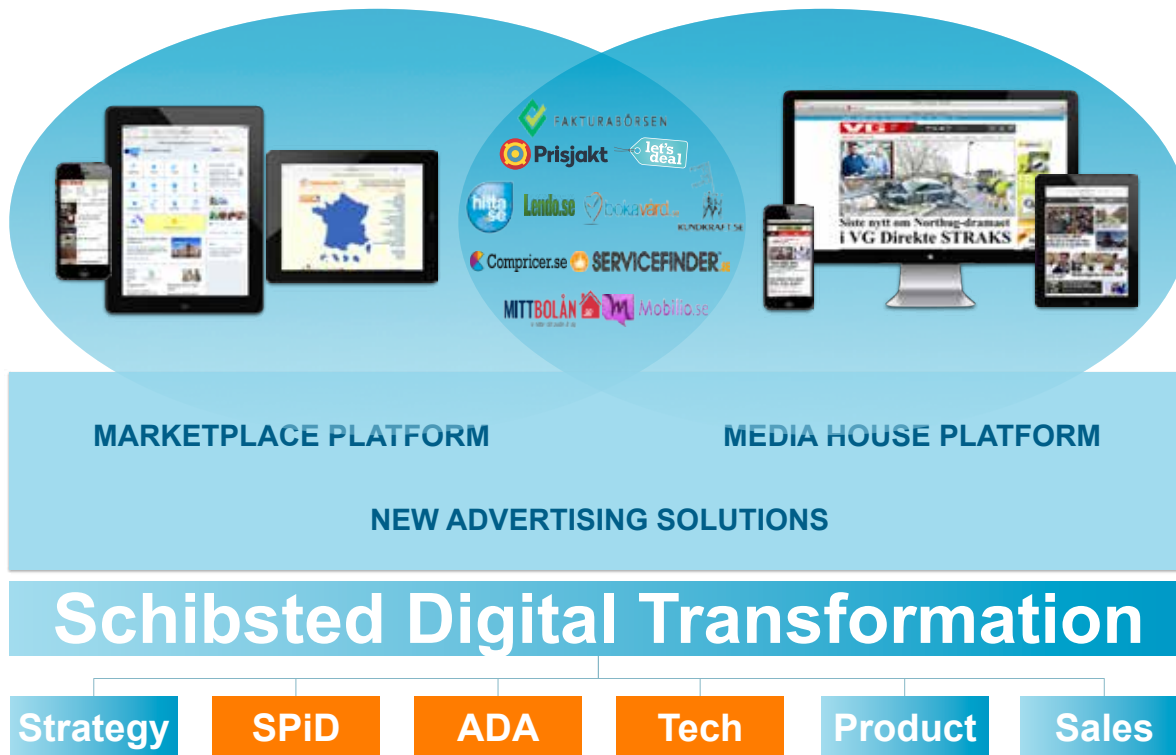
...AND WE WILL BUILD A NEW FOUNDATION




...AND WE WILL BUILD A NEW FOUNDATION: DATA



... AND WE WILL BUILD A NEW FOUNDATION: ADA



B2C sales & advertising \$\$

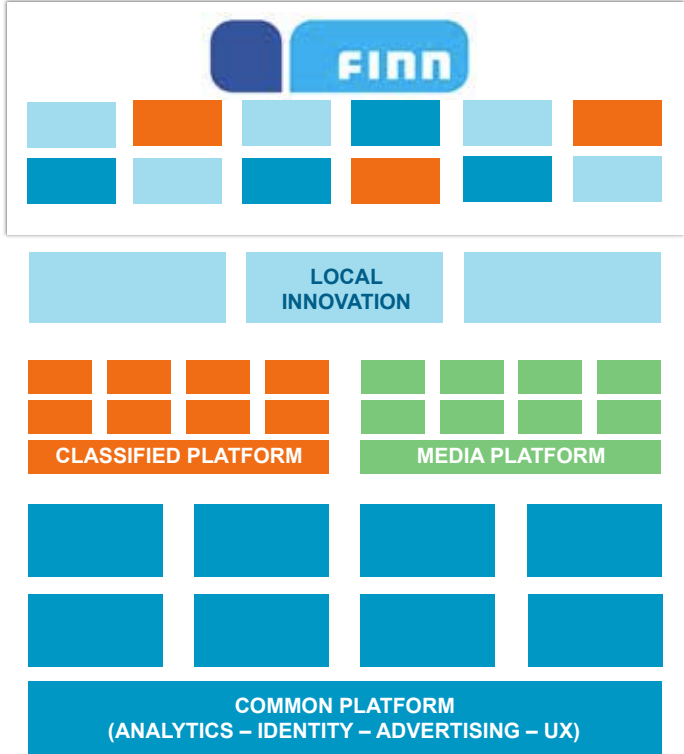
Personalized user services 



Targeted advertising 



NEW FOUNDATION: COMMON TECH PLATFORM





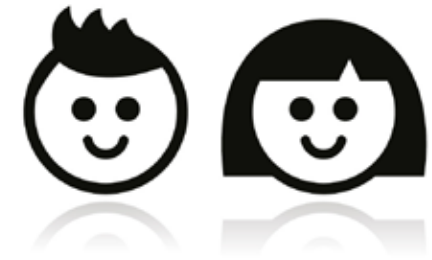
IDENTIFIED WEB = **USER FOCUSED** = GOOD BUSINESS



DEEP USER KNOWLEDGE
AND FOCUS



FAST & ITERATIVE
BUSINESS INNOVATION



GREAT PRODUCTS
& LOYAL USERS

WHY? WHAT WILL THIS RESULT IN?

1. Greater user products and services
2. Unique advertising offerings
3. Increased Growth innovation



BUILDING WORLD-CLASS DIGITAL MEDIA HOUSES

BUILDING WORLD-CLASS DIGITAL MEDIAHOUSES



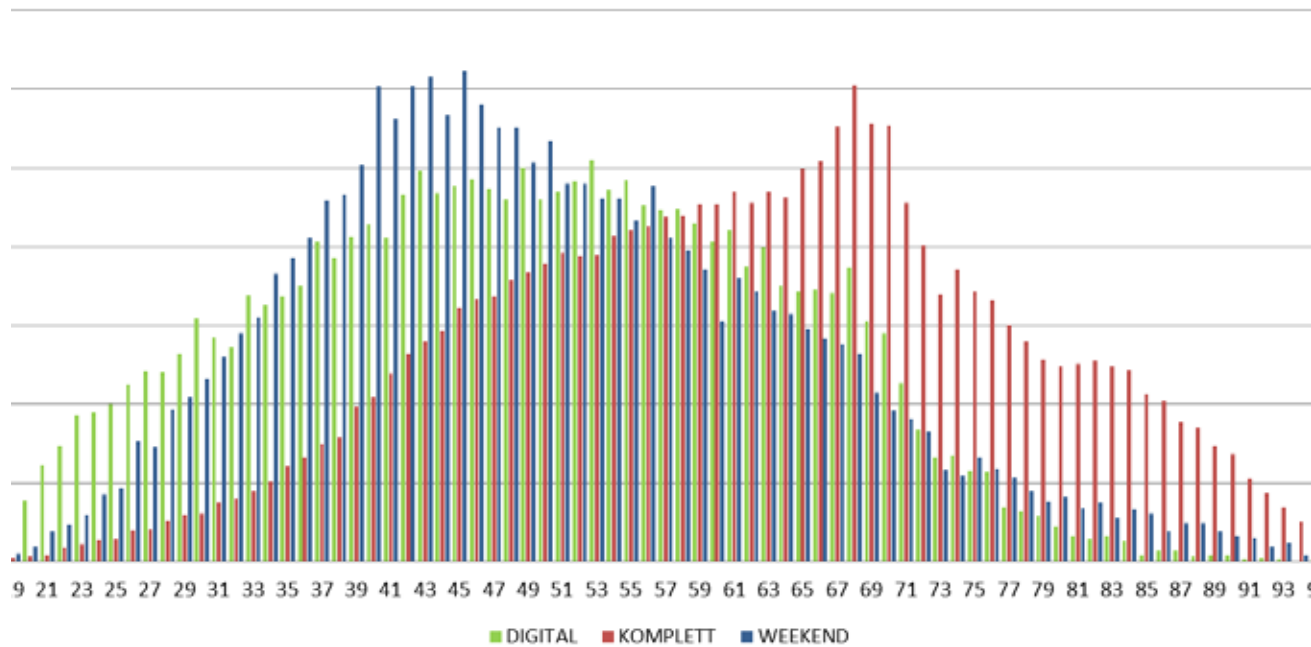
vs.



- **Rapid transformation** – working digitally and data-driven with product, sales and marketing
- **Increasing number of subscribers** – subscription revenues are higher than ever
- **VERY active logged-in users**
- **Leading** the creation of the media of tomorrow

ATTRACTING A NEW GENERATION OF SUBSCRIBERS

Age distribution of subscribers, per product



Aftenposten





DATA-DRIVEN ADVERTISING

FROM AN ALREADY GOOD ADVERTISING OFFER...



...TO COVERING THE ENTIRE CUSTOMER CYCLE



BROAD REACH



TARGETED REACH



CONVERSION



**CROSS-SELL
"LOOK-ALIKE"**



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