The continuous transformation of a publishing house
A small printing company founded by an orphan

Who pivoted to publishing

And developed Norway's two premier newspapers
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And developed Norway's two premier newspapers. Used their cashflow to expand outside of Norway after nearly 160 years. Became a global leader in online classifieds and are now de-merging its international marketplaces in a separate company.
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A history of innovation, disruption and growth

Schibsted is the innovation-driven, consumer-centric media company which entered the emerging online classified space 15+ years ago, well before competitors, and established itself to become the global market leader.
Nordic digital growth company

Reaching 79 and 82 percent of the population in Norway and Sweden respectively weekly\(^1\) across news, marketplaces and consumer services

The third major player in digital advertising\(^2\)

Leveraging data across all sites to create supreme customer offerings

High ambitions to incubate and develop new digital successes - Lendo is next in line

Maximizing value and growth through close interaction between Finn/Blocket, personal finance-assets like Lendo, and the publishing activities

Strong financials

Source: 1) Norway: Forbruker & Media 18/1. Includes Adresseavisen, owned through Schibsted's associated company Polaris media. Sweden: SIFO (Kantar) Orvesto.
2) In addition to Google and Facebook. Note: Selected examples of brands in each cluster
OUR UNIQUE VALUE PROPOSITIONS IN THE NORDICS

The #1 place to go to buy and sell
A brand-proof platform for advertisers
Leading provider of independent journalism
Helping consumers make informed decisions
Three decades of supporting the Nordic startup scene
Develops the **news products** of tomorrow.

Controls and operates the 3rd alternative **ad platform**.

Is a leader in **digital user payment**.

Grows new **adjacent businesses** - based on strong reach, traffic and data.

Provides innovative **publishing tools and platform**.

Accepted as a **leading voice** in the industry.
<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
<th>Internet penetration</th>
<th>Pay for online news</th>
<th>Source of news</th>
<th>Device for news</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>7.4m</td>
<td>87%</td>
<td>20%</td>
<td>83%</td>
<td>72%</td>
</tr>
<tr>
<td>Norway</td>
<td>5.5m</td>
<td>99%</td>
<td>30%</td>
<td>87%</td>
<td>70%</td>
</tr>
<tr>
<td>Sweden</td>
<td>10m</td>
<td>93%</td>
<td>26%</td>
<td>87%</td>
<td>74%</td>
</tr>
</tbody>
</table>

Source: Digital News Report 2018
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Mobile must be the starting point
Native app first-strategy
Very promising retention rates for Aftenposten’s new app

Average page views per active user - iOS native app vs other mobile

Generated by Amplitude at October 10, 2018, 6:56 pm CEST
Log-in ratio is significantly higher than on other platforms

% logged-in frontpage

Event Segmentation | Daily, Last 30 Days | AP new

Generated by Amplitude at October 10, 2018, 7:31 pm CEST
Afrika-garderobe

Hakket for seig

Tok opp jakten på tyven - slatt i hodet med jernstang

United i Norge for å sikre seg Isak (14)

Strålte i kongelig luksusfavoritt

Hasteoppdateres for å fikse feil

Stjernen er en sutekopp!

Norges eneste reelle fotballstjerner

20 år med Oslo Lufthavn

20 år med Oslo Lufthavn

Piller, død og bjørnørnap: «Gold Rush»-skandalene

Putin: Ikke straff ham for hardt
A seamless live experience
The dam failure at Munkebotsvannet was covered live by Bergens Tidende. There was also a second live-coverage of the consequences for traffic.

It is amongst our best conversion and traffic drivers across our publishers.

Being #1 on breaking news is key for primary news destinations.
A simultaneous live video, news and Q&A for mobile
Users come to us for live updates on breaking news and follow events as they unfold.

**Live news**
Giving readers a dynamic content experience for up to the minute news, views and opinions.

**Live sports**
Real time sports coverage.

**Live events**
Tailored experiences for events. Should not necessarily need to create many labor-intensive, one-off templates and workflows.

**Live conversations**
Allow readers to engage in real time.
The product adapts to the individual user’s needs
ONE SIZE DOES NOT FIT ALL
The content that is consumed is only the tip of the iceberg

Problem
Drowned in the noise of things the user doesn’t care about

Missed because it was presented to the user at the wrong time or context
During a normal Aftenposten week…

Frode represents 60% of our readers

1-2 Visits
15-40 Headlines
1 Article

Anna represents 10% of our readers

15-20 Visits
250 Headlines
6 Article
Curation for the average user doesn’t work

Hmm.. This is the fourth time I see this!
Curation for the average user doesn’t work

I don’t care about fish cakes! What’s happening in Syria?
Curate

**Automated and personalized newsfeeds**

Curate creates newsfeeds by leveraging the total creative output of the newsroom production combined with algorithms based on personal interest, editorial priorities and business rules. This ensures a more relevant and engaging newsfeed than the regular one-size-fits-all feeds of the manual era.
Editorial prioritization

- Newsvalue
- Lifetime
- Various metadata
- Publish time

2. User preferences
   - Categories and topics
   - Reading history

3. Time of visit
   - Day of week
   - Time of day

4. Context
   - Type of page
   - Device

User
Editorial signals

News value, lifetime, tags, categories etc.

User preferences and behavior

Page views, reading time, recirculation etc.
US-China trade war: Trump gets his (USMCA) clause out in Asia

Nuclear weapons / Trump says US will withdraw from arms treaty with Russia

UK backs Trump: Britain blames Russia for treaty breakdown

Zero tolerance / Canadian deported despite having served for US military

Headlines

Sign Up: ‘Five Weeknight Dishes’ Sheet-pan chicken, pasta and more. A week of deliciousness awaits.

Trump Administration Eyes Defining Transgender Out of Existence

- The Trump administration is considering narrowly defining gender as a biological, not social, characteristic.
TIGHT SELECTION

VISUAL AND FOCUSED

INFORMAL. NO BS.
Slik herjet tyfonen

I helgen ble Hongkong truffet av vindkast på opp til 65 m/s. Det førte til store ødeleggelses. Se video 😊
FN ber om våpenhvilе

... men syriske styrker skal ifølge AP ha fortsatt å skyte raketter mot Øst-Ghouta etter at FN lørdag stemte for våpenhvilе.

HASEN MOHAMED / AFP

FN krever at våpnene legges ned i 30 dager slik at humanitære organisasjoner skal få levert medisiner og annen nødhjelp.

AMMAR SULEIMAN / AFP
Ny offensiv mot Ost-Ghouta dagen etter våpenhville ble tvunget til å avbryte.

**Toppbild:** Viser en drukket båt som kjører gjennom en vinterlandskap. Båten er vitenskapelig geografisk avbildet, og landskapet er gjenstander som er utforma av vann og snø.

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Øst-Ghouta er blant de siste opprørsbeskyttede områdene i Syria. Regjeringstyrkene har gjort området isolert fra omverdenen. Ingen nødhjelp slipper inn, heller ikke mat, vann og medisiner.

Borgerkrigen i Syria, en krig mellom landets innbyggere, startet med protester mot president Bashar al-Assads regime i 2011. Krigen har utviklet seg til en regional stormakskonflikt med utenlands innblanding.
PEOPLE LACK TIME
AS MUCH INFORMATION AS POSSIBLE IN THE FIRST VIEW
THE OPPOSITE OF CLICKBAIT
LARGE IMAGES, LESS TEXT
EXPLAIN OR REPLACE DIFFICULT WORDS

DON’T TAKE KNOWLEDGE FOR GRANTED

FILTER OUT INFORMATION NOT ESSENTIAL TO THE STORY
I den mørke havbunnen lusker en blodtørstig drapsmaskin. Du ser ingenting, men plutselig angriper den. Nå kan verdens farligste hai komme til Norge, hvis ikke den er her allerede.

FAKTA: HVITHAI
Millennials love Snapchat

- 72% REACH
  - 55.5M
  - United States
  - 13-17
  - 18-34
  - 35+

- 74% REACH
  - 10.7M
  - United Kingdom
  - 13-17
  - 18-34
  - 35+

- 79% REACH
  - 10.7M
  - France
  - 13-17
  - 18-34
  - 35+

- 98% REACH
  - 9.8M
  - Saudi Arabia
  - 13-17
  - 18-34
  - 35+

- 72% REACH
  - 4.0M
  - Australia
  - 13-17
  - 18-34
  - 35+

- 37% REACH
  - 5.8M
  - Germany
  - 13-17
  - 18-34
  - 35+

- 89% REACH
  - 1.1M
  - Norway
  - 13-17
  - 18-34
  - 35+

- 59% REACH
  - 4.6M
  - Canada
  - 13-17
  - 18-34
  - 35+
Our demography

VG IS OLD
According to Snapchat

MORE GIRLS
53% girls/ 47% boys
Dødens hovedstad

Ett år etter Raqqas fall begraver innbyggerne fortsatt sine døde.

Av Harald Henden (foto) og Ingeborg Huse Amundsen
We see a significant growth in digital-only subscribers. We have passed 700,000.
ALMOST 50% OF ALL CONVERSIONS COMES FROM ARTICLES
Dashboards are easy to understand and available for everyone. Enables cultural change.
2014
How to monetize journalism?

2015-2017
Sales/volume strategy. Being data driven.

2018-2019
Get people to stay. Engagement.

2020-2025
Where do we go from here?
Focus: Increase engagement and reduce churn

Welcome conversation
Onboarding based on article
Personalized onboarding
Onboarding buddy
B2B onboarding
Service calls to new customers
Welcome event for new subscribers
Physical meetings with customers
VIP events for subscribers
Friend sharing
Differentiated pricing
Family sharing on receipt page
Cooperation with “Morgenlevering”

Personalized newsletters
Order of newsletter on receipt page
Sharing of locked articles
Debate
Smart retention
Get to know the journalists
Touchpoints
Touchpoints on articles
Touchpoint via Eloqua
Widget on front
Gamification
Daily editorial service
Show benefits of the loyalty program
Family sharing on receipt page
Touchpoints: Show the right message to the right user to the right time

**Antistop**

Hei, Thomas!
18. mai vil du miste alle dine fordeler som abonnent.

Bli med videre og få halv pris på neste mnd.

Bestill nå for kun kr 99 >

Ordinæroppr kr 199/mnd.

**Winback**

Hei Thomas:
Som tidligere abonnent kan du nå få ubegrenset tilgang til alt på aftenbladet.no i tre måneder for kun kr 99.-

Ja, takk!

**Vacation**

Hei Thomas,
Skal du reise bort i sommer? Ta med deg papiravisen dit du skal, legg inn ferieadressen her.

Ta med deg avisen i ferien
Predictive analytics

Identify who are likely to buy and who are likely to churn, and use this to optimize the business.
Individual fingerprints

Aggregated reading history in VG generates unique “fingerprints” for each user. These are used to predict user-traits and give personalized content.

Before: 0.53

After: 0.86
Dynamic Paywall

Identify which articles that are most likely to convert and put them behind the paywall (and open up if they underperform in conversions).

Improve the decision support at the editorial department, increase conversion and maintain ad inventory.
Market based pricing

“Real time” input on individual price sensitivity change how we price our products.
Trigger based communication

Subscribers get individualized communication based on behavioral data, subscription history and other data sources.
New World
New Problems

Loosing young audience
Too many channels
Competitors with great UX
Old fashioned organizations
New way of producing and distributing content
Build or buy
1. Journalism
Content discovery, creation, curation and optimization

2. Commercial
Advertising sales, consumer sales and new business models

3. Technology, Data/Insight, UX
UX and design, software engineering, operations, customer relations, data, analytics & learning

4. Ecosystem
STRATEGY

PRIORITIES

EXECUTION