Breaking an old business model is always going to require leaders to follow their instinct. There will always be persuasive reasons not to take a risk. But if you only do what worked in the past, you will wake up one day and find that you’ve been passed by.

Clayton M. Christensen
Schibsted Distribution

“Delivery disruption”

Cathrine Laksfoss | 21. oktober 2019
Schibsted: Rethinking things since 1839

MARKETPLACES
- ADEVIANTA (60%)

NORDIC
- Finn
- blocket
- tori
- Nordisk Tidsskrift
- Global
- SvD
-Norwegian Media
- Aftenposten
- Aftenbladet
- Aftenposten
- Blikk

GLOBAL
- ADEVIANTA (60%)

Revenue 2018
- mUSD
- 1,553

Employees
- 4,350

Share value
- mUSD
- 6,600
Where in Norway can you get a fresh newspaper every morning?

= EVERYWHERE
Schibsted Distribution
2 delivery networks

~500k newspapers * 7 nights pr week

40% households,
90% through partners

8 000 retailers

Distribution Innovation
Technology we develop and own
You can choose what eyes you want to look at distribution with
A dying industry? … or future potential?

Newspaper circulation

-10%

Online retail parcels

+17%

+14-18%
We are building our position on FAST delivery all the way HOME

**Consumer expectations**

Delivery → Home

- 60% wants
- 30% gets

**Delivery time?**

- 4,2 days
- 3,2 days

**Our position**

- Nationwide @Home & @Store
- Every day
- Express
- High quality
- Competitive cost
B2C: Altibox: Report an issue before 21 and have new equipment at your door before 7 the next morning
Levering av pakker fra hjem til hjem

Slipp å dra i butikken for å sende pakker. Vi henter og leverer hjemme - også i helgene.


2. Legg pakken i postkassen eller på dørmatten før klokken 23:00. Vi henter ila natten.

3. Pakken leveres raskt hjem til mottaker.

Circular economy!

Super easy & convenient

Reasonable – one price
Order before 21h00 get fresh bread and juice before 7h00

Products delivered, thousands

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
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</tbody>
</table>
THEN...

... NOW
Distribution development has extended effects on employment

- Core disruption team: 5
- Start-up businesses: >100
- Distribution operations: 4,000
- Publishing and print
- Nordic webshops
- Indirect macroeconomic impact
200 million Norwegian parcels in 2030 – 4X volume will change the market dynamics

The average household will receive ~100 parcels per year (2 per week)

Consumers will demand control of logistics

Changed market dynamics
- Simplicity
- Convenience
- Sustainability
- New players
Unlimited free shipping ✓
Home, also on week-ends ✓
Exclusive offers ✓

Price: 29 kr / month
SVOSJ will create value for both partners and consumers

**Partners**

Contributes
- Free shipping to SVOSJ members
- Volume to Helthjem distribution

Receives
- Access to attractive audience
- Increased market share (marketing, conversion, loyalty)

**Consumers**

Contributes
- Increased shopping

Receives
- Free shipping
- Home delivery, also on week-ends
- Exclusive offers
- Leading Nordic webshops
NEWSPAPER DISTRIBUTION
COST «CUT» CENTER

ECOMMERCE PLAYER
GROWTH COMPANY
Creating long-term value... while securing low newspaper distribution costs

1. Secure low distribution costs and good quality for Schibsted’s newspapers

2. Build new profitable business

3. Build new positions and create long-term value
Thank you