Schibsted Future Report 2024

A decade of change

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***My favourite song the last decade:** Formidable – Stromae.

***In this tenth edition all authors have chosen their favourite song from the last decade. Listen to them all on Spotify.**

The report you are about to read is the tenth edition of Schibsted's annual outlook on trends within tech, business and people. And as we celebrate this anniversary it's only natural to reflect upon the myriad transformative events and innovations that have changed the digital landscape, and the way we view the world.

In the span of just a decade, the digital age has grown in breadth and depth. We've seen the steady rise of platform economies and Big Tech. Streaming has replaced traditional forms of entertainment, rendering DVD collections to the realm of nostalgic relics. With e-commerce and direct-to-consumer trends, brick-and-mortar stores are increasingly replaced by virtual storefronts. Meanwhile, 5G technology promises speeds and connectivity that seemed impossible just a few years ago. Artificial intelligence and machine learning no longer belong to the world of science-fiction but influence our daily lives. And of course, the pandemic that sent shockwaves across the world also revolutionised remote work and digital collaboration.

Yet, amid the dizzying pace of technological and societal change, a singular truth remains: the undeniable need for high quality and trusted actors in society. This axiom holds particularly true in the world of news media, journalism, online marketplaces, and digital services – the very core of Schibsted's operations.

At a time when anyone, in principle, can be both a content producer and a content distributor, the integrity and credibility of news sources become paramount. The rise of 'fake news' claims, deepfakes, and misinformation on social platforms underscore the need for authentic journalism. While innovations have allowed us to disseminate news faster and wider, it's the credibility of the source that determines its impact. The fact that trusted and edited news media pay attention and report, enables us to trust our governments, institutions and societies at-large.

Similarly, in the vast sea of online marketplaces and services, trust is our anchor. As consumers in the digital age, we face an abundance of choice. You can order just about anything in a few clicks. But this abundance of choice often leads to the paralysis of choice. Here, trusted brands and marketplaces shine because they allow consumers to trust transactions and trust complete strangers who are looking to buy their old car or sofa.

Why is this important? Because the high level of societal trust in the Nordics is one of the main reasons for our societies' relative success in the world. Societies with high levels of trust and transparency are better equipped to deal with all the other major challenges facing us today. However, trust doesn't sustain itself, and that's where Schibsted can truly make an impact. We are committed to working for societies based on trust and transparency and we embrace the opportunities of technological change – always.

This serves as a good reminder that while our world keeps evolving, we remain true to our purpose. We embrace the new, the novel, and the next big thing, but we do so with a commitment to quality and trust.

AI in the looking glass

In this year’s report we focus a lot on AI. These are some of the stories:

Tech

MACHINES LIKE US

A brief history of artificial intelligence

From horse manure and monsters to inscrutable language models. The dream of artificial intelligence is as old as myth itself. But why are we so eager for artificial minds to replace our own?

Sam Sundberg

Freelance writer, Svenska Dagbladet
My favourite song the last decade: Light years – The National.

"AI is a bigger threat than climate change."
"AI could cause 'civilisation destruction'."
"Humanity is failing the new technology's challenge."

As OpenAI launched ChatGPT in 2022, not only did people envision amazing new ways to use the technology for the good of humanity, but many AI scientists expressed grave concern that the technology would be used to flood the internet with disinformation or worse, that machine intelligence was about to surpass human intelligence, presenting questions we are not yet ready to answer.

Many have speculated that low-level jobs will soon be taken over by AI. But no longer are only simple, repetitive occupations at risk. Lawyers, physicians, artists, writers… as artificial intelligence approaches human level we all should worry about – or look forward to – machines replacing us in the workplace.

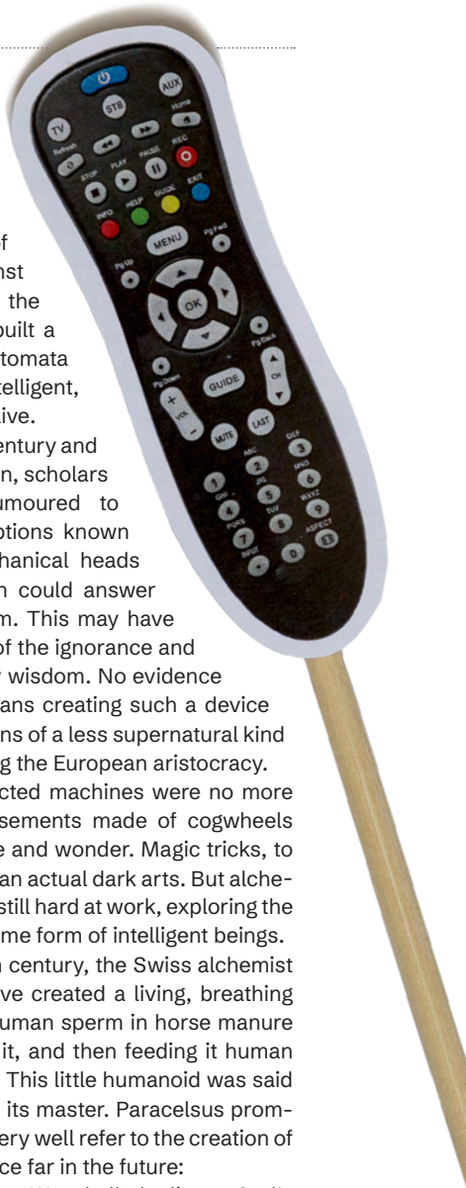
I recently spoke to Max Tegmark about these developments. He is the author of "Life 3.0", a professor at MIT and a renowned AI expert, and he is profoundly worried. Tegmark has been campaigning against nuclear weapons for years, but at present he considers artificial intelligence an even greater existential risk. If we choose to replace ourselves, and let machines do all our work for us, the human species may simply lose the desire to carry on and to procreate. But why, Tegmark wonders, would we want to replace ourselves with machines?

In fact, this question echoes through the ages: Why have scientists and alchemists for so long strived to create not just useful machines, but machines like us?

The pursuit of artificial intelligence is not about merely making efficient tools, like calculators and word processors. It is about mimicking human intelligence, a quest to equal or even surpass it. In essence, turning the myth of creation on its head, making humans the creators of new life through intelligent design.

This dream has ancient roots.

The Greeks told of the divine smith, Hephaestus, who forged automatons to serve its masters. Talos is the most famous of his creations, an awesome bronze giant who patrolled the island of Crete, protecting it against pirates. At Alexandria, the Egyptian scholar Heron built a spectacular array of automata for the theatre. Not intelligent, naturally, but appearing alive.



Around the thirteenth century and onward, many learned men, scholars and occultists were rumoured to possess mystical contraptions known as "brazen heads", mechanical heads covered in bronze, which could answer any questions put to them. This may have been a legend borne out of the ignorance and jealousy of their scholarly wisdom. No evidence of any scientist or magicians creating such a device exists. But soon automatons of a less supernatural kind became all the rage among the European aristocracy.

These cleverly constructed machines were no more than mechanical divertissements made of cogwheels and springs, inspiring awe and wonder. Magic tricks, to entertain guests, rather than actual dark arts. But alchemists and occultists were still hard at work, exploring the possibilities of creating some form of intelligent beings.

Indeed, in the sixteenth century, the Swiss alchemist Paracelsus claimed to have created a living, breathing homunculus by burying human sperm in horse manure for 40 days, magnetizing it, and then feeding it human blood for 40 more weeks. This little humanoid was said to work as an assistant to its master. Paracelsus promised, in words that could very well refer to the creation of artificial general intelligence far in the future:

"We shall be like gods. We shall duplicate God's greatest miracle – the creation of man."

In 1818, a sensational horror novel was released that tickled the imagination of thousands of readers. "Frankenstein," by Mary Shelley, is the tale of a modern scientist following in the footsteps of alchemists like Paracelsus, consumed by the idea of creating an artificial man through scientific means. The Italian biologist Luigi Galvani had recently discovered that electricity is the means by which the brain sends signals to the muscles, so Shelley had Viktor Frankenstein animating his creature by electric current from a burst of lightning. The result, of course, is Frankenstein's monster, a huge man, terrifying to its creator and woefully unhappy, who goes on a murderous rampage. The tale may serve as a warning of humankind's troubles in controlling their greatest inventions.

Many historians would cite Charles Babbage's designs for the Analytical Engine as the starting point of modern computing. In the 1830s, Babbage, a British inventor, engineer and mathematician, came up with two designs

for machines capable of performing mathematical calculations. The first, called the Difference Engine, was funded by the British government and Babbage himself, but the project was never completed.

But alchemists and occultists were still hard at work, exploring the possibilities of creating some form of intelligent beings.

The second, called the Analytical Engine, was even more ambitious, and funding was hard to come by. Along with his companion Lady Ada Lovelace, he came up with different schemes to fund the project. At one point they proposed a tic-tac-toe-playing machine to entice investors, then they considered building a chess machine. Before they could build it, however, they came up with an even better idea. They would build the perfect system for betting on horse races, to fund the completion of the Engine. The scheme was meticulously planned by some of the brightest minds in England and ended in spectacular failure. Soon Lady Lovelace was deep in debt and rescued not by any ingenious machines but by her kind mother.

The Analytical Engine, like its predecessor, was never completed. But Babbage's designs, along with Lady Lovelace's ruminations on how the Engine would in theory be able to not only calculate numbers, but to have those numbers to represent anything – for instance sounds in a musical composition – was an important step in the creation of the universal computer.

It would be another century before such a computer was finally realised. The world's first programmable computer was built in the late 1930s by the German engineer Konrad Zuse. He called the mechanical, motor-driven machine the Z1. Although it was the first computer to be finished, many other engineers were tinkering with computers around the world. At this time, the field of psychology was also starting to understand the human mind as a biological network, and piece by piece figure out its workings. Perhaps the brain was best understood as a machine? And if so, might not a machine such as the computer, in the future, be able to perform the same work as the brain?

With these questions in mind, scientists were again starting to entertain ideas about thinking machines, mimicking human thought and behaviour. Their ideas were collected under names such as "cybernetics", "automata theory" and "complex information processing". It was not until 1956 that the American scientist John McCarthy came up with a new name for the field, that proved to be sticky: "artificial intelligence". That summer he joined 19 other prominent academics at Dartmouth College in New Hampshire for a workshop brainstorming about the exciting new field.

The participants of the conference were engineers, psychologists, neuroscientists, mathematicians, physicists and cognitive scientists; an interdisciplinary brain trust well suited to taking on the challenges of creating a computer mind. Their mission statement – brimming with the naïveté that comes from not yet having tried and failed – outlines their lofty ambitions:

"Every aspect of learning or any other feature of intelligence can in principle be so

precisely described that a machine can be made to simulate it. An attempt will be made to find how to make machines use language, form abstractions and concepts, solve kinds of problems now reserved for humans, and improve themselves."

Looking back at what was then envisioned, artificial intelligence is finally living up to its name.

The participants were confident that they would make great strides in this direction during the two-month workshop. It would be a stretch to say that they achieved their goal, but during those long discussions at the Dartmouth Math Department, they at least firmly established the new field of AI.

Human-level machine intelligence would turn out to be far harder to achieve than the early pioneers imagined. During the following decades, AI hype would be followed by AI winter in a cyclical pattern. Several prominent AI researchers, among them Marvin Minsky, had predicted human-like intelligence by the 1980s. When those predictions were proven wrong, some were deflated, but the Japanese government was eager to have Japan take the lead. In 1981, Japan initiated the Fifth Generation Computing Project, pouring 850 billion dollars into AI research, with the stated goal of creating machines that could carry on conversations, translate languages, interpret pictures, and reason like human beings.

Progress was made during this time, primarily with limited systems tuned to play chess or give expert advice in narrow fields of inquiry. But anything even vaguely resembling the dynamic and wide-ranging intelligence of humans remained out of grasp. After the Fifth Generation Project came to an end, without fulfilling its promise, the field again found itself at a low point late in the 1990s.

Luckily, an offshoot of AI research was about to gain new traction. In parallel to the mainstream research going on at prestigious universities, well-funded government programs and hyped-up companies, some scientists had taken an interest in artificial neural networks. The network architecture was thought to resemble the human brain, offering new ways of representing machine thoughts compared to the strictly algorithmic manipulation of symbols of conventional AI systems. A neural network could be trained on appropriate data sets, much like a child learns, until its maze of internal connections becomes suitable for its designated tasks.

Artificial neural networks had a fatal flaw, however. As soon as you started to scale a network to do something interesting, its complexity increased exponentially, and the system ground to a halt. The computer hardware of the time, with architecture very different from human brains and far less processing power, simply could not keep up. So, this line of research remained theoretical, dormant for decades until, deep in the 2010s, the time had come for the AI field to enter a new era of machine learning.

Three developments of the new millennium came together to finally make neural networks practical:

- Computer hardware kept getting faster, smaller and more energy efficient, as predicted by Moore's Law.
- Computer scientists developed more sophisticated architectures and algorithms for artificial neural networks.
- An immense trove of digital text, images and sounds accumulated online, an all-you-can-eat buffet of information for neural networks to be trained on.

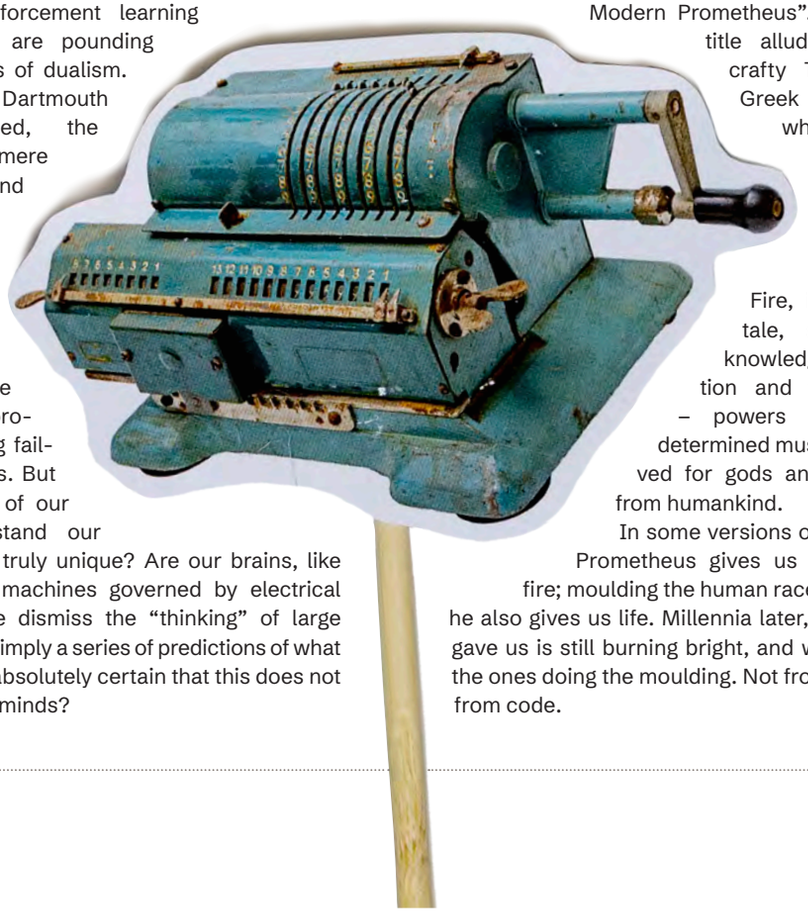
With the recent work of DeepMind, OpenAI, Google and Microsoft, we arrive at today's state of the art. Artificial intelligence may have missed the deadline of Japan's Fifth Generation Project, but looking back at what was then envisioned – or indeed, what the Dartmouth Workshop sought to achieve – artificial intelligence is finally living up to its name. ChatGPT and its rivals can easily hold conversations with humans; Google Translate and its ilk can translate text and speech in the blink of an eye; and many neural networks not only interpret images but also create beautiful pictures from natural-language prompts.

Several fundamental questions do remain, however. Can these machines truly reason? Can they think? Can they feel? Will they ever?

The French seventeenth century philosopher René Descartes famously formulated a dualist theory where mind and body are metaphysically separate. He was inspired by the automatons on display in Paris at the time and concluded that mind and body must be different substances. The latter can be replicated by automatons, while the former is singular to man and intimately tied to what makes us us. We think, therefore we are.

With AI science advancing – at times inching forward incrementally, sometimes striding with unexpected leaps – software engineers are getting closer to imitating the human mind as well. Chat GPT has repeatedly defeated the Turing test, designed by the British computer pioneer Alan Turing to settle the question: "Can machines think?"

Refined algorithms, humongous data sets and clever reinforcement learning techniques are pounding at the walls of dualism. Perhaps, as the Dartmouth Workshop proposed, the human mind is a mere machine after all. And if this is the case, why would we not be able to replace it with more efficient machines?



The history of artificial intelligence is a tale of scientific progress, of engineering failures and of triumphs. But it is also the story of our struggle to understand our own minds. Are we truly unique? Are our brains, like our bodies, simply machines governed by electrical impulses? When we dismiss the "thinking" of large language models as simply a series of predictions of what comes next, are we absolutely certain that this does not also apply to human minds?

At this point (as at every point in the history of AI) it seems inevitable that we will soon be able to create genuine thinking machines – if we haven't already. There is still some disagreement about whether we can create feeling machines, however. Conscious machines. Machines that can do and experience everything that a human can and more.

It seems inevitable that we will soon be able to create genuine thinking machines – if we haven't already.

Some aspects of this may be harder than we can foresee. On the other hand, it may be within our power sooner than we think, emerging incidentally as our models become increasingly complex, combining techniques from neural networks with symbolical AI.

Mary Shelley would be delighted to see modern scientists still hard at work trying to realise the ancient dream of godlike creation. The full original title of her famous horror novel is "Frankenstein; or, The Modern Prometheus". The subtitle alludes to the crafty Titan from Greek mythology who stole fire from the Olympian gods and gave it to man. Fire, in this old tale, symbolises knowledge, invention and technology – powers Zeus had determined must be reserved for gods and withheld from humankind.

In some versions of the myth, Prometheus gives us more than fire; moulding the human race from clay, he also gives us life. Millennia later, the fire he gave us is still burning bright, and we are now the ones doing the moulding. Not from clay, but from code.

A beginner's guide to generative AI

We've all heard of AI, machine learning and ChatGPT. But how does it really work? Here's a beginner's guide to the technology behind – and what might come next.

Sven Størmer Thaulow

EVP Chief Data and Technology Officer, Schibsted.
Years in Schibsted: 4.
My favourite song the last decade: Thinking of a place – The War On Drugs.

In today's rapidly evolving digital landscape, buzzwords like "AI" or "machine learning" are becoming increasingly common. Even if you're not entirely sure what they mean, chances are you've encountered them in some form or another, perhaps through smartphone assistants like Siri or Alexa or in online customer service chats. However, a subset of AI, known as generative AI, is emerging as a transformative force in the digital world. Here's a closer look at this technology and its implications for the future.

UNRAVELLING THE MYSTERY OF GENERATIVE AI

At its core, generative AI is about creation. Much like an artist creates a painting or a writer crafts a story, generative AI can produce new content. But instead of paint or words, its tools are data and algorithms.

Imagine having a conversation with a friend about your favourite books. As you talk, your friend might suggest a new book for you to read based on what you've mentioned. Generative AI operates on a similar principle. Feed it with enough conversations about books, and it could suggest or even create a synopsis of a book that doesn't exist but fits within the parameters of the conversations it's analysed.

THE MAGIC BEHIND THE SCREEN

The magic of generative AI lies in its ability to produce content, be it text or images. But how exactly does it do this?

For text, generative AI models are trained on vast databases of written content. They analyse patterns, contexts, and structures within these texts. When given a prompt or starting point, they use this training to predict and generate what comes next. It's like teaching a child to speak by immersing them in conversations until they start forming their own sentences.

On the image front, things get a bit more complex. Techniques like Generative adversarial networks (GANs) are often employed. Here's a simplified explanation: imagine two AI systems – one is the artist (generator) and the other is the critic (discriminator). The artist creates a picture, and the critic evaluates it. If the critic can easily tell it's a generated image and not a real one, the artist tries again. This back-and-forth continues until the artist produces something the critic can't distinguish from a real image. Through this process, the AI becomes adept at creating realistic images.

SOCIETAL IMPACT AND THE MEDIA REALM

The proliferation of generative AI doesn't merely affect technological circles; its ripples will be felt across

society. As AI-generated content becomes commonplace, our ability to discern between human-created and AI-created material might blur. This poses profound questions about authenticity, trust, and the value of human creativity. For media companies like Schibsted, the implications are vast. On one hand, AI can generate news reports, write articles, or even create visual content at a pace unmatched by humans, offering efficiency and cost savings. However, this also brings challenges. How do media houses ensure the credibility of AI-generated content? And as audiences become aware of AI's role in content creation, how will this shape their trust and engagement with media outlets?

CHARTING THE EVOLUTION OF GENERATIVE AI

Like all technologies, generative AI wasn't born overnight. It's been a product of years of research, improvements, and refinements. As computational power increases and algorithms become more sophisticated, the capabilities of generative AI expand.

Currently, we're witnessing AI that can draft articles, compose music, and generate artwork. Yet, this is just the beginning. The trajectory suggests a future in which generative AI can create more complex, interactive, and nuanced content. Think of virtual realities indistinguishable from our own, or digital assistants that not only understand our preferences but can also predict our needs before we articulate them.

THE NEXT WAVE OF BREAKTHROUGHS

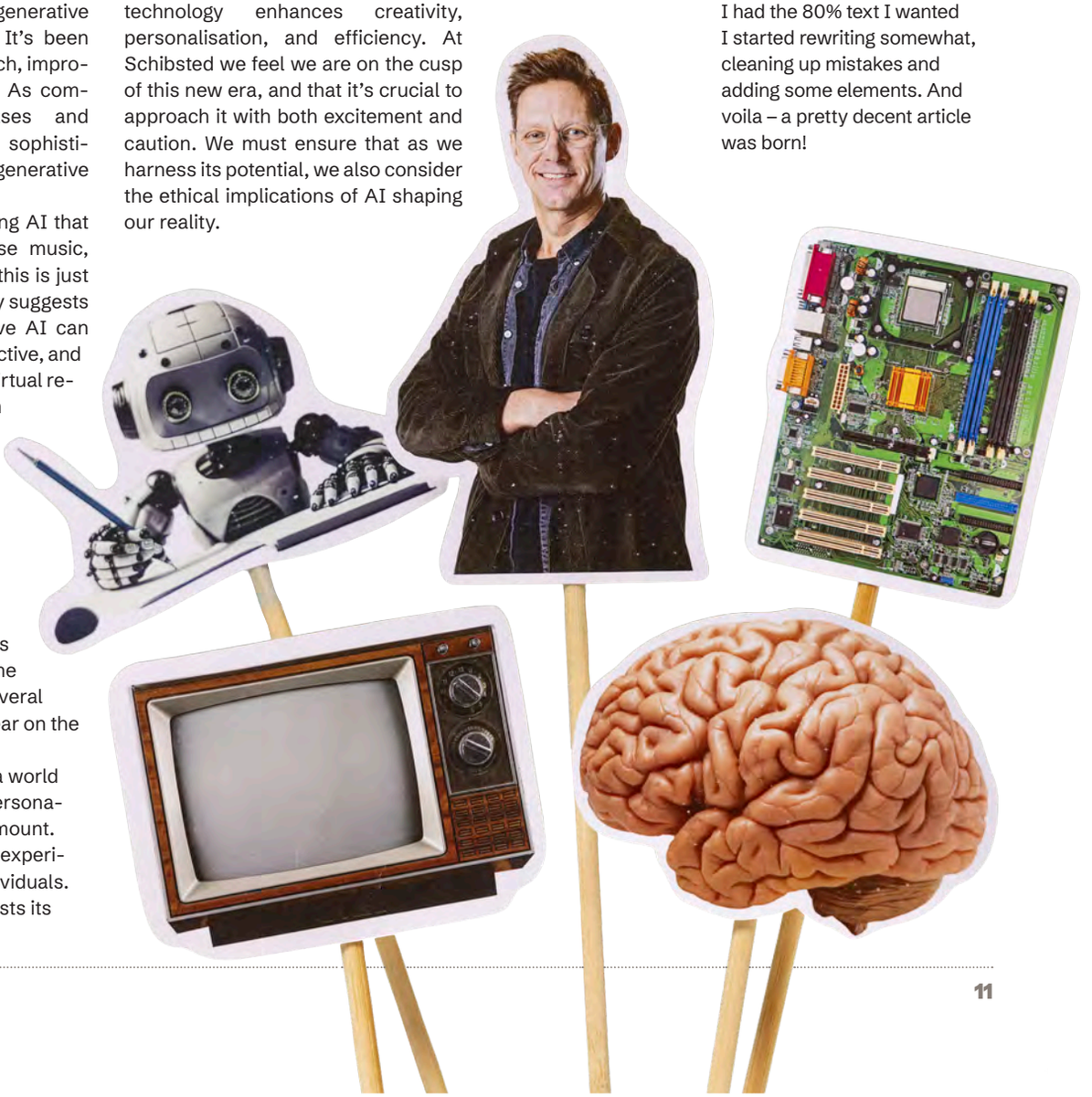
Predicting the future is always a gamble, but based on the current momentum, several exciting developments appear on the horizon for generative AI.

- Personalised content: In a world saturated with content, personalisation is becoming paramount. Generative AI could craft experiences tailor-made for individuals. Imagine a movie that adjusts its storyline based on your preferences or a video game that evolves based on your playing style.
- Education revolution: Customised learning isn't new, but with generative AI, it could reach unprecedented levels. Students might have access to study materials created on the fly, precisely addressing their weak points and reinforcing their strengths.
- Artistic collaboration: While some fear AI might replace human artists, a more optimistic view is a future where artists and AI collaborate. An AI could suggest melodies for a musician or sketch ideas for a painter, enriching the creative process.

In conclusion, generative AI lies at the intersection of art and science, holding the promise of a world where technology enhances creativity, personalisation, and efficiency. At Schibsted we feel we are on the cusp of this new era, and that it's crucial to approach it with both excitement and caution. We must ensure that as we harness its potential, we also consider the ethical implications of AI shaping our reality.

USING AN AI CO-PILOT: HOW DID I MAKE THIS ARTICLE?

- This article was a classic task for generative AI as it was a fairly generic piece more describing a well known domain rather than being a very personal and opinionated article – so I used ChatGPT as a co-writer. I tried out with a prompt describing the article I wanted. It became very "chatGPT-ish" – lots of numbered bullets with sentences. So I tried again with a prompt saying I wanted it in "New York Times" style. I got closer. I tried some more prompt variations and also limited it to the number of words. When I had the 80% text I wanted I started rewriting somewhat, cleaning up mistakes and adding some elements. And voila – a pretty decent article was born!



Inga Strümke has spent several years reaching out to Norwegian politicians, trying to get them to take AI-issues seriously. She also was a speaker at Shibsted's strategy summit in October 2023.

“Human happiness must be our common goal”

She thinks we’re discussing AI on the wrong level. And her vision is that everyone should understand how the technology works. Inga Strümke has become a tech celebrity in Norway, much thanks to her bestselling book, “Maskiner som tenker”.

Ann Axelsson

Senior Product Manager, Strategic Communication, Schibsted.
Years in Schibsted: 25.
My favourite song the last decade: Paper doll – John Mayer.

“If you talk about existential risks and appeal to people’s fears, you will get attention,” she says, referring to the dystopian warnings that AI will replace humans and take all jobs.

“These futuristic scenarios are not constructive, and they make it hard to debate the mechanisms behind the technology. What we really need to discuss is how we can develop today’s AI systems according to legislation, our goals, and our values.”

Inga Strümke is an associate professor in AI at the Norwegian University of Science and Technology, NTNU. She’s also a particle physicist, a frequent public speaker, and a best-selling author. “Maskiner som tenker” (“Machines that think”) has become a bestseller in all categories in Norway.

She also spent several years reaching out to Norwegian politicians, trying to get them to take AI issues seriously. That was a challenge. Until ChatGPT.

“Unfortunately, it takes bad news to get them to listen.”

As a scientist in the field, she of course welcomes progress, and she explains that the scientist’s mindset is to think about what is possible and then develop that.

“That mindset has given us X-ray, GPS, the theory of relativity. And atom bombs. As a scientist, you never know how your findings will be used. That’s where society needs to step in.”

And she believes that ChatGPT is a perfect example of how bad things can go when you share “fun” new technology openly, without having had discussions about its implications.

“I believe we have a serious problem when pupils are now thinking, ‘Why should I write a text if there is technology that can do it better?’. How will we now make young people understand that an idea starts with a thought in your head, and that you need to grow and communicate that idea to get other people to understand it? And if you can’t do that, then you won’t be able to function in society.”

That might sound just as dystopian as the future scenarios. But her point is that we can and we must take the lead here in the Nordics and in Europe when it comes to discussing the role we want technology to play.

“If we can’t manage to figure out how to use what we develop here, then we will end up using solutions developed by tech giants that we are unable to influence.”

And these discussions, she says, should involve experts from across the board – politicians, social scientists, economists, legal experts, ethics, apart from technologists – since the impact will be felt across all parts of society.

This is also why she thinks it’s so important that as many of us as possible understand what this is about and how the technology works. The things she explains in her book.

“My dream is that anyone can read it. That a woman past 80 would read it and think, ‘I can understand this if I want to’. I have this passion to empower people on this subject. To make them see that they can look after their own interests.”

What also has become clear to her, in discussions after writing the book, is that AI can spur a new kind of class issue. That the world might be divided between those who are able to use the technology for their own benefit and those who aren’t.

“Someone said that AI will not take the journalists’ jobs. But journalists who know how to work with AI will take the jobs from the journalists who don’t.”

Inga got into the science world as a physicist. She wanted to understand the universe. Then, when she took her bachelor’s at NTNU, she noticed there was a field of study on artificial intelligence, and curiosity led her that way.

“My driving force is to find out what is possible. The main reason that I’m still in this field is that I see the consequences, and they are extremely complex.”

Even though she thinks about this complexity day and night, she also finds time to use that curiosity and energy on other things – mainly outdoor activities. Her social media is filled with pictures of her mountain biking, climbing and hiking. And those things are important.

“No matter what happens with technology and politics, there is one important thing that we can’t forget: to have a nice life. Human happiness must be our common goal – if not, nothing else matters. That’s very important to me to remember, every day.”

AI for good or for bad?

How will AI impact our lives and society? Joacim Lund compares it to the breakthrough that came with the internet – and sees many similarities. AI will solve many problems in our daily lives. We just need to make sure it doesn't create new ones.

Joacim Lund

Technology commentator, Aftenposten.
Years in Schibsted: 18.
My favourite song the last decade:
Bråtebrann – Kverletak.

Artificial intelligence is a flop. Ok, not really. But we are talking about it the wrong way.

In Norway, an opinion piece from 1996 pops up on a regular basis. The headline of the newspaper clipping is crystal clear: The Internet is a flop.

Every time it appears, people have a good laugh. But the person who wrote it (incidentally, a reader I keep getting meaningful emails from) wasn't irrational in his argument. He believed that people who work on computers will get more than enough of it during office hours (this definitely applies to some of us), that humans are social beings and, moreover, that it would not be profitable for business to offer their services online.

"When we rent our videos, we will visit the rental store and make our selection in visual surroundings," he opined.

27 years later, much of the debate around artificial intelligence is not entirely dissimilar. People are either for or against artificial intelligence. They think it's either good or bad. They think it will eradicate us or not. They want to stop it or let it be.

At the same time, AI developers from around the globe are creating autonomous weapons, racist algorithms and extreme surveillance systems that challenge human rights. Other AI developers are creating systems that revolutionise medical research, streamline the public sector, or help keep the temperature of the planet below boiling point. And everything in between.

The possibilities seem to be endless. So, shouldn't we rather be talking about how AI can be used responsibly?

IT'S CHANGED EVERYTHING

Today, everyone knows that the internet was not a flop. The authorities communicate with us using the internet. Ukraine and Russia are bombing each other using it. The propaganda war is almost exclusively waged online.

But perhaps even more important: The Internet solves problems and has made life easier for most people. I charge my car online, pay bills, and rent my videos (but sometimes I do long to go back to discussing movies with the movie nerd who worked on Bislet Video instead of getting flimsy recommendations by an algorithm). I listen to my music online, remotely activate the heaters at the cabin, where I can also stream my news broadcasts. People find life partners online and discover like-minded people who also get excited by photography, old Italian scooters, 16th-century clocks, or Talk Talk bootlegs. We have access to everything, everywhere, all the time.

That's why everyone laughs at the "flop" prediction. He was absolutely certain and he was wrong. But that's easy to see in hindsight. And it's hard to predict.

In 1996, people were concerned about Charles and Diana's divorce and Bill Clinton's re-election. Who could have imagined that Diana would die in a car accident in Paris a year later? Or that two years later, Bill Clinton would be explaining why his sperm was on a dress?

Or that the internet was going to change everything?

TOMORROW IS ONLY A DAY AWAY

I have no idea how artificial intelligence will have impacted society, people and the lives we all live in 2050. But I see several similarities between the internet in 1996 and artificial intelligence today:

Artificial intelligence solves problems and will make life easier for most people. Artificial intelligence is changing assumptions.

Also for people who don't have good intentions.

"Whoever takes the lead in this field takes the lead of the world," Putin said during a live address to 16,000 schools at the start of the school year in fall 2017. By "this field" he meant artificial intelligence. Xi Jinping had recently launched an ambitious plan to make China a world leader in artificial intelligence by 2030.

It almost makes you want to just ban the whole thing. Impose international sanctions and throw the baby out with the bathwater. The problem is that artificial intelligence opens up so many positive possibilities as well.

THE TOE IS BROKEN

I was once playing with my son. I chased him around the apartment, arms straight ahead, like a zombie. As I made my way around the kitchen table, my little toe hooked onto a chair leg. There was no doubt that the toe was broken. It pointed straight out to the side. Still, I spent most of the day in the emergency room.

The reason for this was a bottleneck in the system.

When people come in with minor fractures, or just a suspicion that they've broken something, for that matter, an X-ray is taken. A doctor (the bottleneck) must study each individual image to see if there is a fracture or not. If there is no fracture, the doctor sends the patient home. If there is a fracture, the patient is placed somewhere on a priority list.

However, minor fractures are not life-threatening. If there is a lot to do in the emergency room, the X-rays will be given low priority until there is more time to look at them. When the doctor finally has time, he or she will study the picture and determine that there is no fracture – in about 70% of cases. The patient, who by then may have waited seven hours, is then told to go home, take two ibuprofen and three glasses of red wine (which my dentist once recommended), and turn on Netflix.

It's things like this that artificial intelligence can solve much faster and better. And it's already doing it, actually.

LEVEL UP

The other day I was visiting a hospital in Bærum, just outside Oslo. An enthusiastic, young, bearded radiologist pointed to an X-ray image on a screen in front of us. The picture showed a foot, and it looked quite similar to the picture taken once upon a time of my foot (except that the little toe didn't point straight out to the side).

But one thing was different. The image had been assessed by an artificial intelligence.

Above the ankle bone, a yellow square had been drawn, lined with the text "FRACT". That means there's a fracture there. The software goes through all the X-rays as they come in. Seven out of ten patients are told immediately that they can go home. The rest automatically end up in a priority queue.

Doctors do not have to spend valuable time finding out that everything is okay, and patients do not have to wait. This is an extreme efficiency improvement in a health service that will experience greater and greater strain in the decades to come.

Should this have been banned? Some think so.

SENSE AND SENSIBILITY

A few months earlier, two Norwegian politicians warned that artificial intelligence leads to everything from polarisation to eating disorders, and perhaps even the extinction of humanity. The government should immediately "impose a public sector moratorium on adopting new commercial tools based on artificial intelligence," they argued.

This is an absurd approach to artificial intelligence. The pressure

on healthcare system only increases as people age. To have any hope of maintaining good health services for the population, we must make use of the tools at our disposal. The AI tool at Bærum Hospital happens to be delivered already fully trained from abroad. All patient data is deleted, so as to avoid all privacy issues. Of course there shouldn't be a ban on such things.

But the two politicians still had a good point:

"The development of AI has for a long time taken place without adequate regulation from the authorities."

NOW IT'S HAPPENING

There has been a Wild West approach from the tech companies. Naturally. Development is rapid, and work on laws and regulations is slow. But the EU has been working diligently on the issue.

The EU's first draft regulation of artificial intelligence, the so-called AI Act, was presented two years ago. It is likely to be formally approved within 2023. The EU is adopting a risk-based approach. For services that pose a low risk, it's full speed ahead. Unacceptable risk means it's prohibited. And for everything else in between, there are two more levels: acceptable risk and high risk.

The purpose of the AI Act is to ensure that artificial intelligence systems are safe and respect fundamental rights and values. This means, for example, that facial recognition in public spaces is banned. It's not allowed to single out citizens for the authorities to keep an eye on in case they do something illegal. Stuff like that.

AI should be open and honest, not closed and manipulative. The resistance the AI Act has faced from tech companies suggests that regulation is needed. For example, Sam Altman, the man behind OpenAI and ChatGPT, has threatened to pull out of Europe if the regulations become too extensive.

Perhaps now it's time to re-visit the crystal ball.

A WILLINGNESS TO SOLVE PROBLEMS

In September 2023, Norway's Prime Minister, Jonas Gahr Støre, held a press conference where he proudly announced that his government would allocate one billion Norwegian kroner to artificial intelligence research, to be used over the course of five years. On the same day, the government leaked that it would spend five billion on a new tunnel to shave a few minutes off the drive between two villages in the mountains of western Norway somewhere. But OK, a billion is money too.

A large and important part of the research will focus on how artificial intelligence can be used for innovation in industry and in the public sector. Like in hospitals, when people come in with sore fingers and toes. Or in building applications, so people don't have to wait several months for the overworked caseworker to get far enough down the pile. Or to provide public services with a faster, larger and better basis for decision-making. Or to improve data security, in fact, and not worsen it.

And in so many other ways that I can't possibly imagine.

That's what politics is all about. To follow social developments and govern society in a way that makes it as good as possible for as many people as possible. Norway is just an obvious example, because that's where I live. The same goes for every other country and continent, and globally, for that matter.

As in other areas of society, international resolutions and treaties and sanctions must be adopted to ensure that artificial intelligence is used in a way that solves humanity's problems, rather than create new ones.

That work is underway.

OK, HERE'S WHAT THE CRYSTAL BALL SAYS

If I'm going to allow myself to try to look 27 years into the future, to 2050, I'd guess that people are more concerned about themselves and their nearest and dearest, and not so much about what people were thinking back in 2023. But those who bother to read old newspapers might chuckle a bit at the banal discussions we had about artificial intelligence 'way back when'. And the fact that many were either for or against. Maybe it'll be the demand for a ban and the call to halt development that everyone will laugh at (try asking Putin to stop the development of artificial intelligence, by the way).

I'm guessing that my future grandchildren will experience an education system much more attuned to each student's learning disabilities, learning styles, and skills. That their health will be taken care of much better than by the GP they see every two years. That potential health problems will be discovered before they become major and serious. I'm guessing the car will be a safer driver than the human. That public transport will be much better adapted to people's needs. That precise weather forecasts will control the heating in houses. That everyone will be better protected from abnormal activity, whether it's in their bank accounts or in their apartments. Maybe I won't have to think about shopping for food or cleaning the house anymore.

I'm guessing it will seem strange that society spent so much time and resources on having people perform repetitive and simple tasks. And that major and important decisions were made on a razor-thin knowledge base.

I am absolutely certain that artificial intelligence will be subject to international regulations. And that artificial intelligence will lead to global, regional, local and personal changes that are difficult to imagine today.

Because by then humanity will know better.

If, of course, it still exisits.

On speaking terms with machines

We have interacted with our computers in mostly the same way for almost 60 years. But now we're entering the age of conversational interfaces. Schibsted's Futures Lab has experimented to understand more of their capabilities and constraints. The experience was surreal.

Christopher Pearsell-Ross

UX designer, Schibsted Futures Lab
Years in Schibsted: 2.5.
My favourite song the last decade: Your best American girl - Mitski.

With the invention of the mouse in the 1960s, command-line interfaces gave way to a visual paradigm defined by graphical user interfaces (GUIs). Icons, menus, and windows made computing more accessible to more people, and more applicable to a broader range of tasks.

In the mobile age, we have left our cursors behind in favour of the touchscreen. Now more than ever, we are reliant on visual metaphors to interact with our machines. We discover, create and explore our digital worlds with clicks and scrolls, taps and swipes, but this reliance on two-dimensional GUIs does not fully reflect our shared vision of how future technology should look.

These visions, exemplified by scenes in science fiction film and television, help define our shared expectations for what our technology should be capable of. In the future we are often shown, machines will speak and understand us. They will know us, anticipate our needs, and for better or worse, have the agency to act on our behalf. Large language models and tools like ChatGPT appear to be changing the paradigm again, bringing these sci-fi visions closer to reality.

These conversational interfaces are by no means new. Eliza, the first convincing chatbot, was developed at MIT in 1964 using simple pattern matching and rule-based responses. Siri was launched in 2011 as part of iOS using machine learning to recognise speech and to make sense of our intentions, letting many of us speak to our computers with our own voices for the first time.

But these interfaces have been limited to the responses and actions their programmers pre-defined. AI might have changed the input side of the equation, but these tools are still a lot closer to Eliza than we might care to admit. Advancements in AI technology over the last few years are radically altering this equation.

The introduction of generative AI, built on advanced neural networks called transformers, is reshaping the way our computers understand, process, and even create text. These AI models are what revolutionary new products like ChatGPT are built on, but they are also driving incredible improvements beyond text generation, including new capabilities in speech recognition, voice synthesis, sentiment analysis, image and video generation, and even the creation of 3D assets and animations.

In the year since ChatGPT was released, several key tech trends are shaping the future of conversational interfaces. Context windows are growing, essentially giving these tools longer memories and leading to more nuanced and relevant conversations. These tools are also getting connected to external data sources and digital services, enabling them to provide reliable and referenced answers, perform calculations and data analysis, and even take actions on behalf of the user. Lastly, as a recent release from ChatGPT shows, these tools are becoming multi-modal, meaning they

are capable of processing not only text, but also audio and images as both inputs and outputs, further expanding their versatility.

Aside from technology, social trends are also shaping this conversational paradigm. Firstly, populations in the developed world are ageing as birth rates decline, life expectancies increase, and immigration and healthcare systems struggle to keep up. At the same time, feelings of loneliness and isolation are growing. In 2022, the number of single-person households in Sweden grew to over two million, and in 2023, the US Surgeon General warned of the public health effects of a growing epidemic of loneliness. Finally, in many parts of the world, education gaps are also growing. Inequities like racial, gender, and economic disparities mean more people around the world are left out and left behind when it comes to the opportunities that education affords.

Taken together, we are seeing signs that point toward a future in which we increasingly rely on our technology for tasks and companionship that have traditionally been performed by people. There are opportunities and risks here. Conversational tools might enable new forms of healthcare and companionship services, give knowledge workers new superpowers, or provide personalised tutors to children who need them. And they might also replace human connection, displace workers, or widen inequities.

While looking at hypothetical scenarios and possible outcomes is an important part of how we inform our strategy, our mission at Futures Lab doesn't end there. To learn more about what we can and should do today, we need to get our hands dirty with practical experimentation.

Speculative prototyping is like a kind of time travel – it allows us to rehearse possible futures, and to experience what it might feel like to be there ourselves. In this case, we built a phone powered by ChatGPT to learn about how we might talk with AI-enabled devices in the future.

Inspired by science fiction examples like Samantha from the film "Her", we set out to build an audio-only interface. Our goal was to explore the technical maturity, usability, and applicability of CUIs in today's landscape.

We scoured Finn.no for a suitable device to house our new tool and settled on a 1970s-era Ericofon 700. To provide a context for our experiment, we decided to explore workplace productivity and set out to design a weekly de-briefing tool to help us reflect on our work and keep our stakeholders updated.

We were able to use the original speaker but replaced the dialling mechanism and speaker with a Raspberry Pi minicomputer, new microphone, and a proximity sensor so we could tell when the phone was lifted. Using OpenAI's Whisper service for voice recognition, we sent a transcript of what users said to ChatGPT using a custom system prompt. This prompt helps GPT know how to respond, what role to play, and which tone of voice to use. Finally, the system's response is played back to the user using Google Cloud text-to-speech functionality.

The result was compelling and eerily similar to some examples from science fiction. While you still need to take turns speaking and listening, the conversation flows fairly naturally. Our AI agent can ask highly relevant follow-up questions, keep the conversation on-task, and help users reflect on their work in new ways. Once the system determines it has enough information (usually after a few minutes of back-and-forth conversation) it writes a summary for the user, which it can either re-write or submit to a database at the user's instruction. From there the

summaries can be used in any number of ways, from providing a searchable archive of our progress, to creating tailored newsletters and Slack updates.

The audio-only experience allows us to assess what actually speaking with our machines in open-ended, flowing conversations might be like, without relying on the graphical and visual indicators we normally use.

Using these new interfaces has been as informative as it has been surreal. The scenes from "Her" and "Star Trek" that we took as inspiration are very quickly becoming reality. Testing prototypes like this can help us understand the capabilities and limitations of the technology, how to design usable products, and where and when CUIs are an appropriate choice.

Conversational user interfaces can bridge the best of what computers and humans have to offer.

The people who have tested our phone interface were impressed by the overall quality of the conversations and the relevance of the follow-up questions. Being able to go off-script and have an actual voice conversation with a computer has been revelatory, though not without its frustrations.

Audio-only experiences are clearly outliers, but prototyping in this extreme format and comparing the experience to conventional chat bots has highlighted some important usability considerations. The things we may take for granted when using well-designed GUIs – namely, seeing the system status, understandable actions with clear icons and buttons, and information hierarchies that prevent cognitive overload – become more complicated when we only have our ears to rely on.

When it comes to usability and user experience, user preferences are strongly divided between the audio and text-based interfaces. Some users felt the intimacy, distraction-free focus, and ability to speak plainly without pretension or self-editing created a novel experience, one in which they were prompted to reflect and share a sense of openness and safety. Other users expressed a strong preference for text-based communication. They cited the efficiency of typing, the ability to refer to questions and previous answers, having time to formulate and edit their responses, as well as the ability to read and paste in other materials as important factors for them.

An important consideration in both text and audio based CUIs is expectation management. These tools have come a long way and are able to converse at such a high level that many users will expect them to have capabilities and understandings far beyond their current capabilities. We can blame this partly on the quality of synthesised voices available today – the more human the system sounds, the more human we expect it to behave.

ChatGPT and other conversational tools like it are already demonstrating two key superpowers. First, they are great conversationalists and interviewers – they are able to understand our meaning clearly, provide tailored answers, and ask highly relevant questions. They are also able to translate human language into data consumable by machines, and to take complex data and translate it back into comprehensible human language.

We see these tools being most useful in contexts in which both of these abilities can be leveraged. Obvious applications include games and interactive media, personalised content production in news media, customer service, sales, and product discovery. They are already proving highly useful as task-specific assistants in programming, research, and data analysis, and we expect them to be applied as pervasive personal assistants and tutors in the very near future. Less obvious, and perhaps more far-fetched and ethically challenging, applications include as AI therapists, healthcare advisors and personal companions for the vulnerable.

Conversational user interfaces can bridge the best of what computers and humans have to offer. They can leverage the high-speed data analysis and computational superpowers of computers, while making sense of the messy, creative, and intuitive understanding we have as humans. In the best-case scenario, this combination of superpowers will help make the world more accessible to people with visual and cognitive differences, help make education more accessible and tailored to individual needs, increase our productivity at work and free up more of our time for the things that truly matter. On the other hand, these tools also have significant potential to disrupt labour with new forms of automation and to create emotionally impactful, biased content that drives further social isolation, misinformation, and inequity. The reality is that both scenarios are likely to coexist.

This is a rapidly changing landscape, and things we thought of as science fiction are already becoming reality. We can't predict the future, but through foresight and experimentation we can better prepare ourselves for the changes, challenges, and opportunities that are coming. That's the approach we try to take at Schibsted's Futures Lab. We are seeing a new paradigm of interaction on the verge of being born. CUIs have incredible potential to empower people in their daily lives...if we can get it right.

This text were human generated by the Futures Lab team. ChatGPT was used as a sparring partner and writing critic throughout the process. Special thanks to our summer intern Lucía Montesinos for driving much of this work.

Applying AI in Schibsted

At Schibsted, we experiment and work with AI in all our business areas. These are some examples of application that have improved the way we work and our products.

Video-subtitles

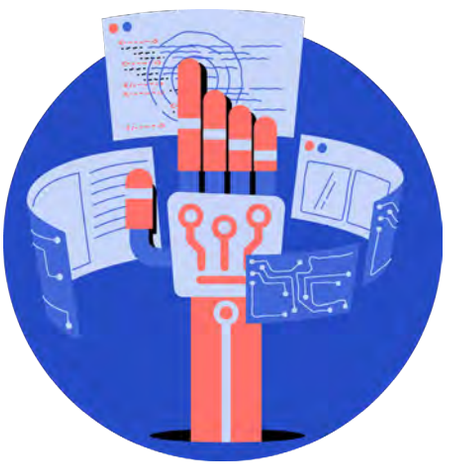
Over the last few years, the demand for subtitled videos has increased due to accessibility needs and because more and more users watch videos without sound. But the manual timing and writing of subtitles takes a lot of time. With the help of the OpenAI-model Whisper, video editors can now upload videos to a service built by the Aftonbladet TV Operations team and it will automatically generate subtitles. These subtitles can then be used in Adobe Premiere.

"The subtitles still need to be edited in Premiere a bit to fix minor errors, but the time gained is enormous, which creates more time for other tasks in the newsroom," says Vasilios Hatciliamis, Head of TV Operations at Aftonbladet.

Language model

In a small cabin during summer vacation 2023 a Schibsted LLM was born. Simen Eide and Anders Haarr from AI foundations in Schibsted started training a model with Schibsted content to create SEO optimised headlines for Schibsted newspapers. It turned out to be five times as good at the job than ChatGPT and other open-source models. So far it's been tried out on VG but the internal interest to use it is big. The ambition is also to implement it on other products in Schibsted, like marketplace brands, but exactly where this will go is not decided.

"It's really cool that we are able to work on a project like this, without a final goal," says Simen. "I think that's thanks to the culture of innovation that we have in Schibsted".



AI helps with writing code

Hundreds of software engineers in Schibsted now use artificial intelligence to help them write code. "My productivity has grown at least 15%," estimates one of them, Pedro Goncalves.

Good software engineering requires lots of creativity as well as superb skills in solving problems. But the daily work is also full of tedious and repetitive tasks. There are tests and failures as new code is produced – and it all takes time and energy.

That's why, after a pilot project, Schibsted decided to let all its software engineers use the AI tool GitHub Copilot in their daily work. GitHub Copilot is like a ChatGPT for programmers, it just suggests software code instead of normal text.

After only a few weeks, 34,000 lines of code had been accepted by the software engineers. (By comparison: some estimate that an average programmer writes about 25,000 lines of code in a year.) And nearly 400 programmers have already started using it.

Indexing offers at Prisjakt

At Prisjakt, a price comparison service within the Schibsted family, machine learning (ML) plays an integral role in their ever-so-important product matching system.

The system utilises ML algorithms, such as neural networks, natural language processing (NLP) and computer vision methods, that support the categorisation of items from shops and matches the items to Prisjakt's database of products, called 'product matching'. This is a redundant system that evaluates several inputs, such as text and images from the product descriptions, along with the price.

There are almost 300 million items to process in the system and millions are matched every day, effectively reducing the need for manual labelling for just a small group of people.

Manual labelling combined with the creation of new products helps to continuously improve the performance of the ML models, which results in more product matches. For the user on Prisjakt's site, this results in a seamless experience as they search for and compare products, ultimately enhancing the shopping experience and driving more traffic to the shops.

Overall, Prisjakt's well integrated ML solutions for automated product matching serve as a competitive advantage, as well as being the backend for the price comparison service.

AI generated summaries

On VG, Aftonbladet and Aftenposten, readers can get short summaries of news articles. This is a feature built with GPT-4, created by a cross brand team in Schibsted. When an article is ready, the journalist simply toggles on the functionality in the content management system, and a summary is generated. The journalists can then review it and hit 'publish' when it's ready.

To make sure that mistakes do not slip through the cracks – there is an extra safety mechanism. The team behind it has asked GPT-4 to double-check that the text and the summary are aligned before it's published, using text classification. And the readers like it. The overall click-through rate on VG's summaries is 19%, and for young readers it's 27%. You might think that there is a risk that these readers don't read the whole article – but it turns out that they often do. They simply use the summary as an introduction.

Transforming sound to text

When software engineer Johannes Andersen had lunch with a VG colleague who was moaning about having to transcribe an interview, he was sympathetic, but didn't think more about it until he saw a forum post about the OpenAI-model Whisper. Then he tried the model out on a hack day and it turned out to work very well.

As it became clear how much time the tool could save, Johannes Andersen and his team invested three weeks to work on an application. They've built an interface and an app where journalists can upload their sound files and turn them into texts. At the time of writing, a few months after launch – the web application has saved 13 433 hours for journalists who can now use that time to do other things.

You can use it for several languages and the word error rate is 9.5% for Norwegian and only 4.2% for English. With the app, the journalists can work locally on their computers, so they don't have to share any data.

A way to listen to all articles

In the last Schibsted Future Report, we told the story about Aftenposten's synthetic voice. In co-operation with the company BeyondWords, a team from Schibsted's subscribtion newspapers trained an artificial voice, using sentences from published articles that were recorded by podcast host Anne Lindholm. Since then, the project has grown. Now you can listen to most articles published on Aftenposten.no. And soon there will also be playlists with recommendations for articles to listen to. At Aftenposten junior, where the project started, you can choose between nine different languages, including Arabic, Ukrainian and Somali. And more newspapers in Schibsted are on their way to implementing the technology. But this project is not only about convenience. It's also a question of giving everyone access to the same information.

"For instance, we learned from teachers that 92% of them have students who struggle to read in their classrooms," says product manager Lena Beate Hamborg Pedersen.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Unleashing the potential of AI in news

In the fast-paced digital world, the news media industry stands at the brink of a revolutionary shift. AI will shape the future of journalism and content creation. Ian Vännman from Schibsted Futures Lab predicts several phenomena that will drive the transformation, as he looks into the technology behind.

Ian Vännman

Strategy Advisor, Schibsted
Years in Schibsted: 23.
My favourite song the last decade: I don't live here anymore – The War on Drugs.

AI is the catalyst for a transformational wave that's redefining our reality, akin to the monumental changes brought about by the birth of the microprocessor, the emergence of personal computers, the spread of the Internet, and the ubiquity of mobile phones.

To comprehend this future better, the Schibsted Futures Lab team delves into and explores recent technological advancements. We function as scouts, scanning beyond the Schibsted horizon and using our insights to influence our colleagues to apply emerging technologies in our businesses. We also identify and examine smaller breakthroughs, as they provide clues about plausible futures.

History has taught us that seemingly minor technical breakthroughs can spark innovations that, over time, dramatically reshape our world. Consider, for example, Intel's creation of the microprocessor in 1971. This paved the way for Apple to launch the personal computer in 1977. The convergence of these technologies with Stanford's invention of TCP/IP, the networking protocol that forms the backbone of the internet, truly took off when the World Wide Web became globally popular with Netscape's introduction of its web browser in 1994. These innovations, combined with the GSM digital mobile networking standard developed in Europe in 1987, led to the birth of the smartphone.

Thus, minor breakthroughs converge with other advancements and innovations to generate new innovations that, over time, revolutionise the world.

Recently, the Futures Lab team has been delving into groundbreaking technologies such as neural radiance fields (NeRFs) and diffusion models. NeRFs is an impressive AI-based technology that allows us to construct 3D environments using only 2D images. In essence, it enables us to use standard cameras to generate 3D objects and environments, as showcased in Luma's apps. Diffusion models are being used to create artistic and lifelike images with only text as input, as seen in applications such as Midjourney, Dall-E, and Stable Diffusion.

While these technologies are impressive in their own right, and seem almost magical from a user perspective, they pale in comparison to the innovations spurred on by the transformer architecture. This technology, developed by Google in 2017, now underpins all the leading chat-based AI services, such as ChatGPT, Anthropic's Claude, Google's Bard, and Meta's open-sourced Llama.

The transformer architecture is leveraged to create large language models, often referred to as LLMs. These LLMs are trained on enormous volumes of text data, enabling them to form artificial neural networks that capture and

store patterns from the data. The real magic lies within these LLMs. To draw an analogy, if ChatGPT were a car, the LLM would be its engine.

Building on the transformer architecture, OpenAI introduced another breakthrough: a new type of LLM known as Generative Pre-trained Transformers, or GPT, as in ChatGPT. Fast forward to 2023, OpenAI and its contemporaries have enhanced GPT with the ability to build tools. In simpler terms, GPT can now generate and execute code to accomplish tasks.

Several academic studies have already explored the impact of using ChatGPT across various professions, including law, customer support, programming, and creative writing. The consensus is clear – AI significantly enhances the productivity of lower-performing individuals, enabling them to accomplish more with better quality. High performers see less improvement, and in some cases, even a drop in productivity. Interestingly, early indicators suggest this productivity boost is consistent across many, if not all, white-collar disciplines.

This can be attributed to two primary factors. First, chatbots have become remarkably adept at simplifying complex tasks. Second, Gen-AI enhances creativity. While there's ongoing debate in the scientific community about whether large language models can truly be creative, from a productivity standpoint, this is a moot point. After experiencing ChatGPT's "creativity", it's clear that it's quite adept at it.

But is the so-called AI revolution merely about increasing productivity by using ChatGPT and its counterparts in office work? Or is there a something bigger at play here?

Comparing the CPU, the central processing unit of a computer, with the human brain, we find that they complement each other remarkably well. The CPU excels at rapidly executing instructions provided in code with structured data – tasks that humans find challenging.

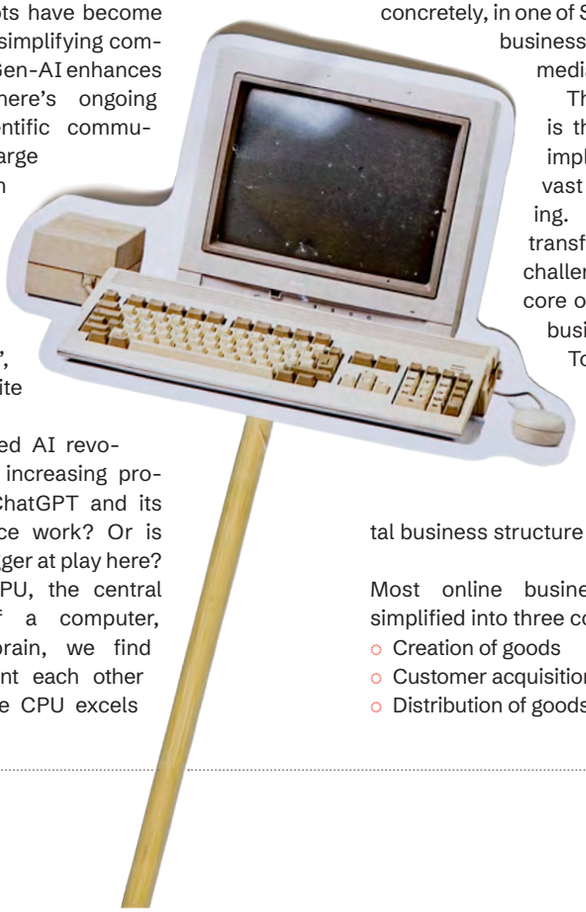
Conversely, we humans excel at learning, a capability entirely absent in a CPU. We possess agency, intuition, creativity, and are multi-modal, meaning we process input and output through most of our senses.

The LLM sits somewhere between these extremes. It's as fast as a CPU, but also capable of learning in the sense that it can be trained and fine-tuned. It possesses contextual understanding, a characteristic more akin to our brains than a CPU.

The key takeaway is that we now have access to human-like intelligence at nearly zero cost. It's more than just about chatbots. Large language models enable us to infuse human-like analysis, creativity, decision-making and more into workflows and processes at virtually no cost.

With this perspective, the advancements we've made in the past 50 years will likely pale in comparison to what we'll achieve in the next 50 years, or even the next 15 years, for better or worse.

How can all of this play out more concretely, in one of Schibsted's core business areas – news media?



The answer to this is that its practical implications will be vast and far-reaching. The expected transformations will challenge the very core of our traditional business models.

To grasp the full breadth of AI's potential impact, let's first consider the fundamental business structure of the industry.

Most online businesses can be simplified into three core activities:

- Creation of goods
- Customer acquisition
- Distribution of goods

From a financial perspective, these activities respectively translate into:

- Cost of goods sold
- Sales and marketing expenses
- Other operating expenses

Historically, the advent of the internet drastically reduced distribution costs in the news media, triggering substantial shifts in how content reached consumers and removed most barriers of entry into the market. Now, as we usher in the era of AI, we stand on the precipice of another profound change: a potential collapse in content creation costs. The ramifications of such a shift could be as transformative, if not more so, than the internet's earlier influence on the business models and the broader industry landscape. In the short term, I predict several phenomena that are set to drive our transformation:

DEMOCRATISATION OF PROGRAMMING

Anyone can develop software using tools like ChatGPT and Replit. All it requires is a bit of curiosity and courage. This democratisation signifies not just more efficient programming, but an increase in the number of programmers, which will further accelerate digitalisation and innovation. As Sam Altman, CEO of OpenAI, puts it:

"I think the world is going to find out that if you can have ten times as much code at the same price, you can just use even more."

AUTOMATION OF CONTENT CREATION

Content with predictable production processes and performance, often format-driven, such as news summaries, listicles, and interviews, will likely be generated either entirely by AI or more commonly in collaboration with journalists.

UNBUNDLING OF RESEARCH AND NARRATIVE

Traditionally, journalism involved researching facts and weaving them

into a cohesive narrative. With AI, we can separate these processes. For instance, we can publish research material alongside articles, enabling readers to explore the underlying research through an AI-driven chat interface. Newsrooms may even have teams dedicated solely to establishing and verifying facts and other information building blocks, which are then used to automatically create content using AI.

WRITING OF PREVIOUSLY UNWRITTEN STORIES

Many individuals possess important stories that remain untold due to a lack of competence in content production. With AI, these barriers between lower and higher performers are reduced, allowing many more voices to be heard.

PERSONALISED CONSUMPTION

Every individual has unique consumption preferences. With AI's ability to transform text into various formats, we can cater to these individual needs more effectively, especially when mastering the arts of unbundling research and narrative, as well as the automation of content creation.

With the collapse in costs and barriers in distribution and content creation, customer acquisition becomes the primary competition area for both new and incumbent brands.

To succeed in this new paradigm, I've identified at least four distinct, but not mutually exclusive, strategies that news media brands can deploy.

1. CREATING AN ADDICTIVE PRODUCT

Develop a service so engaging that it captures users' attention far more than traditional news outlets. The prime example is TikTok, which holds users' attention for an average of 90 minutes daily. Achieving this is extremely challenging, likely impossible, but the payoff is tremendous if accomplished.

2. FOSTERING A MOVEMENT

Tap into deeper emotions such as fear and hope to capture audiences' energy and passion, generating extraordinarily high engagement and loyalty. Fox News, for better or worse, has done this. There is no doubt that in these times of high uncertainty, audiences are yearning for hopeful narratives.

3. NURTURING A TRUSTED BRAND

This is the go-to strategy for established brands. Establishing and maintaining credibility in an era of information overload should be rewarding. However, in a future hostile media landscape, no matter how strong the brand is, brands will require greater degrees of discipline, transparency, and accountability than before.

4. BUILDING A COMMUNITY

In a world of increasingly personalised experiences, individuals will seek shared interactions and rewarding experiences. This insight isn't new for news media, but most previous attempts to build communities encountered scaling issues as the community grew, leading to its downfall. This paradox may be resolved if we can leverage AI to address the challenges that arise as the community expands.

TECHNOLOGY OF THE PRESENT

AI is not a technology of the future anymore; it's very much a technology of the present. Every media organisation must actively engage with AI tools and platforms. Training your teams on platforms like ChatGPT or similar AI tools can lead to innovative storytelling techniques, streamlined content production, and a deeper understanding of audience behaviour.

On a personal level, embracing this new paradigm means integrating AI into your daily routine. You need to incorporate it into your life to such an extent that you automatically turn to it whenever you face challenges that require collaboration, or that can be solved faster and more effectively than you or your colleagues can do on your own. Only when it becomes an integral part of your life will you be able to fully understand it and its potential.

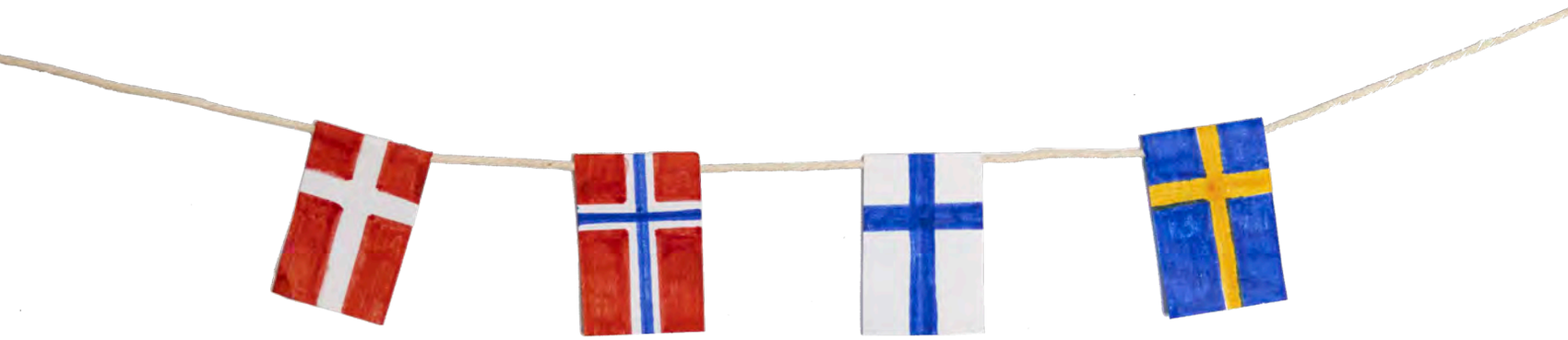
The barriers to software development are being lowered every day. Embrace this democratisation by encouraging your teams to experiment. Host internal hackathons or workshops. Foster a culture of prototyping; this not only breeds innovation but also promotes a fail-fast mentality in which learnings are quickly integrated.

With AI's capabilities, media organisations have the opportunity to rethink their content production pipeline. Centralising certain production elements can help maintain consistency, while leveraging AI can ensure content is tailored to audience preferences. Moreover, AI can assist in identifying content trends and predicting audience interests.

The transformative power of AI in the journalism industry is undeniable. We stand at a crossroads, facing a horizon with enormous uncertainty, limitless opportunities and inevitable challenges. The technological power that AI presents has profound implications on how we produce, distribute and consume news. As AI shapes a new paradigm for humanity, it becomes imperative for the journalism industry to not just adapt but lead the way. By wholeheartedly embracing AI, media brands can redefine their narrative in this new era. This journey won't be without pitfalls, but the rewards – both for the industry and society at large – are immense. The future of journalism, powered by AI, awaits.

READ MORE:

- **Page 78:** Trust and credibility will fuel news media
- **Page 81:** Aftonbladet is ready for the AI revolution



Building a Norwegian language model

ChatGPT's ability to generate human-like language is impressive. But now it's important to also build specific models for the small languages like Norwegian.

John Einar Sandvand

Senior Communications Manager, Schibsted.
Years in Schibsted: 30.
My favourite song the last decade: Save your tears – The Weeknd.

"We need a Norwegian language model, built mainly on Norwegian text," says Schibsted's Chief Data & Technology Officer, Sven Størmer Thaulow.

Sven is currently the chair of the Norwegian Research Center for AI Innovation (NorwAI) at NTNU (the Norwegian University of Science and Technology) in Trondheim. Schibsted is one of several industrial partners of NorwAI – and contributes both with both competence and data.

One of the big projects at NorwAI is to build a generative language model for the Norwegian language. The work has been ongoing for more than two years, and the first version was launched last summer. Schibsted has contributed thousands of articles for the model to be trained on. This is a non-commercial research project at present, and Schibsted will be among the first to test how well it performs compared to the big American models.

Why is a Norwegian language model needed when ChatGPT works quite well in all the Scandinavian languages?

Sven shares three main reasons:

- Better in Norwegian: A model trained primarily on content in the Norwegian language will likely also be better in Norwegian. To compare, we estimate that only 0.1% of the content ChatGPT was trained on was in Norwegian.
- Control over our own infrastructure: Large language models are becoming part of our digital infrastructure. But we see that artificial intelligence is already turning into a global industrial political race. It is not obvious that the technology will be democratised. Therefore, we must develop our own large language models that serve our societies well and can be the basis for innovation and the development of new services for our population.
- Consistent with Norwegian culture: We need language models that reflect the value sets of our Nordic societies rather than being dominated by American perspectives. Language models can easily be biased, for instance, because of the content they are trained on or how they have been adjusted. By training our own models there is a greater chance that the output will better reflect our culture and values.

Building a large language model is an enormous effort. It requires vast amounts of text, specialised competence, and enormous computing power. And early this year, Sven invited all media companies in Norway to contribute content to the work of building the model.

"We need content that is representative of the full Norwegian society, from news articles, simple chats, government documents, court verdicts – to even the most beautiful novel," Sven says.

He adds that a successful Norwegian language model can be a shared resource that will create much value – for Norwegian society at-large, for companies like Schibsted and others, as well as for individuals.

EU regulations – a balancing act

A tsunami of digital regulation is on its way. Schibsted is calling for regulations that promote circular economy and innovation while protecting consumers.

Petra Wikström

Senior Director of Public Policy, Schibsted
Years in Schibsted: 5.
My favourite song the last decade:
Blinding lights – The Weeknd.

Today we live in a very different world than it was just a few years ago. Everything has changed; the geopolitical landscape, the energy market, and the cost of living. But what has also changed is the view on regulating the Internet. Some years ago, most politicians in the Nordics believed that the Internet should be free from rules and that a liberal regime was the only guardian of innovation. They said that tech companies should not be liable for the content on their platforms and big tech should be able to grow by acquiring start-ups.

The pendulum has now swung the other way, and in 2023 we see overwhelming support from Nordic decision-makers for the EU landmark regulations of the digital landscape, namely the Digital Services Act (DSA) and the Digital Markets Act (DMA). Both regulations were adopted by the EU institutions in 2022 and will become reality at the start of 2024. These instruments will have a huge impact on the way platforms must deal with liability for illegal content, but also how big tech companies should deal with their business users. The guiding principles have been to create fair and transparent rules that level the competition in the market and protect users and consumers from unfair commercial practices.

But while the EU wants to boost the European digital economy, it also wants to create a safe internet based on European values. This is a tricky balancing act between those who want liberal rules that allow for innovation and increased global competition and those who want heavy regulation that protects consumers of digital services.

Recent global events have undoubtedly strengthened the perception among EU policymakers that the EU needs to be its own strong force and promote a distinct “third way” in regulating the digital economy, somewhere between USA “laissez-faire” and Chinese authoritarianism.

This will and has already led to more regulatory oversight and enforcement powers at the EU level, making Brussels an ever-more important focus for tech regulation.

During the past five years, we have seen a “tsunami” of proposed legislation affecting online marketplaces especially. Schibsted is currently monitoring or actively lobbying more than ten different EU proposals that have an impact on our businesses. The main reason for this regulation frenzy is the lack of trust by decision-makers in new online platforms operating in the EU. Many platforms are established outside Europe, which has led to an increased call for greater liability over the products these online marketplaces offer, as well as more control over the businesses selling the products and more collaboration with national authorities.

In addition to increased consumer protection, the EU has intensified its efforts to promote a transition towards a circular economy through various proposals. These are expected to lead to more durable and repairable products in the EU and more trustworthy environmental information being communicated by businesses.

The EU is also updating its VAT rules for the digital age and has increased the reporting requirements to tax authorities regarding sellers who sell many products via online platforms.

All these rules will require changes to many digital services, including Schibsted’s second-hand marketplaces. In particular, we will have to make changes to how we collect information about our business sellers and we must start conducting random checks for dangerous or illegal products among the products listed on our platforms. Although we support the regulation, we think that it is important that the regulation does not require us to control the sale of second-hand products between consumers, as that would risk alienating consumers from selling their used products and throwing them away instead.

Perhaps the biggest and most difficult initiative of the EU Commission is their aim to be the first in the world to regulate artificial intelligence (AI). The EU´s proposal for an AI Act was presented in April 2021, and it is still being negotiated by the EU institutions. The proposed legal framework intends to regulate specific use of AI-systems associated with risks to citizens' health and safety, building on a 'risk-based approach'.

Some AI-systems presenting 'unacceptable' risks are proposed to be prohibited, such as subliminal techniques, remote biometric data (such as facial recognition cameras in public spaces) and AI-systems for social scoring.

According to the proposal, a wide range of 'high-risk' AI-systems can be used and put on the EU internal market, if they comply with a broad list of requirements and obligations, including an extensive risk assessment procedure. High-risk AI use cases include AI-systems used within education, access to essential private and public services, recruitment and HR-systems, law enforcement and administration of justice and democratic processes. And some AI-systems that only present a 'limited risk' are proposed to be subject to transparency obligations.

Schibsted actively uses AI in its businesses. We therefore support some regulation of AI that focuses on the apparent risks to health and safety but still allows for digital companies in Europe to innovate and develop AI tools. This possibility should not only be left to the global big tech companies. We also need to ensure that we have good large language models for our Nordic languages and that we have control over how our own editorial content is used to train AI models.

Over the next five years, we expect that the EU will continue to regulate online marketplaces. The EU Commission initiated a fitness check of EU consumer law in 2022, to assess its efficacy in protecting consumers in the digital domain. According to a public consultation by the EU Commission, consumer representatives listed manipulative interface design (88.7%) and unfair use of personal data to personalise commercial offers (74.3%) among the five most problematic and frequently occurring practices.

We believe that these sentiments among consumer representatives, such as the national consumer associations, may lead to proposals for new consumer regulation during the next EU Commission mandate. This includes, for example, practices or so-called dark patterns that are perceived to manipulate and 'steer' users' choices and inhibit freedom of choice online.

One of the most discussed and contested issues in digital regulation is the use of personal data for targeted advertising. Many EU decision-makers are frustrated with the way big tech companies in particular use personal data for targeted advertising. And there is a clear political push to do more to protect privacy online.

We also think that the EU will continue to regulate AI, depending on when the AI Act will enter into force and which issues may be left unregulated due to time not yet being ripe for strict regulation of AI.

Schibsted is contributing to these various proposals by calling for a regulatory landscape that promotes a circular economy, allows for the innovation of state-of-the-art digital products and services, all while protecting consumers from harmful practices in the online market. As the next EU mandate approaches, we are developing our positions on increased consumer protection, enhanced privacy and new AI regulation, which we plan to present to the EU institutions in 2024, in an effort to influence the next EU Commission work programme.

Tech trends

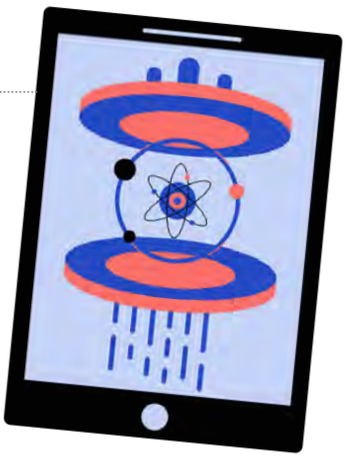
5G, quantum computing and clean tech. Here are some tech trends we will hear more about in the upcoming year.

Companies are saying goodbye to “the world’s factory”

We’re seeing a lot of companies moving their production out of China, “the world’s factory,” for several reasons. Many decided to start diversifying their supply chains following the chaos of the pandemic, and several countries, especially in South Asia, made it clear that they wanted in. The Indian government started reducing taxes and regulations on businesses and investing in infrastructure to make it a more attractive option. We’ve already seen Apple move some of its production of the iPhone to India, now producing 7% of its iPhones there. Other big players like Intel, Microsoft and Nike are talking about moving production elsewhere. This is likely only the start of this trend.

Is quantum computing the next revolution?

We're expecting to see continued development of quantum computing. In 2024, IBM is set to launch a European quantum data center complying with GDPR. The advancements in quantum computing could revolutionize banking, medicine, cryptography and other industries handling large amounts of data. As we wrote back in 2022, a major task that lies ahead will be to explore the applications of quantum computing, to think differently and to develop completely new strategies and devices for this technology.



3,3

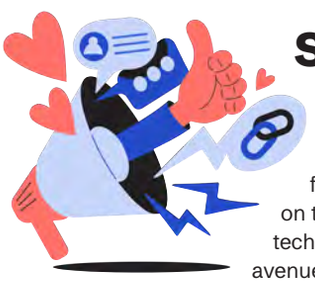
percent is the expected growth rate for energy consumption in 2024, according to the IEA. Following the economic downturn of the last year and the subsequent energy crisis, an increased demand could lead to power grid instability globally. Businesses need to prepare to be more energy-efficient and self-reliant in the coming years.

Big tech investing in healthcare

Healthtech will be revolutionized by AI, especially in diagnosis and drug creation where a massive amount of data points need to be analysed. We also expect remote healthcare to grow, along with wearable technology being used for preventative care. Apple is working on an AI-powered health coaching service and new technology for tracking emotions, and Spotify founder Daniel Ek launched the preventative care startup Neko this year.

5G

As 5G networks expand, we can expect the development of new technologies and services as well as the evolution of current ones. Smart cities with updated infrastructure have the potential to lower costs, improve efficiency, and increase security and interconnectivity.



Social media can come at a cost

Social media platforms are looking for more revenue streams as restrictions on targeted advertising are coming from tech giants like Apple and EU regulators. One avenue they're exploring is paywalling: X (formerly Twitter) is charging for verification and Snapchat is offering additional features for a monthly fee – which over two million people have paid for. Meta and TikTok are also exploring these options, and we're likely to see more premium versions of social media accounts soon.

Clean energy ahead of fossil

As global climate and energy concerns keep growing, we expect to see developments in cleantech with further transitioning to renewable energy sources. The IEA expects global investments in clean energy technologies to rise faster than investment in fossil fuels, and climate fintech is one of the strongest innovation areas for European startups.

71

percent of people would already rather utilize voice tech than a keyboard when searching online, PWC research suggests. We'll continue to see voice-powered technology develop through AI and natural language processing, and voice assistants will be further enhanced.

Less connection, more consumption

Social media has become less social and more media. There have been several signs that social media platforms aren't living up to their proclaimed mission. All the most popular spaces have, or are, moving from a place to connect with friends to another place to consume media. They've entered a space of increased competition for the consumer's attention, fighting not only other social platforms but also all other media.

Sigurd Saue, Head of software development and co-founder at Nomono.

Making immersive sound accessible for all listeners

Trondheim-based Nomono's goal is to make recording just as easy as having a conversation. Now their sound capsule is ready for the market.

Sylvia Brudeli

Chief Product Officer, Nomono.
Years in Schibsted: 1.
My favourite song the last decade:
Smilet i ditt eget speil – Chris Holsten.

The first snow of the season would soon blanket the city of Trondheim. With an intent gaze, Audun Solvang explored the NxtMedia 2016 conference. He was there to listen to the latest buzz in the world of audio and video. New innovations in virtual reality and 360 videos were popping up. And smartphones were on course to replace professional cameras. But it occurred to him that audio was not on par. Both in quality and ease of use. While video production was light years ahead.

With a PhD in 3D audio and ambisonics, Audun saw the untapped potential.

"I knew that If I could put the power of spatial audio in the hands of every content creator, it would transform the industry. In a big way," he says.

Spatial audio basically means a feeling of the sound coming from all around you. Audun describes the experience as immersive, and then and there on that snowy day in Trondheim, he knew he wanted to make that feeling accessible to all listeners.

With extensive experience in the field, he went back to where he worked, down in the labs at Sintef Digital, an institute that conducts research and innovation in digital technologies and technology-oriented social sciences.

In 2018, he made a breakthrough with spatial positioning of microphones. Getting really close to the experience he had imagined.

By this time, podcasting was booming and support for spatial audio playback was coming to headphones and speakers. But the big bottleneck was still recording and post-production of spatial audio.

To get things going, he realised he needed help. Audun reached out to his former colleagues and experts in the area – Sigurd Saue and Jonas Rinde – about his idea. At the time, Jonas was CEO at Huddly and Sigurd was an associated professor in music technology at NTNU, the Norwegian University of Science and Technology.

"Audun had no problem convincing me that the project was technically sound and had great potential. The prospect of creating an audio tech company right here in Trondheim was truly appealing," says Sigurd Saue.

Together they set up a team of people with different backgrounds and experience levels across signal processing, user experience, consumer electronics and media production, so that they had a full perspective on what needed to be done and which challenges to solve. In 2019, Nomono was born.

From the very start the goal has been to make recording and sharing stories just as easy as having a conversation. And to make it feel just as natural.

2019
Nomono was founded.

34
people are employed at the company.

Awarded the 2023 SXSW Innovation in the audio category.

Schibsted invested in the company in September 2022.

Audun Solvang.

Peter Ringset (left)
and Ruben Åeng.

The inside
of a Space
Recorder.

The team envisions a new way of producing audio that is intuitive, creative, and connected from start to finish.

"Many challenges exist between recording and publishing. Getting ready and setting up equipment can feel like a time drain. Cables, microphones, and obtrusive stands get in the way of natural conversations," Audun explains.

Being bound to a physical studio can also limit imagination, and laborious editing and audio cleanup can distract the creator from being creative with the content. Faced with heaps of hurdles and complexities, even the most experienced creators sacrifice quality when crafting a story.

These are the fundamental problems that Audun and his team set out to solve.

With the Nomono workflow, your stories are also easy to transfer from recording to publishing. When you have finished your recording, all content is automatically uploaded to the cloud service, where you then can choose to enhance or spatialise your audio recording. It solves your needs for basic editing, including adding intros, outros and jingles, making the podcast fully ready for publishing either as a spatial audio podcast or as a normal stereo podcast.

At the beginning of September 2023, the sound capsule was fully compliant and ready for on-demand sale. Since then, Nomono has started to execute on their refined go-to-market strategy, inviting the 40,000 potential customers from their waiting list to finally be able to buy the kit after a long wait.

A Stellar Mic attached to the chest.

Great stories entertain your imagination. They engage our emotions and expand our knowledge.

"The whole idea is that anyone can just bring our kit to wherever you have a conversation, and simply push one button to start recording it."

Early 2023, the first Nomono portable kit for recording conversations and interviews in the field was ready for market. It consists of a recorder, four wireless mics, a charging case and access to a cloud service. But a challenging compliance process put sales on hold.

One of the secrets behind Nomono's high-quality sound is an AI-based denoiser that identifies and reduces background and handles noise. Another AI-based method reduces crosstalk between the voice tracks. And then there's that issue of spatial sound. Nomono solves that by spreading out voices spatially using localisation data from the mics.

As a source of extra encouragement, they also won the 2023 SXSW Innovation Award in the audio category at the SXSW tech festival in Austin, Texas.

"With this award, a big milestone in the journey towards our vision of enabling spatial audio for storytellers was reached. A really nice proof that we are doing the right thing," says Audun.

Beyond the technology, the team is also convinced that storytelling is a powerful thing, and that it connects people.

"Great stories entertain our emotions and expand our knowledge. And it has done so since the era of cave paintings all the way to the rise of podcasting today," says the Chief Design Officer of Nomono, Viktor Rydal.

Hege Berg Bache, Head of supply chain, opens a Space Recorder.

He hacks to keep companies secure

He started his Schibsted journey as an engineer at Mitt Anbud four years ago. After coming second in an Schibsted hacking-competition, a part of Schibsted's security program, Deng Wuor Joak transitioned into the field of cyber security. He has since built a security program for both Mitt Anbud and Distribution Innovation to make sure that their systems are safe.

Distribution Innovation has developed new technology for logistics and more than 2.2 million deliveries each night are enabled by their services in Sweden, Norway and Finland.

"If we get hacked, most of the newspapers and parcels that are supposed to land on the doorsteps in a large part of the Nordics wouldn't get there", Deng says.

When he started at DI, the company lacked a security program, so he built one from scratch. The company's security has gone through a large transition, since the development of this security strategy.

And Deng knows what he's fighting for. After the hacking-competition his boss at Mitt Anbud asked him to ethically hack their site. As a result of the hacking, Deng found a severe vulnerability in their systems that he presented to other engineers. This led to a job offer from Distribution Innovation.

"Hacking got me into this field and I still find it challenging and exciting to find potential vulnerabilities."

Deng Wuor Joak

Head of Cyber Security, Distribution Innovation, Schibsted
Years in Schibsted: 4.
My favourite song the last decade:
Mamma sa – Jonas Benyoub.

Using AI to strengthen news

Eivind Hjertholm Fiskerud has a long and storied history in Schibsted, having worked in several positions within Schibsted and Bergens Tidende. Now, he serves as Project Lead for Nextgen Newsrooms in Schibsted News Media, taking a central role in our work with AI.

"I've long been very interested in how we can use data to strengthen our news media," Eivind says.

When it comes to using AI in News Media, Eivind says it comes down to strengthening the journalists in their profession. Enhancing investigative journalism, using AI for creative storytelling, and making every day easier for our journalists by using AI for time-consuming tasks, letting them focus on the journalistic core.

News Media's work in AI begins with a clear stance on how we use AI, grounded in our longstanding tradition of journalistic ethics.

"It's important for Schibsted to be in the forefront in this area, to take responsibility and make sure AI is used in a responsible and trustworthy manner," Eivind says.

Eivind Hjertholm Fiskerud

Project Lead AI, Nextgen Newsrooms
Years in Schibsted: 16.
My favourite song the last decade:
To minutter – Lars Vaular & Röyksopp.

Giving users the best experience

After leading some large transformation projects at Svenska Spel and PayPal, Hanna Lindqvist was sure of one thing – never again. Nevertheless, she's once again in charge of just such a project in Schibsted, creating a common platform for all Nordic marketplaces.

But Hanna seams calm and confident. The change is motivated by a clear goal: to give users of Schibsted marketplaces the best possible experience.

"When I came to Blocket two years ago, we worked as if conditions were the same for selling different things on the same platform, but different in different countries. Now we know that the user needs are similar when selling a car in all countries – but different from selling a t-shirt."

That's why Finn in Norway, Blocket in Sweden, Tori and Oikotie in Finland, and DBA and Bilbasen in Denmark are now co-operating to develop the best service in four categories. They will do so from the same new platform, a platform developed from one of Schibsted's four exciting marketplace platforms, but good stuff from the others will be integrated.

"We talk about closing gaps," Hanna explains. "This means testing and finding out what works and fixing what doesn't."

Making a shift like this is very business critical – and complicated. You can't fail, and as you make the transition, business must run as usual.

The strongest upside for Hanna is working with all the people in different countries, and that confidence of hers relies on one simple fact.

"The transformation is made by our own people, people who know the platforms and the business."

Hanna Lindqvist

SVP Technology, Schibsted and SVP Aurora Foundations
Years in Schibsted: 2.
My favourite song the last decade:
Wake me up – Avicii.

Busin

WILL CLIMATE CHANGE RESET CAPITALISM?

A miracle that created unprecedented prosperity or a system programmed to eradicate mankind? Never before has modern capitalism been as controversial as it has in the early 2020s. But what would a version 4.0 of a capitalist system look like?

Andreas Cervenka

Columnist, Aftonbladet
Years in Schibsted: 12.
My favourite song the last decade: Cairo, IL – The Brother Brothers.

If the dilemma faced by mankind were to be summarised in just a few figures, these would make a good start. First: 16.82. That's how many degrees Celsius the global-mean surface air temperature rose to in August 2023; the highest ever registered and around 1.5 degrees higher than the pre-industrial period (1850-1900). Next: 2,500 billion. That's how many Swedish krona the world's five biggest oil companies made in profits in 2022, which was double that of the previous year. Investments in new extractions of oil and gas in 2023 are predicted to approach 6,000 billion SEK the highest figure since 2015, according to the International Energy Agency (IEA).

In the pursuit of bigger profits, the oil and gas majors are ramping up production rather than investing in renewable energy sources that are known to be less profitable. By the standards of modern capitalism, the oil majors' advances make an amazing success story.

What's more important – profit or the survival of humanity? For more than 50 years now, the answer has been obvious: profit!

The ExxonMobil share price has risen by 250% since the autumn of 2020, and in September 2023 it reached an all-time high. ExxonMobil CEO Darren Woods' compensation rose from 175 million SEK in 2020 to over 400 million SEK in 2022. The shares he received as bonus during his six years as CEO are now worth 1.8 billion SEK in total. The signal the system is sending to Darren Woods and others in similar positions is: keep up the good work! So expect production and sales of fossil fuels to continue to increase.

The problem of course is that ExxonMobil's income statement and share price only tell one side of the story. At the same time as this hyper-effective profit-making machine enriches shareholders, it's also indirectly generating waste in the form of huge costs, both human and economic.

The extreme weather events of 2023 make the looming climate catastrophe caused by rising CO2 emissions – which researchers have long been warning us about – seem less like a distant dystopia and more like an acute situation in the here and now. And ExxonMobil's share of the bill for the costs is precisely zero. The profits flow to the company's owners while the costs are incurred by current and future generations of people.

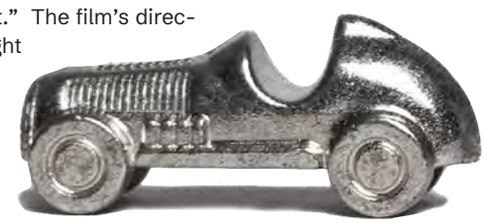
Ultimately, this inherent conflict can be seen as a question of priorities: what's more important – profit or the survival of humanity? For more than 50 years now, the answer has been obvious: profit! In recent years, however, many have started to question the fairness of this choice for what seem to be good reasons. To understand where capitalism stands today and where it is heading, we need to rewind the tape.

There are two key years to keep in mind, the first of which is 1970. That was when an essay written by the American economist Milton Friedman was published in New York Times Magazine. The 18 000-characters-long essay exudes a sense of frustration. Friedman questioned the prevailing doctrine at the time of the need for businesses to exercise social responsibility.

He dismissed it as nonsense, making his view clear in the essay title: "The social responsibility of business is to increase its profits." It would mark the start of a global revolution in the business world. The singular purpose of a business was to enrich its owners. Shareholder capitalism was born.

In its statement on the purpose of a corporation, the powerful Business Roundtable, an association of the leading companies in the United States, declared that corporations existed to serve their owners. The new dogma was personified by the legendary Jack Welch, CEO of General Electric between 1980 and 2001. His business principles included continuous restructuring processes, relocation of production to low-wage countries, and a crass staff policy of firing the bottom 10% of employees deemed to be low performers every year.

The core of this new doctrine is perhaps best captured in the character of Gordon Gekko, played by Michael Douglas in the film Wall Street from 1987. "Greed, for a lack of a better word, is good. Greed works. Greed clarifies, cuts through, and captures the essence of the evolutionary spirit." The film's director Oliver Stone thought that the film would serve as a warning to the upcoming generation. Instead, it became arguably



the most successful recruitment campaign ever for the finance industry. Everyone wanted to be like Gordon Gekko and Jack Welch, who in 1999 was hailed by Fortune as "CEO of the Century".

To get to the next key year, we need to fast forward 49 years to 2019, the year when the Business Roundtable adopted a new version of its statement on the purpose of a corporation. This one contained a dramatic change: the wording about shareholder value was now replaced by a statement about how the company would benefit all stakeholders: customers, employees, suppliers, communities and shareholders. The new statement was signed by 181 business leaders, including Amazon's Jeff Bezos and Apple's Tim Cook.

According to the reputable business newspaper The Economist, the answer was simple: Karl Marx was right.

Later the same year, the Financial Times, the favoured newspaper of the global financial industry, launched a large-scale campaign called "Capitalism: time for a reset". The editor at the time, Lionel Barber, wrote: "The liberal capitalist model has delivered peace, prosperity and technological progress for the past 50 years, dramatically reducing poverty and raising living standards around the world. But in the decade since the global financial crisis, the model has come under strain, particularly the focus on maximising profit and shareholder value. These principles of good business are necessary but not sufficient. It's time for a reset."

This marked an extraordinary U-turn. What had happened? According to the reputable business newspaper The Economist, the answer was simple: Karl Marx was right. In an analysis performed back in 2018, the newspaper concluded that many of the renown philosopher's predictions about capitalism had actually come true. According to Marx, capitalism is in essence a system of rent-seeking whereby a few can accrue vast profits at others' expense without contributing to society. He also believed that capitalism tended to create monopolies, that it would inevitably reach the far corners of the world and that workers would be the losers through being forced to move from one insecure job to the next.

Half of the companies in the 2003 ranking of the world's top ten companies – Apple, Google, Amazon, Nvidia and Meta – hold monopolistic positions in their respective markets. The tech giants' dominance has been compared to that of America's so-called robber barons of the late 19th century. The gig economy has created an army of workers in a weak negotiating position.

The share of value created in companies that goes to the employees has steadily declined in the Western world since the 1970s. According to the International Monetary Fund, a major contributory factor to the high rate of inflation in the past two years is that companies took the opportunity to increase their profits.

Another side effect that has been linked to the shareholder paradigm is increased inequality.

In 1970, the CEO of a large US company earned the equivalent of 24 workers; by 2021 this figure had risen to 399. Whereas wages for ordinary people rose in the postwar decades, over the past 15 years they have stagnated, but for those at the top they have risen. Financial Times columnist Martin Wolf has called the system that enriches the few rather than the many "rigged capitalism."

A somewhat bizarre effect of the focus on share prices is that large companies increasingly opted to spend their money on buying back their own shares, a short-term manoeuvre, rather than invest in the future. And this happened at the same time as the post-financial crisis economy was suffering from a lack of investments. The 2008 financial crisis, caused by profit-driven and risk-averse banks, had political as well as economic consequences. Populism has become widespread in both the United States and Europe. As former Trump strategist Steve Bannon put it: "The legacy of the financial crisis is Donald J. Trump."

In a global survey conducted in 2020 by PR consultancy Edelman, 57% of respondents agreed with the statement: "Capitalism as it exists today does more harm than good in the world." Shareholder capitalism can be described as a powerful form of AI that programmes companies to seek increasingly larger profits without considering the consequences for society.

The time seems to have come for a reset, and attempts to achieve that are now well under way.

The Financial Times is not the only one to put its foot down; environmental, social and governance (ESG) investing and impact investing are concepts which any business leader with an instinct for self-preservation is throwing around in recent years.

If the industrialisation of the late 1800s and early 1900s was Capitalism 1.0, of the post-war years Capitalism 2.0 and of the Jack Welch era Capitalism 3.0, perhaps the search for Capitalism 4.0 is best symbolised by Larry Fink, head of Blackrock, the world's largest investment manager with assets of over 9,000 billion USD (around 100,000 billion SEK or almost 20 times Sweden's GDP).

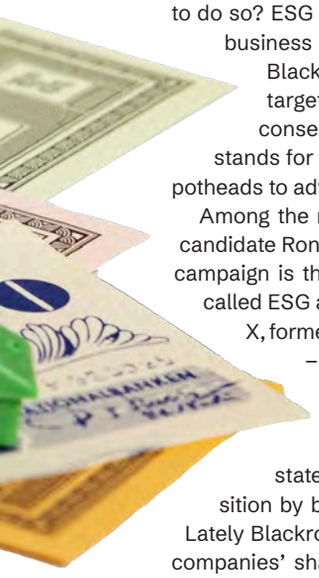
Already in 2016 he encouraged companies where Blackrock held shares to make their businesses environmentally and socially more sustainable. His interest in the issue did not originate in a wish to save the world, but rather to earn money. Many of the world's pension fund managers began doing the maths years ago. With an investment horizon of, in many cases, 30 to 50 years, it would be an advantage if the planet was habitable when pensioners are due to get their money. In other words, offering investments with a climate-friendly profile was a major business opportunity. In his annual letter to CEOs in 2020, Larry Fink wrote that "climate change has become a defining factor in companies' long-term prospects."

Many other financial actors and big companies have followed suit. According to the consultancy McKinsey, 90% of the biggest US companies now publish ESG reports. There has been a surge in the number of funds claiming to invest ethically and climate consciously. Companies have signed undertakings to reduce their CO2 emissions. The goal of becoming "climate neutral by the year X" is as much a matter of course in annual reports as are profit forecasts.

A total of 35,000 billion USD is estimated to be invested with some consideration given to either the climate or corporate social responsibility. After Russia's invasion of Ukraine, further requirements were placed on companies to pull out of the country, whatever the cost. Companies that failed to respond fast enough faced customer protests and boycotts. The largest US companies mentioned ESG an average of nine times in their 2022 quarterly reports to investors, compared with once in 2017.

This all sounds promising, but there's a problem: who decides what it takes for a company to be deemed sustainable?

This all sounds promising, but there's a problem: who decides what it takes for a company to be deemed sustainable? And what incentives do companies actually have to set ambitious goals if no one forces them to do so? ESG barely managed to establish itself in the business world before it became a dirty word. Blackrock and Larry Find have become the target of ferocious attacks, not least from the conservative right, which believes that ESG stands for "woke capitalism," an invention of leftist potheads to advance their agenda.



Among the most vocal critics is the US presidential candidate Ron de Santis, and among those heading the campaign is the world's richest man, Elon Musk, who called ESG a "bluff" and on which he commented on X, formerly known as Twitter – which he now owns – as follows: "The woke mind virus is either defeated or nothing else matters."

The conflict came to a head in the United States when 19 Republican states accused Blackrock of abusing its position by boycotting investments in oil companies. Lately Blackrock has toned down its message at large companies' shareholder meetings, and Larry Fink has said that he stopped using the term ESG because it was so polarising. This has prompted several states that invest substantial amounts of pension capital to warn Blackrock not cave in to the pressure.

Ideas and models abound of what Capitalism 4.0 might look like. One of the most interesting is "doughnut economics," a term coined by British economist Kate Raworth in a book published in 2017. Briefly put, it's about balancing social goals so that everyone's basic needs are met within Earth's ecological boundaries. A central idea is to abandon continuous GDP growth as the key goal for the economy.

Already in 2011, US economists Michael Porter and Mark Kramer launched the idea of "shared value" as the new purpose for companies, where they would focus on making a profit, though on the "right" kind of profit; that is, one that benefits wider society.

"Inclusive capitalism" is another concept, which is even endorsed by the Pope and has won the support of politicians and business leaders like Marc Benioff, billionaire and founder of the software company Salesforce. Here, too, profits would lead to a greener, fairer world.

Another phenomenon is that of "benefit corporations," a business form where corporate social responsibility is incorporated into company statutes. B Lab, an organisation that issues certifications according to a given set of criteria, claims to have over 7,400 certified companies in 92 countries, including the ice cream maker Ben & Jerry's.

Does all this sound a bit fuzzy? That's maybe because it is. The very task of putting numbers on the goals for this new capitalism has proven to be a major obstacle. It has also left the field open to charlatans. Three quarters of all big US companies now link different versions of ESG goals to the determination of CEO compensation. But the fuzziness has meant that large investment managers began complaining that the goals could easily be manipulated to boost bonuses. And despite all the hype surrounding ESG, the pursuit of profit in its purest form still dominates the global business world. Perhaps it's there, in the focus on profit, that the catalyst for the real paradigm shift lies, because climate change is now starting to cost money, and lots of it.

In recent years the world's major central banks have begun warning that climate change could trigger the next financial crisis.

A study published in the journal Science Advances found that extreme heat cost the global economy the equivalent of 170,000 billion SEK between 1992 and 2013. During the first half of 2023, large insurance companies have lost more than 500 billion SEK. The cost of insuring against natural catastrophes and extreme weather has skyrocketed. Two of California's biggest insurers announced this summer that it would stop insuring homes.

In recent years the world's major central banks have begun warning that climate change could trigger the next financial crisis. The Financial Stability Board, a body that monitors risks in the global economy, estimates that losses from weather-related catastrophes rose from around 2,000 billion SEK annually in the 1980s to over 18,000 billion SEK in the 2010s. The countries most vulnerable to climate change have seen a surge in borrowing costs.

Things can happen quickly once the global financial world wakes up to this new reality, because suddenly it will no longer be about some fuzzy goal of saving the planet, but about saving profitability. Maybe Capitalism 4.0 will turn out to be very similar to its predecessor 3.0.

Maybe greed works after all.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Schibsted is closer to an ecosystem

Schibsted has been working towards an ecosystem across our brands for many years. Now we're getting one step closer with the Alpha project.

"Schibsted reaches 80% of all Swedes and Norwegians on a weekly basis through our different brands. So, we have a unique opportunity to give these users new offers and great experiences," says Karl Hahtovirta, Director of Subscriptions in Sweden.

Karl, who has worked in all Schibsted's three business divisions, really sees how broadly Schibsted's various products touch people in their daily lives.

Since we can share data across different Schibsted products, we have a much deeper understanding than before about the people who use our products and their needs. This data could help improve the products we have – Aftonbladet, for instance, could learn from needs of Blocket users, Karl explains.

"We could also offer bundles with Schibsted brands or in co-operation with partners. And we could identify clusters of new products needed by these users and create them."

As a start, Schibsted is already offering bundles of our different news brands in Sweden and Norway. Karl is also sure that the ongoing AI-wave will open up for exciting opportunities, in which news brands can expand the content they serve and also offer the right format to the right user.

"In this AI-era, trust will be a great asset, and here Schibsted is well positioned with our loved brands."

Karl Hahtovirta

Vice President Subscription Sweden, Schibsted
Years in Schibsted: 9.
My favourite song the last decade:
Get lucky – Daft Punk.

Chatting with a 500-year-old Swedish king

How do you bring a 500-year-old king to life? With the help of AI, of course.

"We created a chat where our readers could talk to Gustav Vasa. He got 2,000 questions and 60,000 people followed the live chat on Aftonbladet."

Moa Gårdh is Director of Product at Aftonbladet. She is responsible for developing Aftonbladet as a product, making sure it lives up to users' expectations – and at the same time ensuring it stays relevant and maintains its important role in society as a media company.

"The Gustav Vasa chat was an exciting way to develop editorial content and a great example of how we can work with AI. Not least it was a fun way to teach young people about history."

Now you might think that ChatGPT made it easy to create the chatbot. But it turned out there was a significant knowledge gap when it came to the historic Swedish king. So, the team behind it created a data base with information about him, and they also trained the model to answer questions in a way similar to how Gustav Vasa would talk.

"It's the social platforms that drive the development for how we consume content," Moa explains, adding that as a media house, Aftonbladet needs to be open to new consumer habits and prepared to think outside the box.

Moa Gårdh

Product och UX director, Aftonbladet
Years in Schibsted: 6.
My favourite song the last decade:
Ålen – Amason.

Tibber is pushing an energy revolution

Their mission is to make green electricity more smart and cheaper for all households. Now Tibber has started to sell batteries to help consumers optimise their consumption, even more.

"We believe that technology will accentuate the green shift and every single customer experience. We are in the middle of a revolution," says Edgeir Aksnes, CEO in Tibber.

The company delivers electricity to households in the Nordics, The Netherlands and Germany. But their idea is to help customer lower their energy cost with the help of digital services and devices. Like batteries for households with solar cells.

"We have created the world's smartest battery, together with our partner Polarium. It adapts to electricity price, how much the sun is shining and to your consumption. And through our grid reward you can get paid for supporting the power grid."

Edgeir believes that helping people get control of their power consumption is crucial.

"When we started we had an idea that we would create the Internet Of Electrical Things. Today we see that that's what we've done."

Edgeir Aksnes

CEO and co-founder Tibber
Years in Schibsted: 2.
My favourite song the last decade:
Faded – Alan Walker.

As the tiger leaves the scene – there is room for curiosity

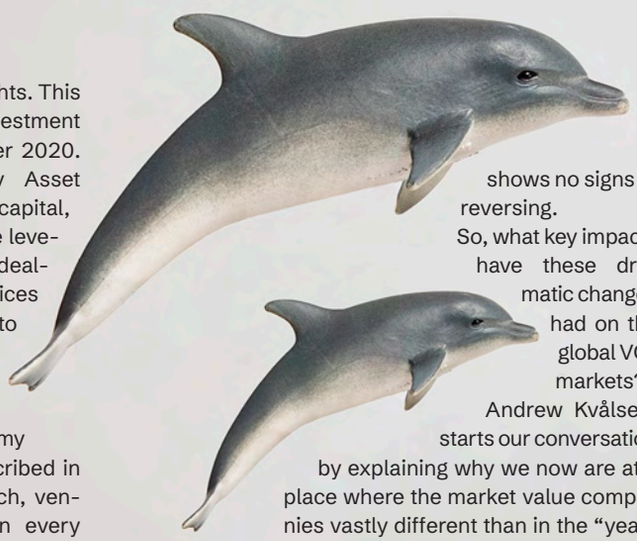
The venture capital market is going through a profound change. From extreme economic volatility to a demand for profitable growth. In a conversation, Andrew Kvålseth, Schibsted´s CIO and EVP of Growth and Investments, shares his view on what this means and how Schibsted is focusing on investing closer to core.

Nathalie Kåvin

Head of Corporate Brand, Schibsted
Years in Schibsted: 5.
My favourite song the last decade: Stark & Sårbar – Moonica Mac.

In Schibsted Future Report 2022, a previous colleague, wrote an article on what was defined in the VC-world as "The Year of the Tiger". At that time venture capital was booming. In the third quarter of 2021, a whopping 158.2 billion USD was invested into start-ups at various stages, according to CB Insights. This was more than double the investment compared to the third quarter 2020. As recently mentioned by Asset Class, however, the influx of capital, coupled with readily available leverage, led to a booming era of deal-making while sending asset prices and company valuations to record highs.

After three years of extreme economic volatility, the world and VC-economy looks quite different. As described in a recent article in TechCrunch, venture deal volume has fallen every quarter since Q2 2022 across the world, and the trend shows no signs of reversing.



So, what key impacts have these dramatic changes had on the global VC-markets?

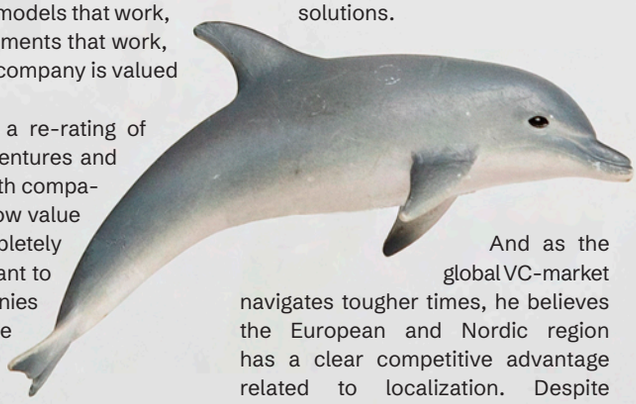
Andrew Kvålseth starts our conversation by explaining why we now are at a place where the market value companies vastly different than in the "years of the tiger".

"Most importantly – we've seen a repricing of risk," he says. "When interest rates were near zero, it mattered less whether or not you earned a million dollars today or a million dollars five years from now. This put a tremendous focus on gaining scale, and very little focus on profitable growth".

As interest rates continue to rise and as investors adjust to

the changing economic conditions, the high prices previously paid for assets have started to eat into returns. This has dramatically changed the type of business models that work, the type of investments that work, and how much a company is valued at.

"The result is a re-rating of the value of all ventures and early-stage growth companies. Investors now value companies completely differently and want to make sure companies can find profitable growth sooner rather than later."

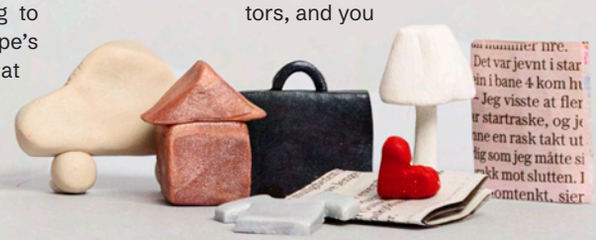


Andrew Kvålseth joined Schibsted in 2021. After spending eight years in Asia now he is responsible for all investments in Schibsted, managing a large venture portfolio and overlooking the larger strategic investments. The years in Asia have given him a special interest for the area – but also some personal learnings. Not least about the importance of knowing your local market, when developing consumer products and business solutions.

And as the global VC-market navigates tougher times, he believes the European and Nordic region has a clear competitive advantage related to localization. Despite a slower 2023, Europe's share of global VC is at a record 19% in 2023, up from 13% in 2013, according to latest statistics by Dealroom. Europe's share of global early-stage VC is at a record 24% in 2023. Which means Europe is catching up with the US at the very earliest stages.

Andrew explains that there are some key differences between operating startups in different markets like the US, Europe and Asia. The US has the highest GDP globally of any country, with roughly 350 million people, meaning that if you can dominate that market, you can reach a massive scale. There is a value in investing to get the number one position in a market like that. You can scale quickly and the rewards for being dominant are tremendous, meaning you can take a lot of risk to get there.

"But in Europe, the story is quite different. You really need to scale country by country in most businesses. You need to acquire new customers, you need to beat local competitors, and you



need to adhere to local regulations. So, it really requires a bespoke approach market by market and more of a controlled growth. It's not just about securing that number one spot, no matter how much capital it takes, he says."

"I believe this can foster a different kind of innovation that can give European players an advantage."

When he arrived in Asia ten years ago, he understood that people typically look at Southeast Asia as one market. When it instead is a collection of largely different countries with different political systems and consumer habits, and in different stages of maturity.

Andrew Kvålseth.

When it comes to our news media business; artificial intelligence is obviously important.

"This gave me humbleness as to how challenging it is to understand a local market and consumers, when you did not grow up being a consumer in that market."

This is also why Schibsted's growth and investment team have people from each Nordic market, where they operate.

"Just like with Asia, people from the outside look at the Nordic countries as quite similar, but in reality it's quite the opposite with different cultures and consumer preferences in each country."

So, what are the major trends this team in Schibsted is looking at when investing in new companies in the next couple of years?

Andrew is very clear of one thing – the main focus is to strengthen the core business areas – marketplaces and news media.

"When it comes to our news media business; artificial intelligence is obviously important, it will affect how content is generated but also how people consume news. And the fact that a large part of the population is now consuming news through thirty-second snippets on TikTok is a new reality."

Schibsted has a core part of its vision to protect news, by upholding a society built on trust and transparency. This is something we believe is a fundamental part of a democracy.

"And that´s in a way being threatened in the way people consume media today. This means we need to look at how we invest in formats, companies and platforms that allow us to get quality news, which we believe is important to ensure freedom and democracy, and to provide that to consumers in a way they find attractive and engaging."

He also points out that people blend entertainment, sports and news into one experience. And that in Schibsted we are very strong within news, but we need to become stronger in entertainment and sports.

Looking at Schibsted's marketplaces they came from a horizontal classified business, like you had in the printed paper, and then moved online becoming a success with brands like FINN in Norway, Blocket in Sweden and Lebocoin in France.

Now they are entering a transformational journey, moving into vertical business models, to make consumer experience better and more relevant.

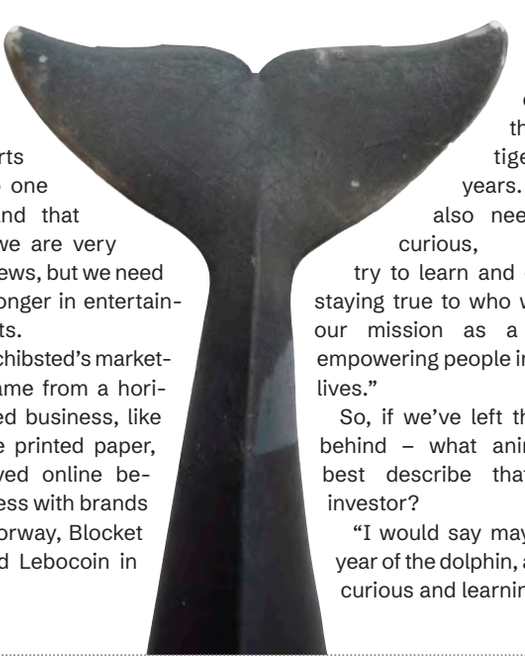
"A good example is FINN, where if you buy your car in Norway, or sell your car like I recently did, you can do the entire journey through the platform. From transferring the ownership of the vehicle, getting the right insurance, to ensuring your payments. And that's what's disrupting our marketplace model to a transactional end-to-end highly focused marketplace model."

Looking at the larger acquisitions Schibsted made in the past year or two, a lot of them are focused around marketplace-models that support this transformation. Autovex was acquired in Finland, a vertical specialist for cars sales. Nettbil, a digital used car marketplace is another example, as is Gire Mobility, a B2B marketplace for flexible on-demand car transportation.

"There are more in the pipeline that we look at in this space," Andrew reveals.

So, Schibsted is looking at both disruptive news media options and investing across the marketplace space.

"We still have a value-driven and long-term approach to our investments, as we had even during the more tiger-focused years. But we also need to stay curious, constantly try to learn and evolve, yet staying true to who we are and our mission as a company, empowering people in their daily lives."



So, if we've left the tiger far behind – what animal would best describe that kind of investor?

"I would say maybe it's the year of the dolphin, always stay curious and learning"

“We should align across the Nordics”

The startup scene in the Nordics has taken giant leaps in the last ten years – perhaps most notably in Norway. Anders Mjåset, founder and CEO of the startup community Mesh sees some trends up ahead.

Anders Mjåset.

Camilla Buch

Communication Manager, Schibsted
Years in Schibsted: 3.
My favourite song the last decade:
Chronically cautious – Braden Bales.

Looking back, it’s clear that Norway was slower on the ball when establishing itself as a startup hub, compared to the other Nordic countries, Anders says.

“Compared to its neighbours, oil-rich Norway didn’t feel the impact of the financial crisis as early, which made other countries more prone to adapt. Norway has caught up now, though.”

In all of the Nordics, the digital economy has been in a startup (no pun intended) phase during the last 10-15 years but is now coming to a plateau with the super hype of 2022. We’re now looking at a correctional phase, as evaluations drop significantly, and companies are less keen to invest.

What we currently have is a digital venture scene that is more involved in the business sector, taking up more space in politics and the public sector. It’s evolved from being the little guy, the challenger, to having more influence as a central part of the Nordic society. This evolution has also contributed to larger companies realising the need for digitalisation, innovation and, more recently, climate-focused action.

When looking at the future of the Nordic startup scene, Anders believes we need to be better at working across country lines. We’ve seen a lot of organic local growth, but the politics and founder environments should be more streamlined.

“Internationally, the Nordics are seen as one. To really mature and take up space in a global – and digital – market, we should align ourselves politically regarding startups and venture.”

Anders believes the Nordics will keep a strong focus on impact-driven startups, with climate being a driving force, and health-related innovation climbing.

“I think Schibsted has a real opportunity to be one of the biggest forces in the industry when it comes to the startup scene. The combined resources, knowledge from several fields and reach in Schibsted is unparalleled in the Nordics. That’s one of the main reasons Mesh is happy to be a partner to Schibsted, the possibility to push startup innovation in the right direction.”

Obviously, looking into the crystal ball, Anders believes that AI will be a massive part of startup and innovation in the coming years. Proptech, fintech and gaming are also big sectors where the Nordic countries are taking big strides, alongside climate and general impact.

We’ll have more digital-first companies built on venture dynamics, in contrast to a lot of the big slowly built businesses we’ve seen in the past. The revolution of AI will bring a lot of change and innovation, and it’ll be important for all kinds of businesses to keep up.

“I see no reason why we shouldn’t make the same kinds of goals for innovation as we’ve done for the climate – making the same kinds of efforts to modernise and bring society into the future,” Anders says. “And that future is built on the courage to take risks and push boundaries.”

THIS IS MESH

○ A Nordic community for the startup scene with workspaces in Oslo, Trondheim and Copenhagen. Schibsted and Mesh have a partnership where we will host events for our employees, Mesh members and their network.

Why you should keep your light on when other brands go dark

With bankruptcies in the Nordics reaching its highest in over a decade, it's no surprise that companies are cutting back on marketing. But it's a balancing act of cutting to survive today and investing to grow tomorrow.

Christine Gelfgren

Marketing Strategist, Schibsted
Years in Schibsted: 0.5.
My favourite song the last decade: Yellow moon – Amason.

In Byron Sharp's 'How Brands Grow', arguably one of the most influential marketing books of the past decade, he urges brands to never be silent. Why is that so important? The importance of the relationship between a brand's market share and its share of voice, meaning how prominent the brand's advertising is within its sector compared to its competitors, is well-known. Brands that have a higher share of voice than their market share have what's called an "excess" share of voice and tend to grow relative to their competitors.

This relationship becomes particularly evident in times of economic downturn. Previous recessions serve as cautionary tales for companies who are considering to weather the storm by cutting significantly on marketing spend.

HISTORY OFFERS US A BLUEPRINT

We live in what feels like unprecedented times, but ironically unprecedented times are the norm for every generation that's come before us. Whether uncertain times have been caused by pandemics, wars or financial crises, we have more than a century's worth of data showing the true cost of going silent when faced with uncertainty.

One of the first to study this was Vaile in 1927, who made a detailed examination of 200 companies during the economic depression and subsequent growth period post WWI. Companies that amplified their advertising budgets during the economic downturn not only maintained stability but experienced significant growth in sales. In contrast, companies that either reduced or abstained from advertising during this period lagged in sales performance.

Shortly after, Post, the ready-to-eat cereal category leader, saw themselves dethroned by Kellogg's during the Great Depression. When Post slashed their ad spend, Kellogg's doubled its budget, invested innovatively in radio ads and launched the now iconic cereal Rice Krispies. The aggressive marketing strategy yielded a 30% surge in profits and positioned Kellogg's as the category leader, a title it has maintained for several decades.

Since then, the marketing landscape has evolved significantly, but the core truth remains unchanged. With each economic downturn, brands face the same decision—pull back or push forward. Brands that maintain, or even amplify, their advertising efforts in broad reaching media during tough times stand a better chance of not just surviving but thriving.

WHAT HAPPENS WHEN BRANDS GO DARK

For brands considering trimming their advertising spend, the good news is that up to six months off air won't have detrimental effects on your brand, at least not according to a recent study by Millward Brown. The bad news is that if you continue after that it will likely weaken brand health, and once decline sets in, it may be hard to reverse.

Kantar documented a telling case in which a leading UK beverage brand, enjoying a steady market share, chose to halt its advertising in one market for an entire year, while maintaining its marketing investment in another. The

market that went dark had a discernible 2% dip in market share, whereas the market that maintained spend held steady. When the brand eventually resumed its marketing the subsequent year, it couldn't reclaim its lost share.

A comprehensive study from the Ehrenberg-Bass Institute that observed 365 U.S. brands gives further weight to this. When brands halted their advertising, they saw an average 10% decline in market share after one year, 20% after two years, and 28% after three years without advertising. Interestingly, smaller brands or those that were already experiencing a dip in their share before pulling their ads were more susceptible.

Short-term choices often have long-term consequences, and consistently sidelining advertising can be devastating for a brand's future growth.

FINDING OPPORTUNITIES WHEN OTHERS CUT BACK

While most brands won't turn off advertising completely in times of economic downturn, they likely won't spend with the same intensity. For the brands that are able to resist cost cutting and maintain spend, they can often achieve an excess share of voice at a cheaper price. It's like speaking with a steady voice in a room that all of a sudden gets a lot quieter, which gives you much more bang for the buck.

The IPA database underscores this strategy's effectiveness, showing that 38% of companies reporting significant profit growth after the 2008 recession had increased their excess share of voice to over 8%.

By understanding the relationship between market share and the power of excess share of voice — especially when it's more affordable — you're set to make decisive, informed decisions, no matter the economic climate.

CREATIVITY'S ROLE

Just as it's crucial to strive for excess share of voice, the same goes for obsessing about delivering creative advertising. Creative campaigns are twice as effective, and the audience remembers you more easily when the advertisement invokes an emotional response.

Featuring a cute dog in a commercial is a cheap trick to ramp up customers' emotional response, and a 2022 study published in the Journal of Marketing discovered that people are more excited to buy products when they see dogs in ads. It's no wonder that Amazon's latest Super Bowl ad, featuring a heartwarming story of a rescue dog, scored among the highest in System1's effectiveness study.

But just as the share of voice is relative to your category, so are your creatives. If all your competitors start using cute puppies in their commercials, the emotional response relative to your category levels out. The customers will then have a hard time attributing the commercial to the right advertiser and suddenly that puppy is just part of the noise, lost in a sea of furry faces vying for your attention.

LOOKING AHEAD

Having a steady voice when the room gets quieter will be one of the most important things brands can do to ensure their future growth through these tougher times. Incorporating emotion, creativity, and ingenuity into your brand will amplify it to echo longer in the minds of consumers. It's about understanding the nuances of your category, being aware of the saturation points, and having the foresight to pivot when needed. In the end, it won't just be about who shouted the loudest, but rather who resonated the most.

Beyond the carbon tunnel vision

Our focus on CO2 emissions and the climate crisis make us forget about other societal and environmental challenges that are equally important. It's crucial that we now ensure that innovations solve problems from a broader perspective, says Markus Ahlberg, Chief Sustainability Officer at Schibsted.

Markus Ahlberg

Chief Sustainability Officer, Schibsted
Years in Schibsted: 3.
My favourite song the last decade:
How loud your heart gets – Lucius.

We are at the epicentre of a great acceleration of parallel and interconnected societal and environmental developments. Over the past decades, we have witnessed exponential growth in technology and GDP. Delving into details, we also see exponential changes, both positive and negative, in many areas. There's positive acceleration, such as increased living standards, a connected world, and technological advancements. But there are also negative trends, like growing inequality, depletion of natural resources, and ecosystem breakdowns. All these accelerations share a common source: they are driven by human activity. This parallel chaos is the world we live in, and we must address it when building our future because all these developments are interconnected.

The notion that the climate crisis is the sole key to a sustainable future paints an oversimplified picture of our journey towards a greener future. A broader perspective should consider areas such as equality, biodiversity, and overconsumption of natural resources. For example, using wind power to combat climate change sounds great, but it can harm biodiversity and the local communities where the wind farms operate. The same complexity arises with the idea of electric vehicles as saviours of a fossil-free world. But the need for mineral extraction can harm water and biodiversity. We need to change the narrative that climate is the only issue we need to tackle because the reality is much more complex than that. And a too narrow focus on carbon emissions might exacerbate other issues or even create new problems.

EMBRACING HOLISTIC SUSTAINABILITY

By broadening our perspective to encompass and understand important societal and environmental developments and systems, we can uncover layers of complexity that deserve and require our attention.


CO_2

THE ECOSYSTEM SYMPHONY

True environmental sustainability extends beyond carbon emissions to encompass the complete symphony of the ecological interactions that shape our world. Biodiversity, access to natural resources, and the delicate balance of ecosystems are all intertwined. A broader perspective requires acknowledging the fragile harmony that we must safeguard.

A narrow focus on carbon emissions falls short in addressing overconsumption of natural resources, the ripple effects of species decline, or the cascading benefits of biodiversity preservation.

SOCIAL THREADS IN SUSTAINABILITY

Sustainability isn't just an environmental effort; it's deeply connected to social equity and justice. For example, communities disproportionately affected by environmental degradation deserve recognition beyond a carbon-centric perspective. An illustrative example is how those of us in the Nordics, who will be less affected by climate change, should have a responsibility to support those in southern Europe who might need to migrate in ten years due to heat waves caused by a changing climate.

An inclusive sustainability narrative recognises the ripple effects of inequities and emphasises the importance of equitable solutions. If equality factors are not included in sustainability calculations, trust and democracy may be at risk, given the role equality plays in holding our society together.

A FINANCIAL MOSAIC

The carbon-tunnel analogy sometimes overlooks the economic intricacies that underpin sustainable development. Transitioning to cleaner energy sources entails grappling with economic dynamics, job transitions, and the macroeconomic implications of a global shift. Sustainability, therefore, involves as much financial evolution as it does environmental change.

Consider the economic transitions that occur when communities reliant on carbon-intensive industries shift to renewable energy sources. The tunnel might obscure the struggles of communities facing job losses and economic uncertainty. By widening our perspective, we recognise the importance of just transition strategies that ensure economic resilience while forging a sustainable path forward.

EMBRACING NEW TECHNOLOGIES

True sustainability depends on rethinking human behaviours, policy frameworks, and systemic shifts that go beyond technological boundaries. Recent technological developments related to artificial intelligence provide hope for new solutions to address our current narrow focus. Since the human brain appears limited in its ability to find comprehensive solutions, understand exponential change, and grasp the complexity of systems, technology like AI might offer a solution to apply systemic thinking, handle complexity, and build models that balance all important areas, simultaneously.

Regardless of technological advancements, navigating the intricate path of sustainability requires breaking free from the tunnel's constraints and embracing a comprehensive approach that weaves together environmental conservation, social equity, economic transformation, cultural understanding, and sound technological innovation.

Putting the purpose centre stage

The sustainability issues we currently face in society have become a meeting with destiny. Yet, we still talk about sustainability as detached strategies. At Schibsted Nordic Marketplaces this has changed, and sustainability is at the very core.

Christian Printzell Halvorsen

EVP Nordic Marketplaces, eCommerce & Distribution, Schibsted
Years in Schibsted: 16.
My favourite song the last decade: Gospel (with Eminem) – Dr. Dre.

The 21st century has brought with it a growing awareness of the environmental and social challenges hitting our planet. Climate change, resource depletion, inequality, and environmental degradation are no longer distant concerns but rather pressing issues that demand immediate attention. The private sector plays a pivotal role in addressing these challenges, and the need for ambitious action has never been more urgent.

History has taught us that corporate sustainability is not a passing trend but an evolving imperative. As we look to the future, businesses that lead in sustainability will not only thrive economically but also contribute significantly to solving the vital challenges of our time.

A TRANSFORMATION JOURNEY

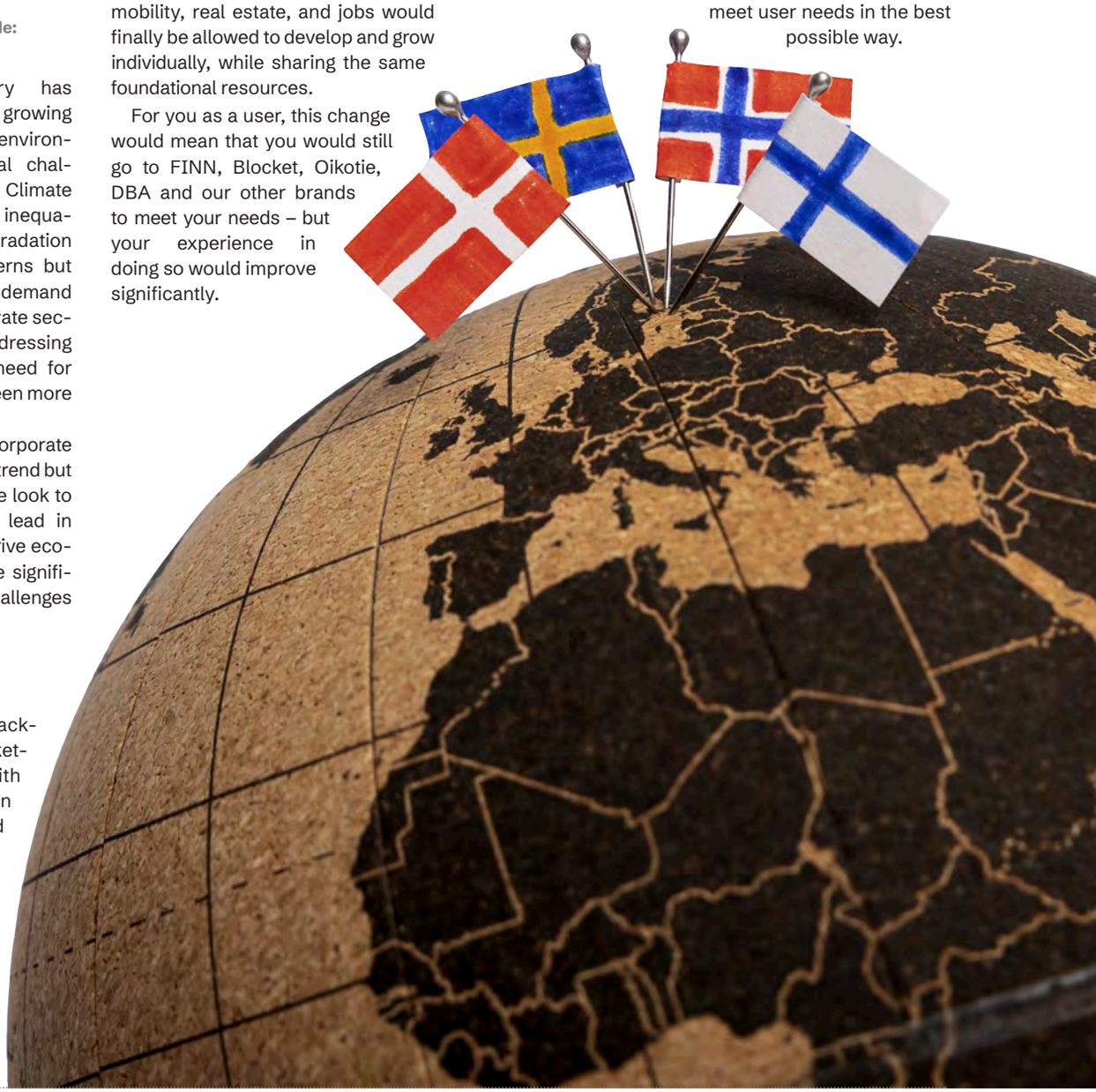
With this insight as a backdrop, Schibsted Nordic Marketplaces entered 2022 with another urgent matter in mind. We knew we needed to change – drastically. To future-proof our ability to align with user values, address global challenges, and champion sustainability, we had to transform our entire organisation and business.

That's why, in the beginning of 2022, we transitioned away from our country-based organisation to create a verticalized Nordic Marketplaces. With this transformation, our different business areas (henceforth referred to as verticals) of recommerce, mobility, real estate, and jobs would finally be allowed to develop and grow individually, while sharing the same foundational resources.

For you as a user, this change would mean that you would still go to FINN, Blocket, Oikotie, DBA and our other brands to meet your needs – but your experience in doing so would improve significantly.

THE POWER OF VERTICALISATION

A key rationale behind the decision to set our verticals free was that our users and customers have different needs that require different solutions. Verticalizing is specialising, a way to meet user needs in the best possible way.



Before this bold move, a strategic decision made in one vertical would impact the direction of another. They depended on the same pool of resources. They had to coordinate their efforts and sometimes they had to wait for one another. We duplicated our efforts four times over in each country, depleting ourselves and depriving ourselves of opportunities. That dependency limited the verticals' potential for individual growth. By verticalizing and setting them free, we now give them unprecedented opportunities to develop in their own directions.

OUR SOCIAL RESPONSIBILITY

Clearly, there was a huge growth potential in strengthening our positions to increase our positive impact on our core stakeholders – our users, society, and the planet. Already from the get-go, we knew that this was the key purpose of our transformation. Schibsted Nordic Marketplaces has a unique position in society and a unique social responsibility. In this work, we were emboldened by our burning ambition – to empower people to make smart choices for themselves and future generations. Verticalizing is a means to take our social responsibility seriously and move our important position forward – to manage and develop it – also in the future.

Trends in corporate sustainability are ever evolving, and companies must stay agile and innovative to remain at the forefront.

SUSTAINABILITY AT THE CORE

Rather than taking the classic route of mapping out a new organisational structure and new business strategies supporting our vertical transformation – we instead began our change journey by putting our purpose centre stage. All decisions, discussions, and priorities that took place after that pivotal moment were balanced and measured according to their potential to help us reach that purpose, that burning ambition. Sustainability was our starting point and our North Star.

As a result, sustainability became an integral part of not only the overall purpose, vision, structure, and business model of Nordic Marketplaces, but of all our new strategies and goals for our separate verticals as well. For us, that means making sustainable alternatives and circular consumption the obvious choice, and helping people access more while owning less. It means creating an inclusive job market where people's skills are used optimally, and no talent is lost. Making smart and sustainable mobility choices the norm, reducing our footprint on the world, and finally, creating a fair and transparent real estate market.

The trends in corporate sustainability are ever evolving, and companies must stay agile and innovative to remain at the forefront. Embracing circular economy principles, ensuring supply chain transparency, transitioning to renewable energy, and engaging in social impact initiatives are just some of the ways the business sector can continue to make a positive impact on the planet and society.

The success and relevance of companies in the 21st century hinge on their ability to champion sustainability, align with consumer values, and address global challenges. By doing so, these companies can not only thrive but also become catalysts for a more sustainable and equitable future. At the end of the day, sustainability is not just a strategy – it's at the very core of our future success and the future of our planet.

How to make advertising sustainable

The advertising industry is struggling to measure its carbon footprint. Experts call for a common standard, while consumers demand trustworthy marketing.

Ricki Rebecka Petrini

Head of Marketing & Communications, Schibsted Marketing Services Sweden 2021-june 2023.
My favourite song the last decade:
Novacane – Frank Ocean.

It's a well-known fact that brands need to take ownership throughout the entire value chain as they strive to achieve their ambitious sustainability goals. But the advertising industry has yet to offer the right tools to measure its own carbon footprint. If sustainability is the message, are there measures that are more sustainable than others? And how do you as an advertiser even begin to measure it? Simply put, what is sustainable advertising?

"All of us working in marketing know that our job is supposed to lead to sales, sales that in turn lead to consumption, which results in emissions, according to current business models," says Karin Grohman. She's the project leader for the Comm to Act Planet initiative, which was started by the four industry organisations: IAB, Sveriges Annonsörer, Sveriges Mediebyråer and KOMM.

This statement was proclaimed during the launch event with the above-mentioned industry bodies, and it points to the heart of the matter – the elephant in the room if you like. We live at a time when companies across industries must face the fact that a solid sustainability plan is no longer simply a desirable asset to have. It's an essential one. While brands are battling with green concepts and how to converse around them, new hurdles loom on the horizon, hurdles that are hard to digest for even the most seasoned of advertising specialists.

What puzzles virtuous marketers and CEOs who've "gone green" is the question of responsibility and what role to play in a value chain that paradoxically boosts business and hurts the environment. The climate message has long since frequented most media plans drawn up by any respectable brand. But until now, it has mostly been about the message, not so much about the footprints tailing award-winning advertising and savvy sustainability campaigns.

"We who work in marketing need to put ourselves in the driver's seat, take greater responsibility and be more involved in sustainability work. We are experts in driving change, and communication is an important and effective tool to contribute to a sustainable consumption culture, as well as changed norms and behaviours," says Hanna Riberdahl, CEO at Sveriges Annonsörer.

According to the Advertised Emissions study, by Purpose Disruptors, there was a 28% per capita increase in emissions in England within one year due to increased consumption as a result of advertising. Figures like these point to the fact that communication is indeed an effective tool to drive behaviour. Even if the behaviour is increased consumption and is harmful to the environment.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Industry professionals have started to pay attention – the launch of the Comm to Act Planet initiative in May 2023 may be one of the most evident signs of that in the Nordic market. The initiative pushes for collective responsibility to futureproof advertising.

There are several different climate initiatives underway from both media agencies and media outlets, where calculators have been developed to be able to determine the climate footprint of media. The purpose is to facilitate media planning and media buying, which is positive, says Hanna Riberdahl, but she also points to the risk of having different methods and different currencies for how we calculate.

"It will be incredibly difficult to compare and get a fair picture in the end. Therefore, we must agree on a common standard. We are incredibly happy that our parent organisations, the World Federation of Advertisers (WFA), AdNetZero and AdGreen, have taken on the responsibility to develop this global standard, and we are involved in this work on a local level.

The fear of being called out for greenwashing is high among Nordic advertisers, according to the Comm to Act Planet team, something that results in so-called 'green hushing'. This is a phenomenon often associated with greenwashing but rather it describes a culture of silence, in which brands avoid communicating their climate initiatives altogether.

When the advertising industry made its first contributions to fighting climate change, it was all about the message. Copywriters and content creators where not only successful in motivating the general population about brands' efforts to limit their emissions, they also had marketers and media shielded from any scrutiny related to measuring their own carbon footprint. Until now.

"The most important thing for everyone in our value chain is knowledge. We must increase knowledge in all areas about how our work affects the environment and climate. This applies to everything – from our own impact to ensuring that every day we make decisions that result in lower CO2 emissions. We must also ensure that the messages are not misleading and that we communicate our climate work to a greater extent," says Hanna Riberdahl.

Raising awareness and measuring the emissions from advertising's share of the value chain is one of many actions that can contribute to important insights. But perhaps it's not the most important solution to making the industry sustainable, says Markus Ahlberg, Chief Sustainability Officer, Schibsted.

"It is important to coordinate internally regarding how and what we measure. Measuring CO2 emissions is very complex, and if it happens without coordination, there is a big risk that we will not achieve any comparability between different advertisements and media, which is the main purpose. Moreover, there are few other industries that have found a good way to compare CO2 emissions; therefore we should be humbled by the fact that it is difficult to measure advertising."

In the end, marketers will need to find a way to juggle two tasks at the same time, as demands of profit won't wait until the climate issue is solved.

"Advertisers need to be credible in their communication through

transparency and by actively solving problems that benefit consumers, all while solving problems for society and the environment," says Markus Ahlberg.

Defining what is sustainable advertising and what is not might be easier said than done, as legislative bodies on a European level are still looking for adequate data.

"There is a lack of data on climate change impact so, without data, climate footprint is often an estimate. This is changing rapidly, and EU and new regulations have been pushing for greater awareness and transparency," says Marie Baumgarts, partner and sustainability expert at KPMG.

With over 20 years of experience from working with sustainability in various capacities, Marie knows a thing or two about the difficulties of creating cohesiveness among different groups. She is a former member of the European Commission's Technical Expert Group that advised the Commission on the EU Taxonomy; a classification system that helps companies and investors identify "environmentally sustainable" economic activities to make sustainable investment decisions.

The difficulty of measuring and having transparency throughout the whole value chain is apparent but does not alleviate the responsibility from any of the parties.

"The one who places the order, the client, has the main responsibility. But everyone in the value chain is accountable for their part and their own value chains," says Marie Baumgarts.

Experts seem to unanimously agree that having the right tools and common currencies when measuring carbon footprints is imperative. Yet one more incentive needs to be accounted for as we are trying to identify any symptoms of an identity crisis in advertising – the consumer. A majority of Swedish consumers say advertising has an important role to play in climate change according to a Novus study (2023). So as the industry now is shifting its focus to the tools and currencies of battling climate change, the consumer still calls for trustworthy marketing. Once again, it is all about the message.

When asked about what the key factors are for sustainable advertising of tomorrow, climate expert Marie Baumgarts points out.

"This will be a differentiator, meaning that ads for sustainable products and services will likely reach a wider audience than ads for non-sustainable products and services."

The aim of the Comm to Act Planet-initiative is to make everyone who works in marketing feel confident with advocating the most crucial issues of our time. This is certainly a good start and a sign of the times that climate change is at the top of the advertising agenda. It seems the industry wants to identify what measures needs to be taken for it to be sustainable. As long as sustainability is at the heart of the message, brands and their advertising allies, are obliged to measure the true effects of their communication activities.

The remedy for an industry identity crisis is, by all accounts, more cohesiveness. And that is a cure that for sure will ungag the marketing community that never quite identified with any hush label in the first place.

Industry professionals have started to pay attention – the launch of the Comm to Act Planet initiative in May 2023 may be one of the most evident signs of that in the Nordic market. The initiative pushes for collective responsibility to futureproof advertising.

Recipe for a podcast success

Svenska Dagbladet's podcast series on the Stenbeck family of financiers was an experiment in more ways than one. But the gamble resulted in the newspaper's most successful publication to date. Producer Adam Svanell tells the story.

Adam Svanell

Head of Documentary, SvD
Years in Schibsted: 11.
My favourite song the last decade: Mam Yinne Wa – Alogte Oho & His Sounds of Joy.

The idea didn't come from some decision taken at senior management level or some brainstorming session; it came during a coffee break. In the autumn of 2021 I was working as longread editor for Svenska Dagbladet and had invited Lovisa Lamm Nordenskiöld and Robert Barkman from the production company Banda to give an inspirational talk. At SvD we wanted to focus more on audio stories in some form or other but didn't know exactly how we should go about it. The idea was to start with Lovisa and Robert holding a basic course in the do's and don'ts of radio journalism to a group of selected reporters.

I had assumed that the younger reporters would be espacially enthusiastic about getting the chance to learn something new, but it turned out that Jan Almgren, an experienced business journalist approaching 60, was the one who asked the most questions. During a break, while Lovisa stood by the coffee machine, Jan piped up: "I'd like to do a podcast from the business world. There are loads of good stories there," he said. Lovisa was quick to respond: "Absolutely. Who wouldn't want to hear a documentary about the Stenbeck family, for instance?" I don't want to exaggerate how dramatic that moment was, but something in the room shifted. I guess everyone sensed what an incredibly good idea it was.

The Stenbecks are one of Sweden's wealthiest, most powerful and most secretive families. They're more colourful than other families of financiers, but they've also been plagued by drug abuse, open power struggles and premature deaths. Several books had already been written and documentary series made about Jan Stenbeck, the mythical American-style entrepreneur who had been one of Sweden's most controversial figures in the eighties and nineties. The monopoly buster. The man

Tom Henley, Hugo Lavett, Jan Almgren (in the back), Lovisa Lamm Nordenskiöld and Adam Svanell worked together on SvD:s podcast series Dynastin.

Sophie Stenbeck with one of the horses at her ranch in Wellington, Florida, March 9 2022.

who brought commercial TV and the consumer mobile phone to Sweden, even though they weren't actually allowed. But there was another story, one that wasn't as well known: the one about Jan Stenbeck's American-born children. They had barely reached adulthood when their father died of a heart attack in the summer of 2002, leaving them with a hugely successful empire.

They seemed to be characters straight out of a Shakespeare play. Cristina Stenbeck, the eldest child, who assumed her father's mantle as head of both the family and the business empire and became one of Europe's most powerful businesswomen. Hugo Stenbeck, the wayward son who made headlines for bar brawls and drunk driving. Sophie Stenbeck, the more sensitive sister who was involved in charity work and was referred to as "the family's Mother Teresa". Max Stenbeck, his father's favourite child, the charming little brother who was predicted to take over the family business one day but who instead died at the age of 30. And then there was Felix Granander, the "unknown son", whose existence his half-siblings knew nothing about until their father's death.

Like all genres, Swedish podcast and radio documentaries have certain methods and conventions. They revisit a historical news event, portray a person as either eccentric or as someone who met a tragic fate, or they sniff out some kind of mystery. A lot of documentaries look like that. What appealed to me with this idea was that it had the potential to be something different; a cross between a business story and a family saga. More like a TV drama, where the audience follows a given cast of characters over time.

Of course other journalists had tried to portray the Stenbeck siblings, but they had done so from the outside and from a distance. If we were going to do it, we would do it from the inside.

Jan and I had a meeting with the production company Banda and agreed on a plan: if we could get on of the Stenbeck siblings to participate, we would make a documentary series together. If we managed to get two of them to do interviews, the series had the potential to be really good. We began by approaching Sophie Stenbeck because she seemed to be the sibling that would most likely consider the proposition. In her youth she was known for shying away from the spotlight, but in recent years she had done a couple of interviews. Maybe she had changed her view of the media? It was worth investigating.

So one morning in March 2022, Jan and I drove to Sophie's equestrian centre in Wellington, Florida. She had agreed to give us three whole days of

interview time. But we were nervous; we had no idea whether she would actually tell us anything of substance or just answer our questions politely, superficially and evasively like a media-trained person of power.

As it turned out, Sophie Stenback was more than ready to talk. She spoke with astonishing candour about everything from the power struggles within the family empire to the deaths of her father and brother. When Jan and I drove away from the equestrian centre after conducting the first day of interviews, we were so excited that we screamed out loud.

The work continued after the Florida trip. Jan approached more people for potential interviews and I began editing the material recorded on our trip. Everything felt good, we were just about home and dry – or so we thought. In actual fact we had a long and strenuous process ahead of us. For one thing, we had made some mistakes. One example among many is when Jan interviewed Lars Johan Jarnheimer, spokesperson for Ikea's holding company and an extremely busy man. When the one-and-a-half-hour interview ended, Jan glanced at the audio recorder and realised he had forgotten to turn it on. He was forced to grovel until Jarnheimer finally agreed to do the whole thing over again from scratch.

But what concerned us most was the time it took for the other three siblings to reply. Although Cristina Stenbeck said no to taking part almost immediately, we still held out hope that Hugo Stenbeck would agree, but his spokesperson finally informed us that he declined. The fact that Felix Granander, "the unknown son", hadn't replied at all made the situation even more stressful.

Hugo and Cristina had always been close to Sophie, and in our interviews she had also talked a lot about their life experiences. But Felix had grown up far away on the other side of the Atlantic and had led a turbulent life. Only he could tell his story.

Finally, after many months of waiting, Felix informed us that he would participate. He gave us three long interviews in which he talked open-heartedly about his drug abuse problem and the grief he felt for the father he never got to know. He also revealed that he didn't know, and hadn't even met, his half-siblings Cristina and Hugo.

There's no denying the insatiable curiosity about the rich and powerful.

Jan and I then wrote and edited this into a documentary series in six episodes, telling a story that played out over two decades, from Jan Stenbeck's sudden death in 2002 to his daughter Cristina's abdication as head of the business empire in the early 2020s. We played the episodes for Lovisa Lamm Nordenskiöld and her colleague Hugo Lavett in Banda, thinking that the series was more or less completed. But they didn't agree; we had told the story in the wrong sequence, they didn't sympathise with the siblings when they listened to them, and they found it difficult to follow when the life stories of the father and the five children were presented simultaneously. We had to go back to the drawing board.

After a long delay, the series, called Dynastin (The Dynasty), was finally released in January 2023. For us at Svenska Dagbladet, the publication also proved to be a real experiment. Previously we had released our bigger podcast projects free of charge on all the regular platforms like Spotify, Apple Podcaster and Podme. People with experience from the podcast industry had told us that it was hard to charge for podcasts and that audiences are rarely prepared to use podcast apps other than the ones they use for their regular podcasts.

But this time we decided to take a chance. We decided to publish the first two episodes on all platforms, but to make the four remaining episodes available only on Svenska Dagbladet's own site and to paying subscribers. We had no idea whether it would work; we were running the risk that people might be content with hearing the two free episodes. But if that happened, we always had the option of releasing the rest of the series free of charge later.

As it turned out, we had worried in vain; at the time of writing, Dynastin has drawn over 600,000 listeners. Every fourth person who heard the two free episodes chose to go to SvD.se to continue listening. In fact, the number of subscriptions sold beat Svenska Dagbladet's previous record by a huge margin. The series has attracted attention in lots of TV and radio programmes, podcasts and newspapers. In terms of both conversion and reach, it's SvD's most successful publication to date.

When you write a text like this one, you're expected to offer some kind of recipe for success, some explanation of why it went so exceptionally well. So what do I think? Well, there's no denying the insatiable curiosity about the rich and powerful. Because Sophie Stenbeck and Felix Granander decided to speak out, we could give a unique insight into a family which previously had kept a very low profile. But I don't think that insight would have had the same impact if it had not been presented with sound narrative craftmanship, without a script that was honed time and time again and without Jan Almgren's skilful investigation into the family's business empire. Also, without Jan's experience and reputation capital, many key figures would never have taken part and spoken as candidly as they did.

For me, as a podcast creator, the project sparked a desire to dare to experiment even more with methods and genres. It was a reminder that you shouldn't have too much respect for the "truths" you hear from experts. And not least, Dynastin has proved that these types of ambitious documentary projects are not just journalistically relevant and good for a brand; in the best-case scenario they can also be good business.

“We need to embrace and explore uncertainty”

Nathan Furr’s thesis is that uncertainty and opportunities are two sides of the same coin. And he’s going to give leaders in Schibsted 42 different tools to navigate a world of uncertainty.

Ann Axelsson

Senior Product Manager, Strategic Communication, Schibsted.
Years in Schibsted: 25.
My favourite song the last decade: Paper doll – John Mayer.

“I strongly believe that we are missing a critical leadership capability in our modern world. The ability to face uncertainty and see the possibility.”

Nathan Furr is Professor of Strategy at INSEAD and a renowned expert on managing in times of disruption and uncertainty. He’s also an author and co-author of several books. Now he’s leading a management program in Schibsted, using a framework he set up after years of working closely with start-ups, understanding their mindsets and how they handle risk and uncertainty.

And no doubt, we live in uncertain times. Choosing a path at a time when change is constant and happening fast can be very stressful. Nathan brings up generative AI as an example.

“Uncertainty is when you don’t know all the variables involved. With AI we don’t know where it’s going to go. We don’t know how it will affect our careers or our lives. We don’t know what the future will be like.”

He also believes that uncertainty often is misunderstood and confused with risk – when you actually know the variables involved, you know the probability; you just don’t know the value you are going to get.

“Risks we can manage and control, but to handle uncertainty we need something different, we need to embrace it and explore it. Because if we see generative AI as a risk, we will probably avoid it and miss out on opportunities.”

This is where the framework and the 42 tools come in. But perhaps even more important is the perspective that this theory is not something reserved for only your work life. That insight was pushed by Nathan’s wife Susannah Harmon Furr, who is an entrepreneur, designer and art historian.

Together, they wrote the book that serves as a guide to the framework, called “The Upside of Uncertainty”.

Susannah helped Nathan understand that uncertainty is incorporated in all parts of people’s lives and even if he speaks to leaders, it starts with us as people, as human beings.

“And she was so right. All that uncertainty, it fires in your brain. You feel it in your gut. And to help others through it, I really believe you’ve got to start with yourself.”

In the book, Nathan and Susannah prove that. They share some private stories about their lives and their family, times when uncertainty was fundamental and when the framework helped them see the crisis from a new perspective. Like when their son became very depressed in the aftermath of the COVID-19 pandemic, and they had to watch over and care for him. The tool they speak about is reframing.

“We reframed in that moment to focus on what we still had. And that was each other, the capacity to have him with us, and give him the right treatment. Instead of focusing on the uncertainty.”

Reframing is one of four categories in the toolbox.

“We have this heritage from evolution that we tend to run from things we see as a loss or a threat. But when we see it as a gain, we run towards it. So, if you focus on the possibility side you trigger more of that positive momentum, and the tools in this category are about that,” he explains.

The three other categories are called priming, taking action, and sustaining. And with these in place, leaders will be better equipped to dare to explore new possibilities, according to Nathan.

And that’s the whole point. To Nathan, leading in uncertainty is one piece of what he believes is a greater innovation capability.

“As the world becomes more dynamic, you’ve got to explore, and you have to innovate. And because I’ve been obsessed about what uncertainty is, my whole career, I have also been obsessed with finding all the parts of the puzzle that lead to innovation.”

Some of those parts he has found are connected to behaviours, processes, culture, leadership and organisation. Things he will also go into during the course.

On a personal level, Nathan also struggles with uncertainty.

“It makes me really nervous.”

And, depending on personality, he acknowledges that some people will struggle a bit more than others to embrace his thesis.

“But on the other hand, the research is very clear – people can learn this and get better at it.”

Nathan Furr is leading a management program in Schibsted, using a framework he set up after years of working closely with startups.

Investment trends

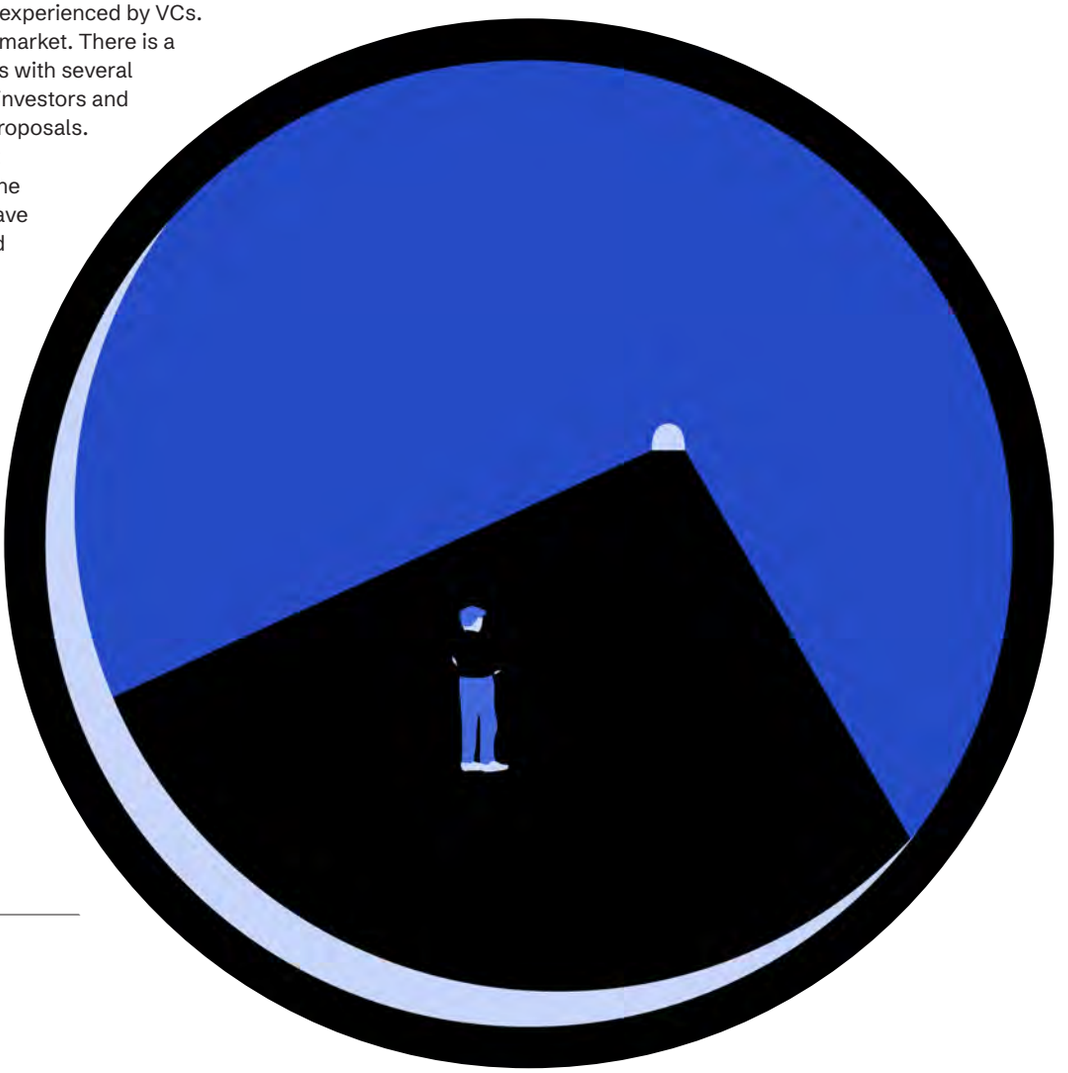
Quarter after quarter we've seen activity in the venture market go down. At least so it seems. Simultaneously, we are wondering what's happening behind the scenes. Looking into numbers, pessimism mostly prevails.

Do we see light at the end of the tunnel yet?

In hindsight it is easy to see how boosted the VC market was a few years ago. High valuations and intense competition among investors were two of the main challenges experienced by VCs. Today, we are seeing a totally different VC market. There is a significantly lower pace of new investments with several VCs experiencing difficulties in finding co-investors and receiving considerably fewer investment proposals.

Even if many of the European VC market sentiments deteriorated further this year, the expectations for the next twelve months have improved. However, the confidence of fund managers' in the long-term growth prospects, is at an all-time low since 2018. This is largely explained by the current macroeconomic and geopolitical situation making both fundraising and exits challenging.

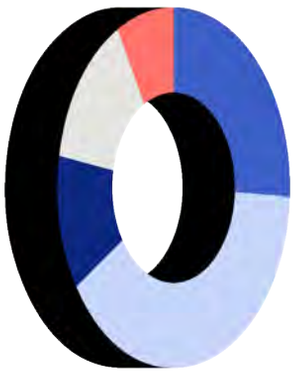
Zooming in on the Nordics, Sweden is starting to lose its dominance. The reason for this could be because the Swedish VC scene is more mature and most declines have been in later financing rounds. Instead Norway and Denmark have gained ground. Will the current climate be a reboot to a more even Nordic VC market, or will it scare off many new investors in the VC space? Time will tell. But a continuous cyclical development is the only thing we know for sure.



Sara Myrenfors

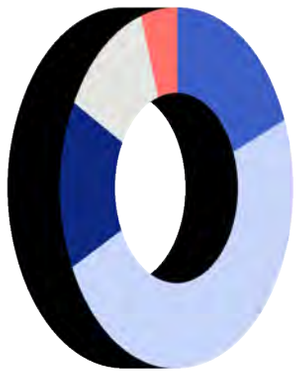
Investment manager, Schibsted

VC investment seed stage per geography (company location) YTD 2023 (Q3):

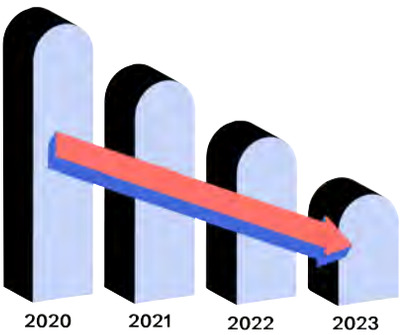


Europe 26% USA 40% China 12%
Rest of Asia 14% Rest of the world 8%

Total VC investments per geography (company location) YTD 2023 (Q3):



Europe 19% USA 49% China 15%
Rest of Asia 12% Rest of the world 5%



Activity levels same as in 2019

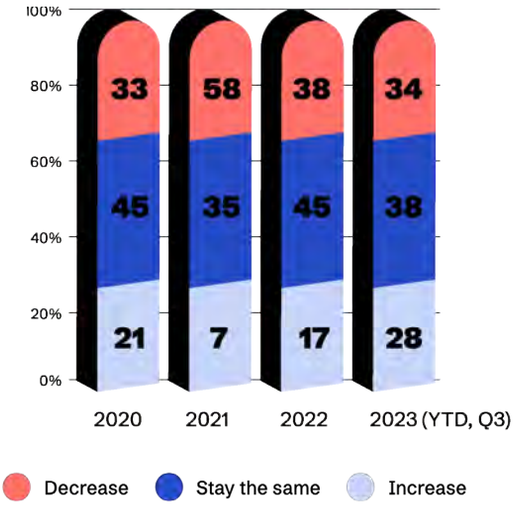
Most countries are back to 2019 levels of activity, with some exceptions like France (+37%), Denmark (+72%), Norway (+181%) and Italy (+57%), venture investment in H1 2019 compared to H1 2023.

3,4 trillion USD is the combined value of Europe's tech ecosystem.

11 new European unicorns was born in the first three quarters of 2023, three of them in Q3.

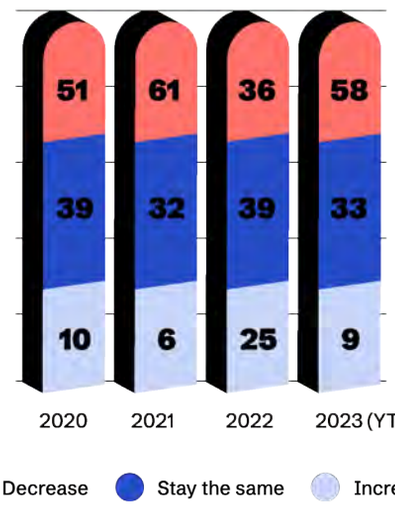
billion USD is the value of expected investment in European startups 2023 (well over the previous pre-pandemic record).

European VCs on how the number of their new investments have developed the last twelve months:



Decrease Stay the same Increase

European VCs expectations on how the number of their new investments will develop over the next twelve months:



Decrease Stay the same Increase

Sources: Invest Europe VC survey 2023, Dealroom

All of Denmark's marketplace is ready to dream big

A beloved marketplace where you can find everything from a stuffed lion to a used bicycle. With almost 370,000 active monthly users, DBA has a solid position in Denmark – and now a cross collaboration in Schibsted will make them even stronger.

Julie Schoen

Press Manager, DBA.
Years in Schibsted: 2 (but 6.5 at DBA).
My favourite song the last decade: Stor mand – Tobias Rahim and Andreas Odbjerg.

A glimpse into my everyday life: You can hardly see it. It's a difficult balance because you should ideally be able to spot it. At least a little. The right person must be able to see it, while everyone else should rather just walk past.

I have hidden a bag in the hedge. Tucked it under the green leaves. In the winter, it's a more complex discipline. Then I must think more about the appearance of the bag. It should preferably be a bag that is not particularly noticeable. And if people finally see the bag, they'd instead think it's trash. A bag without contents, thrown randomly into a random hedge, which people therefore leave alone.

But nothing about this bag is random. My bag today contains a cap. Two days ago, a similar bag hid a Barbie doll, and the week before, a candlestick. The cap in today's bag is waiting to be picked up by the DBA buyer.

The cap was for sale for 150 Danish kroner, but the buyer haggled me down to 100 kroner and gained my trust in the deal. I wasn't at home when it suited him to stop by, and to be sure not to lose the deal, I placed the sun-shading headgear in the hedge. Then the buyer can come by whenever it suits him. This way my DBA shop is open 24/7.

It feels a bit silly to hide one package after another in the hedge, especially when some of my neighbours are watching. They must believe that I deal in shady matters. If only they knew that I don't run a covert business, but on the contrary, it's something that helps "clean up the planet" by selling second hand and lining my wallet with the help of old Barbie dolls. My business is not shady, but some degree of camouflage is required.

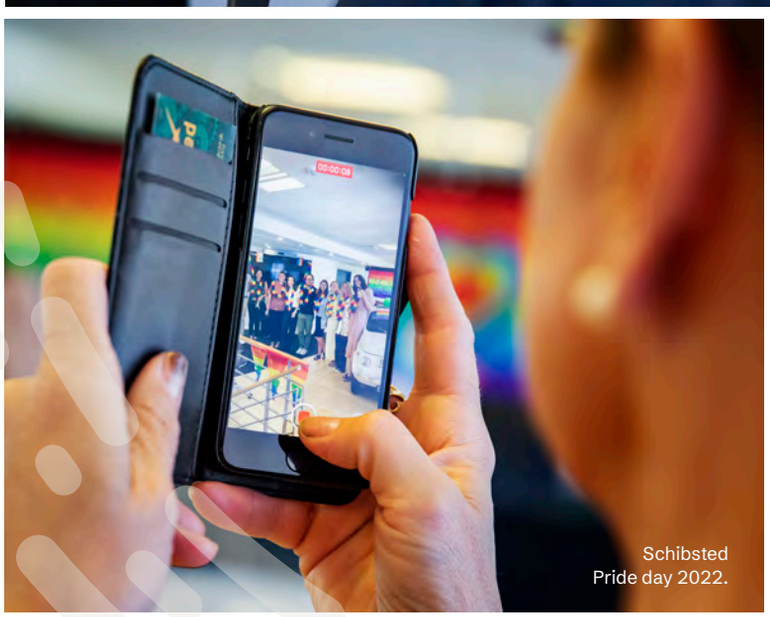
There are a few hours to go until the cap and its new owner are united and I receive a money transfer. In the meantime, I cycle off to work. A job which is at...yes, you guessed it: DBA.

DBA is common ownership in Denmark. Eleven million goods were put up for sale in 2022 on the trading site for the 5.9 million people who live in Denmark.

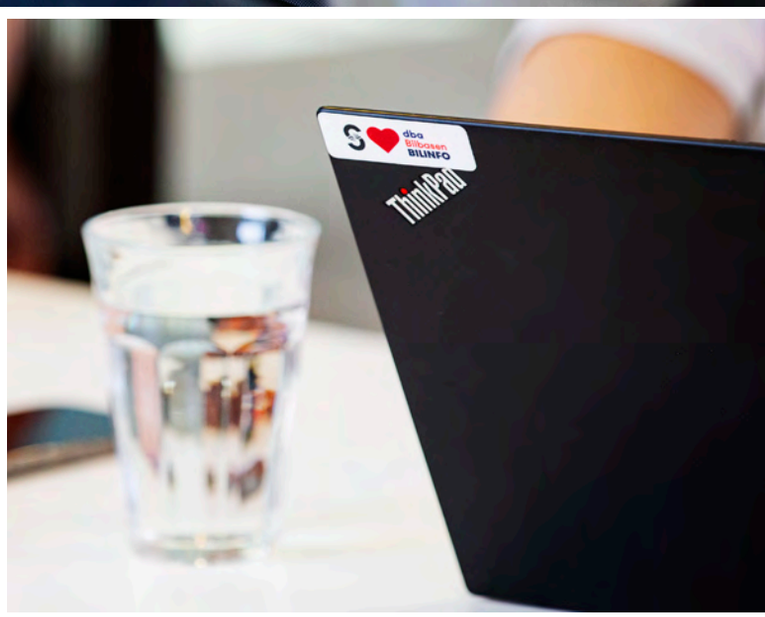
Majken from marketing, who sits three chairs down from me in the Copenhagen office, also practices DBA as a hobby, a passion, and holiday income. This morning, she went out of her front door, and with her, a bag that contained three bibs for babies.

As a press officer for DBA, my job is to get people to remember and discover DBA, while Majken's job is all about making sure that the messages about the benefits of using DBA reach the right target group at the most advantageous times. Although the positive arguments for buying and selling used goods are gradually sitting on the spine of most Danes, DBA does not "sell" itself. There are competitors. Facebook Marketplace, Trendsales, and various vintage apps are emerging and specialising in several categories.

Julie Schoen with her colleague Astrid Bruun.



Schibsted Pride day 2022.



170
people work at DBA and Bilbasen in the Copenhagen and Aarhus offices.

11,2
million listings by private users in 2022.

369,724
active users every month.

Sofa is the most popular search word.

Fun fact: Most listings of mens shoes and clothes are created by women.

Fortunately, the pie is big enough for all. In Denmark, 80% have bought second-hand within the past 12 months, and the number has increased dramatically in just one year, up from 76% last year.

This is partly due to the economic crisis. There are a lot of new ads for caps and baby bibs on DBA now. Last year, 27% of Denmark's population answered that they had sold one or more things via DBA within the past year. This year, the figure has grown to 39%. It only makes the sum of everything you can find on the portal even more exciting.

On DBA you can acquire anything from a stuffed lion to a used bicycle. Among some of the more spectacular items that have been for sale are an old cannon, a replica of Mr. Bean's car, a live hammerhead shark, and a folding moped. And it is precisely this wide range that makes DBA special. DBA is all of Denmark's marketplace.

The company was founded in 1981 and was initially just a physical newspaper with advertisements. It was inspired by the Swedish newspaper of the same variety, called Gula Tidningen (The Yellow paper), and therefore the Danish model came to be called Den Blå Avis (The blue paper).

In 1995, Den Blå Avis came online and was called DBA.dk. Until 2008, the Danish entrepreneur Karsten Ree managed the enterprise. Karsten Ree became famous in Denmark in 2008, when he sold his life's work, DBA, to eBay for a billion Danish kronas. Since then, Karsten has only become richer, but he and DBA remain inseparable. Every time he embarks on a new entrepreneurial adventure, or his company submits accounts, DBA is mentioned.

"DBA…isn't that the business that Karsten Ree runs?" Almost everyone ask that when you tell them you work for the blue trading site. Or they launch into an anecdote about a sewing machine they just sold, or a time when the buyer was nicer than expected. DBA, therefore, has an extremely strong brand, but by the same logic, this makes it difficult to move. Even if we want to push it just ten centimetres.

A reputation that we don't want to lose is that of our internal community. The unity among the employees has been the special sauce behind DBA's success, and the social part is still very important to us. We are good at meeting every Friday at the Copenhagen office, where there is a small Friday bar. And the participation rate is high for the annual Christmas lunch, when the Copenhagen office travels to Aarhus for a joint event.

Despite the fact that behind each change of ownership there is a long sausage of explanations about who now owns DBA, the switch to Schibsted is a big change. Even though the office, the office chairs and the coffee machine are the same as when we were in the arms of eBay, there is now room and opportunity to dream big. A recent organisational change in the entire Schibsted Nordic Marketplace means that we are collaborating to a greater extent with our Nordic sister sites in Norway, Sweden and Finland to improve and preserve DBA.

It is precisely this wide range that makes DBA special. DBA is all of Denmark's marketplace.

We all eat lunch at the same time, and when weather is good, we sit outside and enjoy our food – and each other's company. We celebrate birthdays and we eat cakes. Our two "office mothers", Lise-lotte and Lene, also try to entice us with fruit and toasted dark-rye (rugbrød) snacks.

For some reason snack options have increased since Schibsted took over DBA (improving upon the boring eBay-sponsored snack selection in 2021). Just when the Danes had collectively learned that Karsten Ree no longer owned the marketplace, now we have to correct our table host at the next wedding, who, only updated on the second most recent change of ownership, attempts to ascertain: "Well, DBA …that's what Karsten sold to eBay, isn't it?"

So, Majken and I can hopefully, someday soon, intensify the frequency of bags that must be delivered inside the garden gate and on the hedge. However, the speculation among my neighbours is unlikely to go away, regardless of how frequently or infrequently I dump anonymous bags into the shrubbery.

Trust and credibility will fuel news media

Journalism is facing fundamental challenges as online newspapers are no longer cutting edge. A group in Schibsted has worked to set the direction for newsrooms in Sweden and Norway in the AI era.

Gard Steiro

Publisher, VG.
Years in Schibsted: 23.
My favourite song the last decade:
I need never get old – Nathaniel Rateliff & The Night Sweats.

The editor stood wide-legged in front of the editorial team. On the wall behind him shone an image of a long suspension bridge over a turbulent sea. On one side lay a grey and abandoned village, on the other, an idyllic island with coconut palms, white sand, and an aura of nirvana.

"Guys," said the editor. "Now we just have to cross this bridge. Over to the digital side. It's safe and comfortable there."

This is a quite common metaphor in the media sector: the digital transformation is a journey from A to B. From a print to online newspaper. From radio to podcast. From linear television to streaming.

This is wrong.

Let's once and for all bury the bridge metaphor. Or – more precisely – drop it in the ocean and let it sleep with the fishes. Because the digital transformation is not a journey. It has no endpoint. We cannot look forward to calm days on a paradisiacal island. No, unfortunately, we are doomed to eternal sailing in turbulent waters.

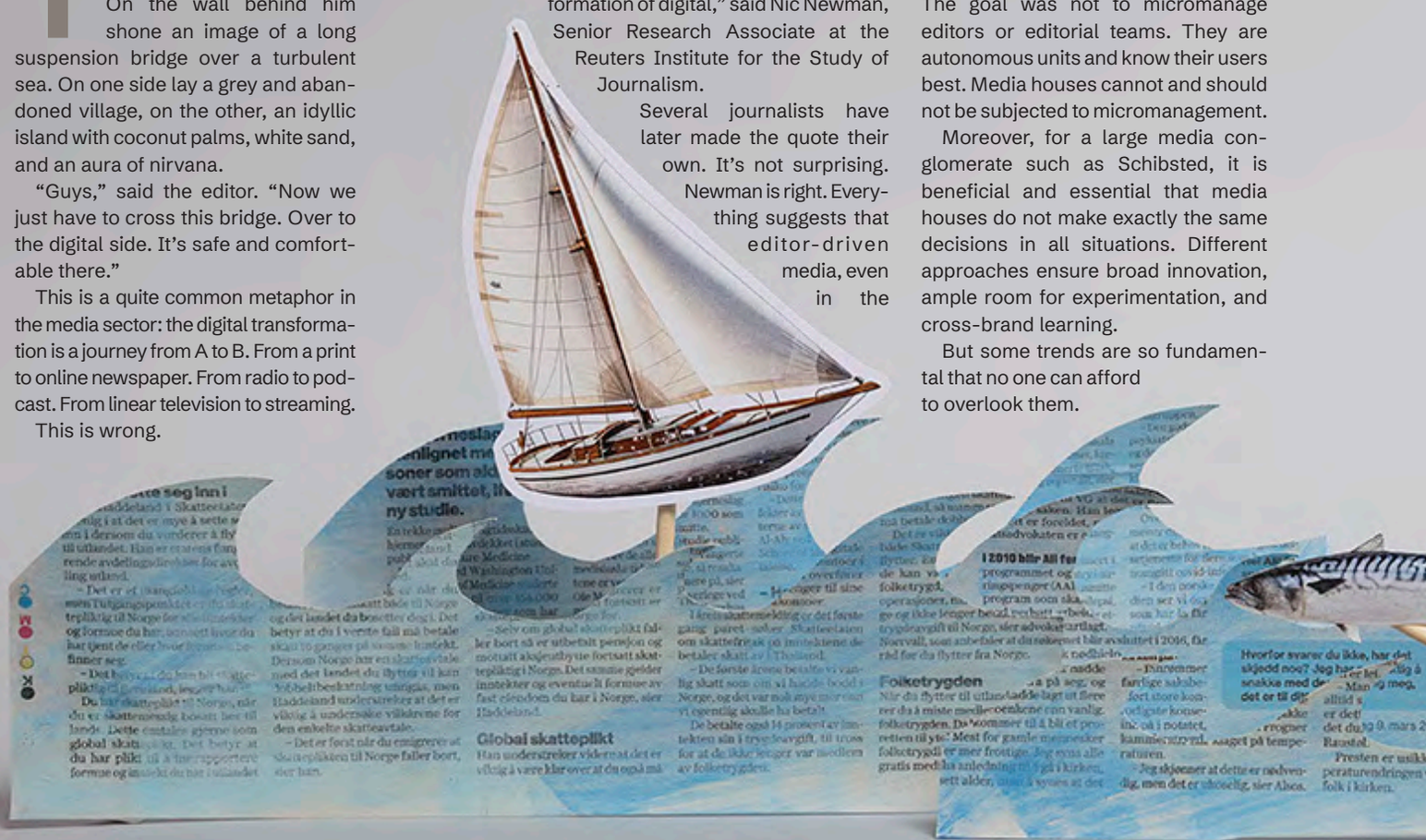
"We are no longer talking about digital transformation, but the transformation of digital," said Nic Newman, Senior Research Associate at the Reuters Institute for the Study of Journalism.

Several journalists have later made the quote their own. It's not surprising. Newman is right. Everything suggests that editor-driven media, even in the most digitalised markets, now face fundamental changes. Online newspapers as we know them are no longer cutting-edge. They may suffer the same fate as the print editions. It is adapt or die. Again.

This is something we have tried to address at Schibsted News Media. In the spring of 2023, a group of employees worked to set a direction for newsrooms in Norway and Sweden. The goal was not to micromanage editors or editorial teams. They are autonomous units and know their users best. Media houses cannot and should not be subjected to micromanagement.

Moreover, for a large media conglomerate such as Schibsted, it is beneficial and essential that media houses do not make exactly the same decisions in all situations. Different approaches ensure broad innovation, ample room for experimentation, and cross-brand learning.

But some trends are so fundamental that no one can afford to overlook them.



The changes are so significant that the media must collaborate to adapt to a completely new reality. Some of these potential epochal shifts for journalism were addressed by the project Next Generation Newsrooms. The work resulted in a series of proposals for initiatives at Schibsted News Media. Here are three of the most crucial:

INVEST IN OUR BRANDS

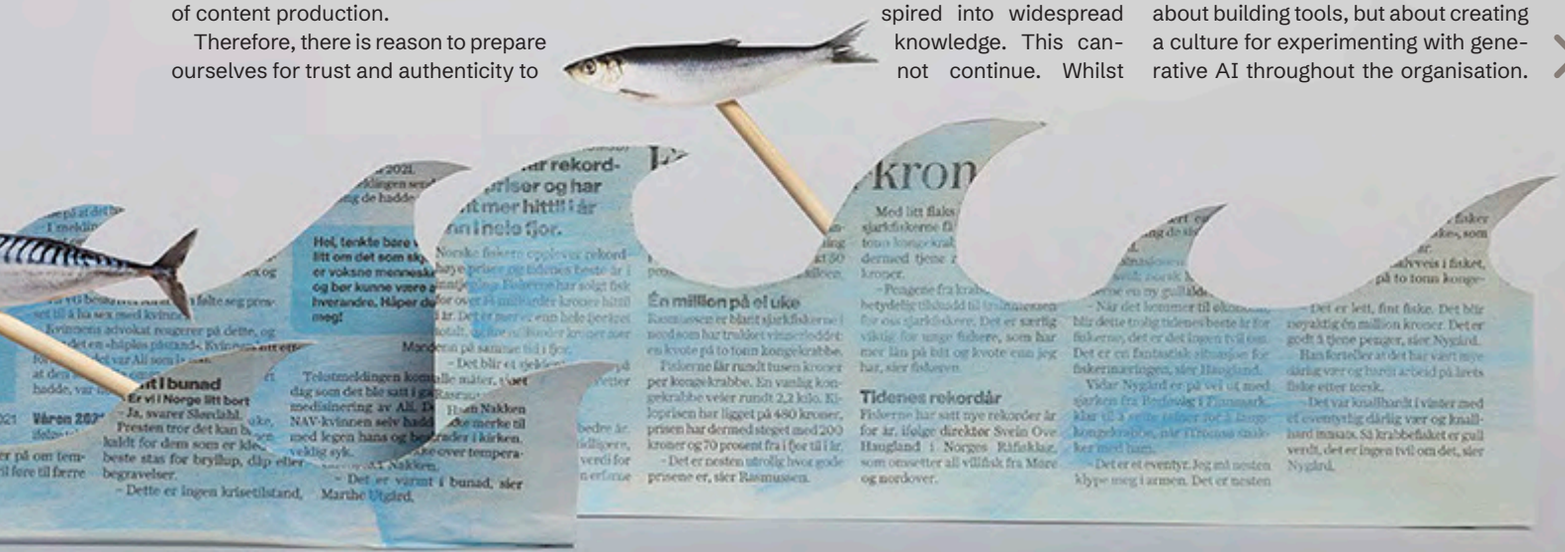
Invest in our brands with trust and authenticity as our main differentiator. In general, Schibsted's brands have high trust, and we set strict requirements to adhere to our editorial guidelines. But all media are being challenged by generative AI on parameters such as speed, cost, and product experiences. It will become increasingly challenging both for reporters and the audience to navigate sources and facts amidst the explosion of content production.

Therefore, there is reason to prepare ourselves for trust and authenticity to be our most important value proposition. Authenticity is our strongest card when much of today's human-created content can be replaced by generative AI. The media needs to strengthen and nurture trust and authenticity, and equally important: communicate clearly how we work and how we adhere to our ethical standards. We cannot take for granted that the audience understands what lies behind genuine, truth-seeking journalism.

LEVERAGE AI

Leverage AI for better products and efficient newsrooms. Schibsted News Media has been experimenting with AI and robot journalism for a long time and has a strong foundation to build on. However, the use and development of AI tools have often been limited to specific groups and have not transpired into widespread knowledge. This cannot continue. Whilst generative AI poses a threat to us, it will be a crucial enabler to deliver on customer expectations with regards to our product and content. To succeed, time is of essence, both to reap short-term benefits but even more importantly to experiment and get familiar with AI in the newsrooms, to keep up and adapt.

After the project group delivered its recommendations, all media houses in Schibsted appointed AI-responsible personnel (read more about Aftonbladets AI-hub on the next spread). Several teams are collaborating across the board and sharing experiences. We have hired a coordinator with substantial technological and journalistic experience to lead the work. One of the goals is to identify potential new needs and steps in the editorial workflow and recommend the next actions for tooling development. The significant change, however, is not about building tools, but about creating a culture for experimenting with generative AI throughout the organisation.



Even though this technological paradigm shift can be a threat and must be met with healthy criticism, we must also embrace all the opportunities we now have. They can represent a new spring for journalism.

CHALLENGE OURSELVES

Challenge ourselves from within and outside. If we are to be completely honest, not much has changed since the first online newspapers became accessible to everyone in the early 2000s. We still present our content in traditional formats. The storytelling techniques are strikingly similar to those we swore by when print newspapers were at their peak. It's a paradox. As our users have long since adapted to new content formats. And yes, they actually prefer them to news media.

Surveys show that the next generation of news readers spend far more time on TikTok than on all traditional media. But that's not all. They also use social media to keep up with the news picture, even during major news events. We cannot overlook this.

Our challenge is that our core audience, the traditional newspaper readers, are highly satisfied with our products. If we change too much and too quickly, they protest. It's bad for business. The consequence is that we spend a lot of time on incremental innovation, but we probably do not allocate enough time and resources to radical changes and experimentation. This causes the gap between us and the next generation to widen. And it could become so large that it's impossible to build a bridge (pun intended) over the chasm.

To avoid this future, it was a clear recommendation from the project that Schibsted allocates more resources to creating news products specifically targeted at young people and other groups who do not find us relevant today. This can naturally happen under an established brand, but we believe that we should also test out entirely new services, not necessarily to replace today's websites, but to enable experimentation with very radical solutions.

The project does not point to a single redemptive solution for the newsrooms of the future. We cannot draw a detailed map to a safe haven for journalism. Our suggestion is rather to launch a whole series of large and small speed boats that can provide us with a higher development pace, better dialogue with the audience, and a greater opportunity to adapt to a technological shift that we haven't seen the likes of since the internet emerged. We are not sure where it will lead us, but we are confident that our fuel will be trust and journalistic credibility.

Aftonbladet is ready for the AI revolution

New technology is just that. Technology. It's when it's in the hands of humans that it becomes transformative. People at Aftonbladet made it happen 30 years ago. And people will make it happen now, in the age of AI.

Lena K Samuelsson

Publisher Aftonbladet & founder of Schibsted Future Report
Years in Schibsted: 27.
My favourite song the last decade: Shallow – Lady Gaga & Bradley Cooper.

Aftonbladet, the largest news destination in the Nordics, engages four million Swedes every day. They come to find out what happened, to understand why and to spend time with our content on news, sports, entertainment, food and lifestyle. They read, watch, listen and interact with us in a digital universe that has grown, flourished and developed over the years. A universe that also expands beyond Aftonbladet when younger audiences engage with our brand and news reporting on social media and through Google.

Embracing new technologies and channels in the service of journalism is what has moved Aftonbladet and Schibsted forward for decades, to the world-leading position in digital media we hold today. It has been quite a journey. Now, generative AI has taken centre stage, with full force. It will change us fundamentally. It is a new era. And it feels like 1994 all over again.

1994. The few who even had a mobile phone back then sported an Ericsson, Nokia or Motorola with an antenna. And phones were for talking. Yeltsin was the president of Russia, Clinton was still in his early days as president of the US. That autumn, the passenger ferry Estonia would sink on a stormy night in the Baltic Sea. Pulp Fiction and The Lion King were new movies. Jennifer Aniston starred as Rachel in the first episode of Friends, and we watched OJ Simpson flee from police on live TV.

I was on a trip to the States in the spring of 1994 when Aftonbladet "discovered" the internet. We were on a study tour to New York and then down to Atlanta. And that's where it happened. But the truth is, on that particular day, we split up. My colleague and I visited the hottest new thing: CNN. The others, including Kalle Jungkvist, later the legendary first editor-in-chief of aftonbladet.se, visited the Poynter Institute and Atlanta Chronicle and Journal. And that's where Aftonbladet discovered the internet.

Aftonbladet celebrates winning Stora journalistpriset 2000 in the category New Media.

Right from the start, it was clear that there were two exciting paths to take: News – like us, and classifieds – the marketplaces for buying and selling.

That same autumn, Aftonbladet went online, one of the first media houses in the world to do so. It was an act of curiosity, vision, and maybe a little bit of madness.

Readers were no longer tied to a computer; they could have Aftonbladet with them in their pocket or bag, anywhere, anytime.

What started out as a small group of open-minded people with different skills and experiences working together, experimenting and testing, would one day grow into a full organisation, forming the Aftonbladet Universe we know today. It was also the start of an ecosystem of media, marketplaces and other digital consumer services under the Schibsted brand. But that's a story for another day.

No one could fully understand at the time how the internet would reshape the entire media business and our daily lives. No one knew that we would all carry incredibly powerful computers in our hands – and on our wrists – and that we would be connected around the clock. No one had heard of screen time, SEO or CTR. We couldn't begin to comprehend the magnitude of the change. But we knew it was something completely new. It was computers and code. But Aftonbladet turned the technology into a tool, helping us to create entirely new experiences around our journalism, multiply the number of readers, and finally crack the code for business and payment. And in doing so, we managed to secure a unique digital position in the everyday lives of the Swedish people.

2008. The web had challenged the business model of the print newspaper – a packaged product, sold at a specific time, to people who went out to the store to buy it. Now everyone could access Aftonbladet from home or work via their PC, around the clock. Journalism had become accessible – and largely free. But when Steve Jobs stood on stage in a black polo in the summer of 2007 and introduced the iPhone, the printed evening paper was fundamentally challenged. Suddenly, readers were no longer tied to a computer; they could have Aftonbladet with them in their pocket or bag, anywhere, anytime. And the rest is, as they say, history.

Aftonbladet realised faster than most that this was a groundbreaking

Aftonbladet's AI hub.

shift. When the iPhone was launched in Sweden 2008, a small group of people with experience, passion and knowledge from different parts of Aftonbladet – editorial, IT and business – took up the fight for the small screen, facing off with an already strong web organisation and a still very powerful print newspaper. Today, most people read us on their mobile phones, and still we are stronger than others because we were quick to embrace the new technology and use it in the service of journalism. What was once a small team that challenged from within is now core business.

Today. With AI available to everyone, a new era begins. AI is clearly not a new channel, like the web or the mobile. It's not a new product either. But it's a technological shift that will change us fundamentally. With generative AI comes many challenges, but also immense opportunities for those who dare and who manage to go first.

In many ways, we have moved past digitalisation; we are almost through it. Now it's about transforming our digital self. Ensuring that Aftonbladet stands strong when we take the final steps from a newspaper online to a true online company with its heart and soul in journalism. A true online news site will be something else. Text, sound and video will merge into new user experiences, consumers will choose how they want to interact with us – rather than just be fed with a feed. Journalism will move beyond the traditional news destination and build more on relation to a brand and profiles. Content will to a much higher degree be personalised. The composition of an article and the presentation will cut its final ties to the print newspaper. Short versions and summaries will become core content, not add-ons. And storytelling will find new paths.

And, at this very moment in our journey, AI steps in. We don't know where this is going to take us. We can't foresee how AI will transform society or us. But we know it is something new. And we are, as always, curious.

Generative AI will create entirely new conditions for our industry. The one who is quickest to understand and use the new technology will have a huge advantage. Media houses that dive into AI, that unsentimentally examine all their processes and become much better at taking care of both users and customers, will stand strong. Many others will not.

It's about a culture that embraces data, personalisation and algorithms, making technology our strongest ally in the service of journalism.

AI can become a powerful tool for free and independent journalism and for Aftonbladet, as a true digital company, to be more sustainable, more efficient, and even smarter. AI can also become a tool for disinformation and hate. We will investigate and report on this; we will use AI-empowered journalism as a counterforce. We will help our readers understand the societal shift we are now entering. And we must understand it ourselves. It might be frightening. But it's also incredibly exciting.

So, here we go again! It's time for Aftonbladet to turn things upside down. And today we do it together in Schibsted, a group that is world-leading in digitalising its media houses and already has many AI initiatives and specialised common teams.

To genuinely build an Aftonbladet that utilises the full power of generative AI, we have put together a small group of people who are passionate about new things. No one is an expert when it comes to what we don't know. So, these individuals have different skills and experiences. They come from the newsroom, sports, print, product, pod, tech and UX. They will challenge us, experiment and test stuff, along with our users. And they will slowly change us from within. As always.

Because new technology in the hands of inspired people is transformative. That's the Aftonbladet Way.

(And yes, this text was written with the assistance of my new friend Chat.)

Co-creation sparks innovative solutions

News as music, dynamically adjusted content to match your emotional state or combining mindfulness and news. IN/LAB is experimenting to find news experiences that can engage news outsiders.

Molly Grönlund Müller

Community Researcher, IN/LAB
Years in Schibsted: 1.
My favourite song the last decade:
Step out – José González.

Belenn Rebecka Bekele

Community Researcher, IN/LAB
Years in Schibsted: 1.5.
My favourite song the last decade:
Son shine - SAULT.

IN/LAB's mission is to prototype future news experiences for current news outsiders. We listen to their perspectives, seek to identify pain points, and explore how these can be catered to in future news experiences.

At IN/LAB, a joint venture between Schibsted and the Tinius Trust, we believe that co-creation holds the key to unlocking new ideas and solutions. By bringing together people with different perspectives, experiences, and skills in collaborative creative processes, we can better imagine what the future of news could look like.

INCLUDE TO INNOVATE

To enable sustainable developments in the news industry, we believe more diverse voices need to be included in conversations about future products and formats. In this age of rapid transformation, our industry needs great ideas – and we need to recognise that they may not always come from people heavily invested in traditional ways of doing things.

A 2023 study by IN/LAB and Järvaveckan Research showed that close to half of Swedes and Norwegians actively avoid the news, with frequent news avoidance being especially high in socio-economically vulnerable areas. We think it is of critical importance that we bring these voices in; we need to talk with, not about, them and their perceived issues with the news media.

When we share that our lab is called "IN/LAB", many assume that the "IN" is for innovation. But really, it stands for inclusion – which in turn enables innovation.

CO-CREATION WITH YOUNG USERS

Our efforts have involved diverse groups, including young teenagers from outer city Stockholm, young tech enthusiasts, and graduates working to fight climate change. What all our great co-creators have in common is that they express various pain points in and from their news experiences. These pain points involve news that makes them feel too sad and frustrated or news that fails to highlight diverse perspectives. Other frustrations involve experiences with contemporary product formats that don't fit with the needs and wants of the group.

During our first year of operations, we have sought to understand these themes by hosting brief ideation sessions, deep-dive workshops, and programs spanning over multiple months. The work always starts with a problem or pain point identified, upon which we typically phrase a "How might we…" statement for the selected group of co-creators to transform into a possible future solution. Example statements that our work has explored include: "how might we enhance voices from outer city areas with digital tools?", "how might we involve our friends in our news experience?" or "how might we consume climate news in a way that gives us hope for the future?".

Rami Syrag, Safy Adem and Salem Mohammad Ali, is working on an idea in an IN/LAB ideation session.

PROTOTYPING POSSIBLE FUTURES

Our co-creation processes have yielded prototypes of varying degrees of sophistication. Regardless of their format, they serve the common purpose of inspiring thought-provoking discussions and raising important questions about the possible futures of news. To truly innovate, we need to be open to explore not only the most probable or desirable scenarios, but a broader spectrum of futures as well. This is important because some of the challenges facing the news media today might need more than incremental improvements.

By prototyping possible futures, we make them more tangible. Examples of IN/LAB prototypes include:

- News as music was a prototype news experience presenting news to the beat of AI-generated music – or as an AI-generated rap song. The experience was tested live on Aftonbladet.se for 1,000 selected young users and was positively received. The idea came from the News Changemaker Program, our ten-week youth co-creation program.

- Senti Sense is a fictional news product that analyses the user's reactions to news in real time and dynamically adjusts news content (e.g., language, tonality and angles) to match the user's emotional state and empower feelings of clarity and understanding when consuming news. The idea came from News2030, our five-day design sprint co-hosted with Schibsted News Destination Engineering.

- Mindfulne(w)ss is a fictional app combining news and mindfulness to make you more conscious in your news consumption. The app contains a conscious check in, slow scroll, and no clickbait – all to promote inner calm. It guides you through the emotions you get when reading a news story and helps you reflect on the news content. The idea came from our co-creation workshop with Naturskyddsföreningen's young ambassadors.

THE POWER OF CO-CREATION

By fostering an environment of shared creativity, we can find new ways of reaching potential audiences and tackling critical problems in the news media industry. Our work underscores the power of co-creation in sparking innovative solutions to shape a sustainable path forward.

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110 A digital pet service
Taking your pet to the veterinarian can be both complicated – and very expensive. FirstVet wants to change old truths with their digital service and an ambition of working preventatively.

104 How to lead culture
Company strategies tell us where to go – culture makes sure we get there. But to lead it in the right direction takes some thorough work. Enna Kursukangas, People and Culture Director, shares her experience.

96 A decade in photos
In this tenth edition of Schibsted Future Report we have looked back and gathered some of the most memorable pictures from the last decade, taken by photographers from Schibsted newspapers.


People

HELP! MY SMARTWATCH BECAME A PT FROM HELL

Optimising your body and mind has never been easier. But is it really that healthy to measure our health down to every heartbeat? Wearable technology, pressure to perform, a growing wellness industry and AI are becoming a toxic cocktail.

Tobias Brandel

Science Editor, SvD.
Years in Schibsted: 20.
My favourite song the last decade:
Chandelier – Sia.

"People are so self-absorbed." My mothers's reaction when I showed her which of "my'' articles had performed best lately was not quite the maternally, uncritical praise I had expected.

Last autumn, I took on the role of science editor after several years as head of Svenska Dagbladet's political coverage. To clarify what type of articles I am now editing, I showed her a recent summary of successful headlines from the managing editor's endless collection of Powerpoint presentations. Among them: "You control the success of your child – but not the way you expect", "Mediterranean eating habits beat all other diets in the long run" and "Henrik, 42, follows the most effective method of weight training according to research".

A slightly more refined way of expressing my mother's nevertheless rather sharp observation is that SvD's science coverage focuses quite a bit on "useful science". Stuff that helps people in their daily lives.

Our readers are interested in their own well-being and development; in health, nutrition, fitness, psychology and the process of learning.

These days, this type of journalism accounts for notably large sections of international news sites such as The New York Times and The Washington Post. People want to perform in all areas of life – career, family, leisure time, health.

As a freshman science editor, I soon discovered the role also included the specific requirement of presenting new scientific findings in the area of fitness and training every week. A slightly prejudiced – and totally incorrect – idea of the type of fitness articles that should work in a "Grey Lady" newspaper like SvD would be... well, home exercises for seniors.

However, I quickly came to the realisation that, in terms of their physical status, our fitness-interested readers perform well above the average exerciser, aiming for the elite. Articles on heavy gym workouts are appreciated the most.

Overall, SvD's fitness pieces are often the best performing of all articles on the site during the day of publication, regardless of which indicators you look at – subscription sales, page views among existing subscribers, scroll depth and so on. At least in January (New Year's resolutions must be fulfilled!), May (dawning beach panic!) and in August/September (time for a fresh start after a wine soaked holiday...).

The pattern is similar when it comes to the many articles we publish on research related to nutrition and diet. How should I eat to be as healthy and enjoy as long a life as possible?

Turning our gaze from the newspaper industry and looking more broadly at the tech sector, there is perhaps one small gadget above all else that is driving developments in terms of people's persistent struggle to improve themselves.

The annual trend survey "Worldwide Survey of Fitness Trends" from the American College of Sports Medicine is something of a bible in the fitness industry. Top spot in 2023 went to wearable technology, a term that has consistently placed itself at or near the top of the survey results each year, since it was first introduced on the list in 2016. By no means a coincidence, the first version of Apple Watch had been released on the market one year earlier.

Heart rate monitors and more basic types of fitness trackers have, of course, been around much longer than that. But as usual it was Apple who perfected the concept and raised the bar with its version of the smartwatch, which quickly became the market leader.

Now the next phase of the wearable technology revolution is around the corner, with the AI hype reaching this sphere.

The spreading of rumours regarding Apple's upcoming products is, in itself, something of a journalistic genre. Much of the recent speculation has concerned an "AI-based health coach" for Apple Watch. No such innovation was to be seen when the latest version was released in September 2023, but the likelihood is that it will appear in 2024, or perhaps it is already launched by the time you read this.

Apple Watch has evolved into a rather impressive health product in recent years. Today, it can measure your heart rate, body temperature, how much time you spend sleeping and standing, calculate the amount of calories you burn, and so on. Furthermore, the most advanced versions are also able to execute an ECG, measure your blood oxygen level and calculate your menstrual cycle. However,

in these areas the scientific evidence is more dubious (Apple provides a disclaimer in the footnotes that these functions are not for “medical use”).

AI technology is, of course, already being applied. For example, Apple uses machine learning to detect irregularities in heart rate or if the wearer is involved in a serious car accident (whereupon the watch automatically calls the emergency services).

Some potential future areas of development for artificial intelligence in wearable technology include:

- Detecting a range of health problems – acute or long-term, physical as well as psychological – by studying patterns, deviations and trends. It may also be possible to provide healthcare professionals with assistance in making diagnoses.
- Creating personalised training, dietary and treatment programs based on each individual’s unique metrics and biometric data.
- Motivating people to adopt a healthier lifestyle through smart forms of encouragement.

There are plenty of fitness apps for mobile devices that help you train and exercise on your own, based on video and audio instructions. But unlike a human personal trainer, such apps don’t tell you when you risk hurting your back doing heavy squats, or when your down dog is way too crooked. A number of companies are now experimenting with wearable technology in this regard, i.e. the use of built-in sensors to guide the user and provide feedback. The aim is to ensure that we don’t just exercise – but that we exercise in the right way.

Alas, personal trainers could soon join journalists and other professionals who have reason to worry about being replaced by an AI in the near future.

Nevertheless, there are still many things that smartwatches are far from mastering. The area of nutrition and diet, for example, is far more complex than simply measuring physical activity.

Nutrition research is sometimes subject to criticism for methodological issues. For practical reasons, scientists are constrained to execute observational studies and to rely on people’s own information regarding their dietary habits. The problem, of course, is that people – whether due to forgetfulness or embellishment – don’t always do what they say they do. And it is difficult to distinguish between cause and effect in these types of studies – or what is simply genetics, rather than habits.

An increasing amount of research also suggests that how we are affected by our diet is highly individual (which explains why individuals who have achieved success with a certain diet – be it a low-carb, intermittent fasting or something else – are so eager to tell the world).There quite simply isn’t one diet that suits everyone.

Here, artificial intelligence could have enormous potential when it comes to cracking the individual code. Exactly how should I, out of all billions of people, eat in order to be healthy?

But more advanced measurement methods are also required. Blood sugar meters will be a key component. Google, among others, has conducted research into contact lenses that can measure the glucose level in tears.

If we adopt a full-blown science fiction perspective, Apple Watch and the likes from Samsung, Fitbit and other manufacturers are probably just one step on the path to a future reality in which we have a chip implanted directly into our body, or nanobots injected into our bloodstream.

But enough for now about the technological developments – what are the human drivers behind this accelerating monitoring of ourselves?

Perhaps it’s not really all that remarkable. All high-performing, self-absorbed people have simply been presented with yet another way to measure their success in life. Society’s constant pressure to perform, literally strapped around your wrist.

Most smartwatches are pretty good at detecting when you consciously or unconsciously engage in some form of physical activity, such as walking or cycling. They discreetly buzz to suggest that they should start monitoring your current training session. I myself get extremely frustrated

The problem, of course, is that people don’t always do what they say they do. >

when I have commenced a walk or gym workout and realise that I have forgotten to put on my watch. If the exercise isn't registered then it hasn't happened!

The most amusing experience occurred a few years ago when I was taking my two children to preschool, and the Samsung watch I was wearing at the time asked me if I was engaged in high-intensity interval training.

Nowadays, as soon as there is a trend change in my physical performance, I receive a notification from my Apple Watch: I have exercised 27% more this month than last, my recovery heart rate has improved by 14% compared to the same period last year, and so on.

By gathering more and more data, we obtain an increasingly better basis for making decisions about our health – or having such decisions made for us. Inevitably, the smartwatch seems destined to become a personal 24-hour health employee.

When McKinsey recently published a special report on the wellness industry, it was valued at 1.5 trillion USD, with an annual growth rate of 5–10%. The consulting firm provides quite a good summary of all aspects covered by the term "wellness" from a consumer perspective:

- Health
- Fitness
- Nutrition
- Appearance
- Sleep
- Mindfulness

Wearable technology has potential in more or less all of these fields. Are we dealing with a toxic cocktail, with our own high expectations of ourselves, fuelled by a growing wellness industry and technological developments – soon on AI steroids – that perhaps is not particularly health-promoting at all?

The feeling of constantly being monitored did not contribute to my night rest.

Recently, in the course of my professional duties, I carried out a test of various yoga apps. One particularly nasty app had, when notifications activated, opinions on most aspects of my life. When, for the fifth time that day, completely out of the blue, it asked me if I had remembered to drink a glass of water or recommended a playlist of soothing sounds, my response was not to respectfully mumble "namaste".

A relentless PT is perhaps possible to endure during three 60-minute sessions a week. But if he, completely unsolicited, were to tap me on the wrist with admonitions any time of the day, every day of the week, I'm fairly sure that I would terminate our arrangement pretty quickly.

What happens when everything is to be optimised, even such basic needs as sleeping and eating? If there is something that should be allowed to be immeasurable – and permitted to be highly subjective – perhaps it is our own well-being. The constant process of evaluation can in itself lead to stress and pressure. When our health is measured down to each breath, it is simply not that... healthy anymore.

The philosopher Jonna Bornemark made quite an impact in the Swedish debate a few years ago with the book "The Renaissance of the Immeasurable". A showdown with the age of measurability, with a broadside aimed at New Public Management. When public services are standardised and everything must be documented to the point of absurdity, feelings – and the ability to act on them – are eventually rationalised away.

A philosophical book achieving such success was a little unexpected, but the protest says something about the times in which we now live. And her arguments are just as valid when it comes to the measurement of our personal performance.

If you'd like, it is also possible to add a class perspective to this dystopia. There is a correlation between socio-economic factors and health. If advanced technology becomes an important component of well-being, this will benefit groups that have access to such technology. While those with less education and lower income – whose health status is already impacted to a greater degree by a sedentary lifestyle and poor diet – will fall even further behind.

So, please allow me to offer an alternative future scenario to the one in which large parts of the population will be walking around with a screaming health fascist around their wrist.

Do you remember the electronic pedometers that were around long before smartphones and smartwatches ever existed? A rather ugly plastic device that you attached to your belt, so that you could proudly announce to your colleagues how many steps you had taken during the day.

All right, here comes a perhaps slightly far-fetched analogy, but keep in mind that you are dealing with a former political news editor who has now switched to fitness journalism, so please bear with me.

During all my years covering politics, we tried to come up with a new, innovative digital service prior to each general election. Despite the best efforts of skilled developers and creative reporters during countless workshops every four years, nothing we created has ever come close to sparking our readers' interest in the same way as The Vote Compass ("Valkompassen" in Sweden, "Valgomat" in Norway). You know, the digital form that asks you to answer 25 policy-related questions and then indicates which political party best matches your own views.

What happens when every-thing is to be optimised, even such basic needs as sleeping and eating?

An ingenious idea – which was launched on SvD.se (as the first Swedish news site!) as early as 1998.

How has this success from the early days of digitalisation been able to remain so unthreatened for almost three decades? Probably because it answers the most important question the reader asks herself during an election campaign: "Who should I vote for?" (The second most important question – "Who will win the election?" – is answered by opinion polls.)

Perhaps the pedometer is the vote compass of wearable technology? In other words, the only digital service we really need.

It has now moved into our mobile phones and smartwatches, but it likely still remains the most common way of using wearable technology for health purposes. Am I going to reach my goal of 10,000 steps a day or not? (According to the latest research, a lot less is actually required to achieve health benefits.) Perhaps most of us don't want to know more.

To me, the heart rate monitor is the only wearable function I actually find useful in my personal health project, to make sure I remain in the right heart rate zone during my workout. Slightly more advanced than counting steps, but not much.

My point is that technology will not be used just because it exists and is advanced. Rather, the technology that succeeds is the technology that meets actual needs in our daily lives (or that manages to manipulate our psychological needs, like social media).

I propose that all developers of wearable technology should apply my "mother test": Is this something that would interest a self-absorbed person? Or, to use somewhat more correct customer insights language: Is this helpful for people in their daily lives?

When I received what, at the time, was the brand new Apple Watch model from my husband last Christmas, I initially experienced childlike delight at exploring all the exciting functions. The new sleep tracker was particularly alluring.

By sleeping with the watch on (when are you actually supposed to charge it?), each morning I could take part of a series of neat diagrams to see how I had moved between REM sleep, core sleep, deep sleep and wakefulness during the night. And, not least, if I had reached the goal of sleeping for a total of eight hours, as you should if you want to be at the top of your game.

But after a month or so I started taking the watch off at night. The feeling of constantly being monitored and evaluated did not contribute to my night rest. And the irony of the fact that even recovery had become a measurable performance was something that could not be missed – not even by a self-absorbed SvD editor.

Isabella Olsén think it´s important that we don´t let the conversation about diversity get too fluffy, we should instead go a bit deeper.

"If I don't speak up then who will?"

Isabella Olsén is a successful leadership coach in Schibsted, with an autism diagnosis. Despite some concerns, she decided to share her experience to open up the conversation about neurodiversity.

Ann Axelsson

Senior Product Manager, Strategic Communication, Schibsted.
Years in Schibsted: 25.
My favourite song the last decade: Paper doll – John Mayer.

"Do you know that you are autistic?" That was the first thing the person evaluating an assessment she had just taken said. Isabella Olsén did not know, and that was the beginning of a journey of deep self-discovery.

Isabella is working as a leadership coach in Schibsted. She has many years of experience as a successful tech leader and she completed advanced education without struggle.

"People who meet me often can't tell that I am autistic, and some of the traits that come with my autism are also the traits that helped me succeed."

She explains that she can focus very intensely on things she's interested in, she is very logical, and she can solve complex problems.

"When I'm interested in a subject, I don't read one book – I read ten."

Some of her special talents also make her a really good coach.

"I am perceptive, have an excellent memory and don't particularly enjoy small talk. I quickly dive into real conversations, and I seem to make the people I work with feel comfortable sharing and exploring."

At this point, she has coached more than 100 leaders in Schibsted.

But she has always known she is different. Some things that are easy for other people to do are hard for her and make her feel exhausted. One of them is social contact.

"Unstructured social situations take a lot of energy from me. I don't have natural social intuition, at least not according to the neurotypical standards, so I have to think my way through it. And I mask the things I know aren't socially acceptable."

So, Isabella came to a point in which her life wasn't working out, and that's when she got her diagnosis.

"It took some time to accept, mainly because I don't fit the stereotype, but in the end it helped me to understand why I feel different and why some things are so hard for me."

At the same time, she sometimes feels that she doesn't fit into the autism community either.

"Autism is a broad concept, and I'm not very far out on the scale. So, I often hear that I'm not the best person to talk about it."

But at one point she decided that she wanted to do just that. In Schibsted many of us saw her in a Town Hall meeting where she explained the importance of talking about neurodiversity and making use of everyone's special skills and talents.

It wasn't an easy decision to tell that story in front of all colleagues.

"I don't want to be identified by my diagnosis only and I was afraid that people wouldn't want to have me as a coach anymore. Many who also have a diagnosis said they would never share openly like that. But I have only gotten positive feedback after that meeting."

Daring to speak up is also part of who she is. And why she plans to continue doing just that.

"I think we should speak more openly about neurodiversity. It's really important to have different types of people in a workplace. The culture will benefit, and the company will do better.

"And if I don't speak up then who will? As a coach I expect people to share, be honest and open. So, I should too. I believe in living what you teach and being who you want to be."

She also believes that sometimes when we speak about diversity, it gets a bit too fluffy. It's easy to use nice words, but what do they really mean? She thinks the conversation should go a bit deeper. And acknowledge that with these topics come some hard questions.

"I wish we could have a more open conversation, both about what works and what doesn't in a workplace, and about how we are different and how some of us might need some adaptations to be at our best. Today it's hard to speak about differences without offending. It's easy to do and say the wrong thing."

Isabella is obviously starting that conversation. And it's a conversation we need to have – today 70–80 % of people on the autism spectrum are unemployed.

"We need to create a culture in which we can talk about these topics, equip employees with knowledge, and define what actions we can take."

Isabella is where she wants to be, working as a leadership coach was her goal and she gets to use all her skills, competencies and experience. And she's living what she teaches – speaking up.

Still, she also wants to remind us all about one thing:

"I am autistic – but first and foremost I am so many other things. Just like everyone, with or without a diagnosis."

10 years in pictures

Which are the most memorable and best pictures from the last decade? As Future Report celebrates its tenth anniversary we have looked back and gathered pictures from Schibsted's newspapers to also celebrate the art of photography.

A new era for photo journalism

Espen Rasmussen

Photo Editor, VG Stories
Years in Schibsted: 17.
My favourite song the last decade: Golden ticket – Highasakite.

From sinking inflatable boats, the refugees are lifted onto the rescue ship far out in the Mediterranean. Desperate stares from young men, children and women.

Two years ago, I stood on deck aboard the ship Geo Barents, operated by Doctors Without Boarders, to document refugees attempting to cross the Mediterranean in inflatable dinghies. Thousands drowned, many were rescued and brought ashore in Italy, while others returned to the north coast of Africa.

I met 17-year-old Zalman, who on his tenth attempt at crossing was finally rescued.

At the age of six, he was orphaned and forced to live on the streets of the Somalian capital Mogadishu. He later fled to Libya, where he was captured by traffickers and tortured. Finally, he made it onboard the inflatable boat, ready to cross the Mediterranean.

The story of the rescue and of 17-year-old Zalman was published as a major digital special in VG. With videos, audio, photographs, graphics and text. It was presented in several chapters, adapted to the mobile phone.

In many ways, this story represents the evolution of photojournalism.

Today, stories are told using all the tools in the toolbox. In addition to photography, film is essential. Video adds something extra to the story when it's presented digitally. It provides presence and emotion. Several of today's photojournalists also supply text, and they are able to piece together the digital stories in the publishing tool of choice.

Photojournalists have gone from being classic photographers to now serving as suppliers across a much broader area.

Out in the field, it's about being able to master photography, film, sound, drone use and interviews. And for breaking news, you should be able to broadcast live TV.

Back at the office, it's about being able to master a number of tools for editing, have insight into how the content management system works, and collaborate closely with developers and designers.

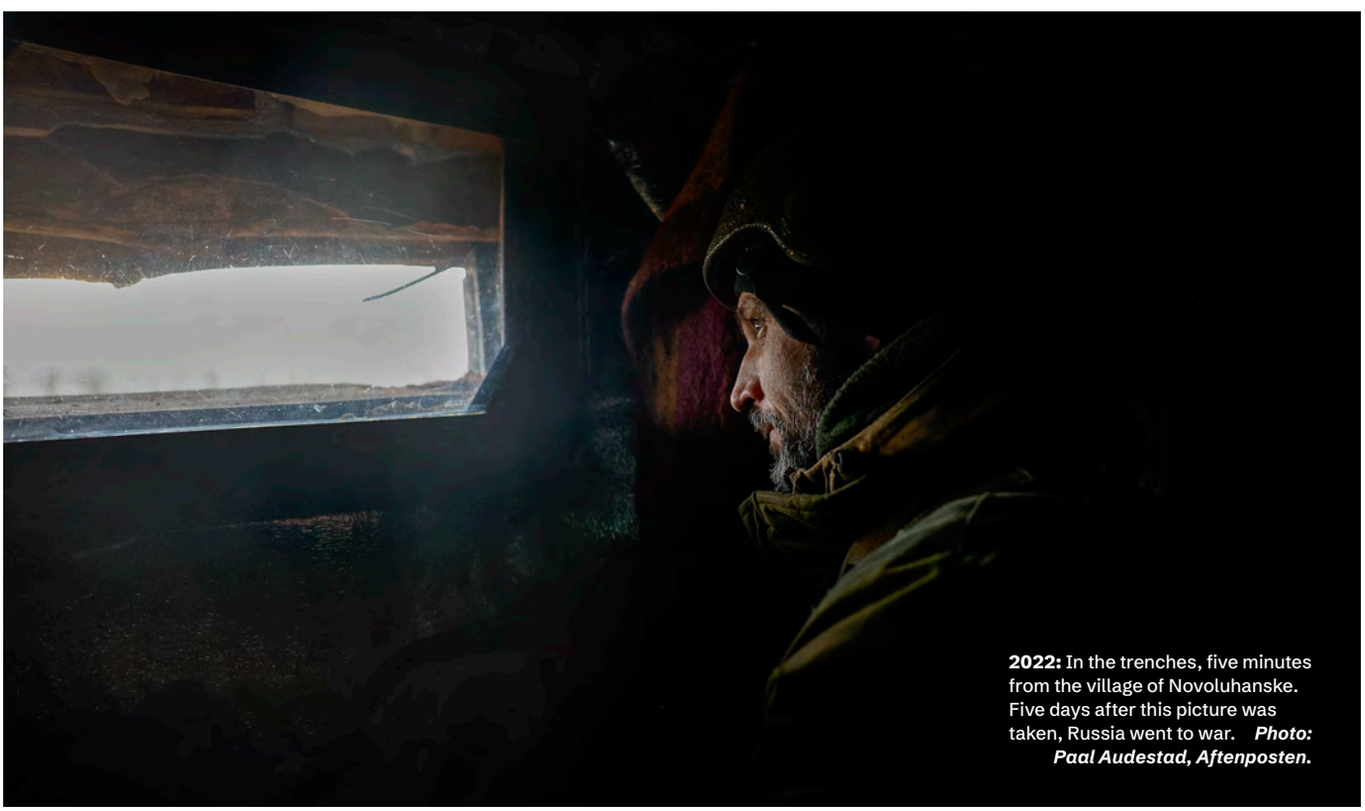
We've gone from working with individual images for print media to now relating to the fact that almost 90% of all journalism in VG is consumed on mobile phones. For photojournalism, this means that photographers must already have the story in mind before they leave the office, to a greater extent. We need to have a plan for how we want to tell it.

Today, photography is as much about the journalistic content as it is about giving the digital stories a visual boost and getting readers to scroll on.

The story of 17-year-old Zalman and the refugees attempting to cross the Mediterranean has been forever burned in my memory. And it also serves as an example of how today's photojournalists must be full-service suppliers in the digital visual field. It is a change that creates much more breadth and depth, makes us much more versatile photographers and, not least, results in more impactful photo stories that touch our readers.

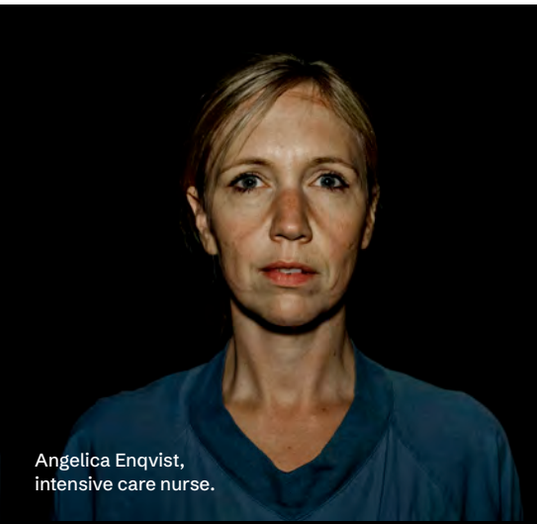
2020: Mask marks that hardly have time to disappear, before they are back again. A telling image of the lasting impact on healthcare workers during the pandemic. ***Photo: Andreas Bardell, Aftonbladet.***

2023: Drag queen duo Lillan and Tjorven perform theatre for children at Dramaten in Stockholm, days before being harassed by right-wing extremists. ***Photo: Emma-Sofia Olsson, Svenska Dagbladet.***

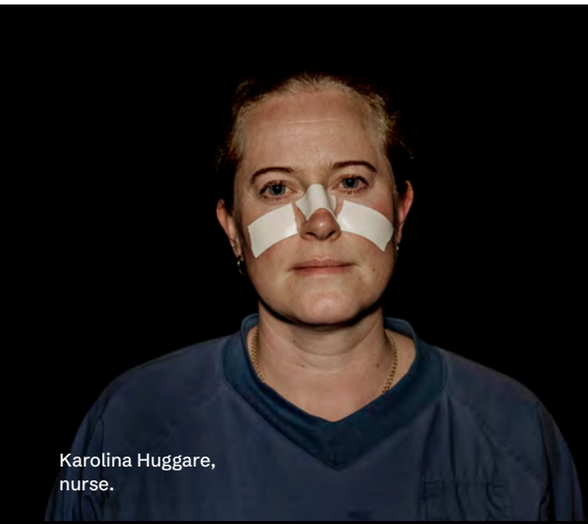


2022: In the trenches, five minutes from the village of Novoluhanske. Five days after this picture was taken, Russia went to war. ***Photo: Paal Audestad, Aftenposten.***

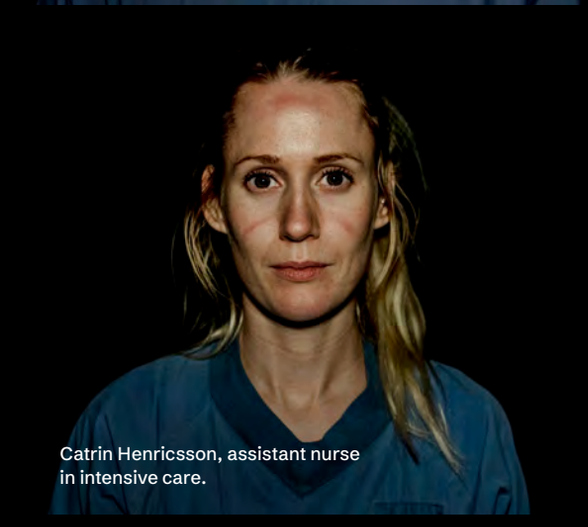
Hans Barle,
doctor.



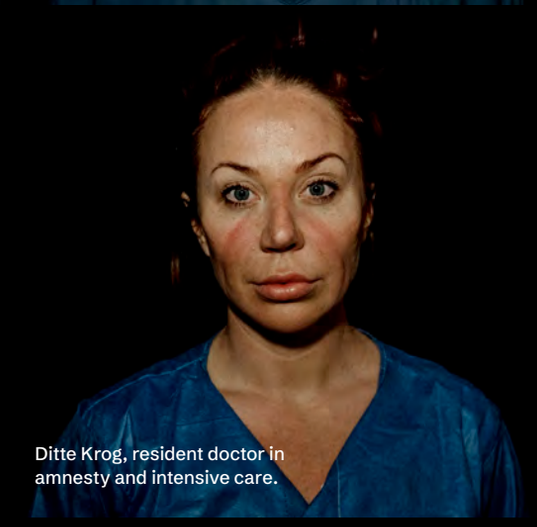
Angelica Enqvist,
intensive care nurse.



Karolina Huggare,
nurse.

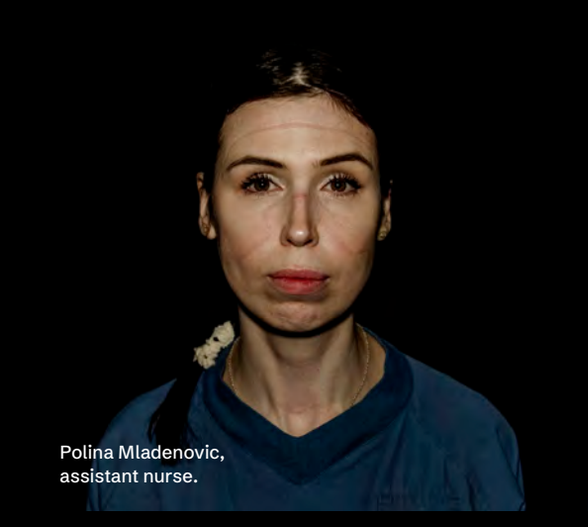


Catrin Henricsson, assistant nurse
in intensive care.



Ditte Krog, resident doctor in
amnesty and intensive care.

Mathias Janus, specialist nurse
in intensive care and amnesty.

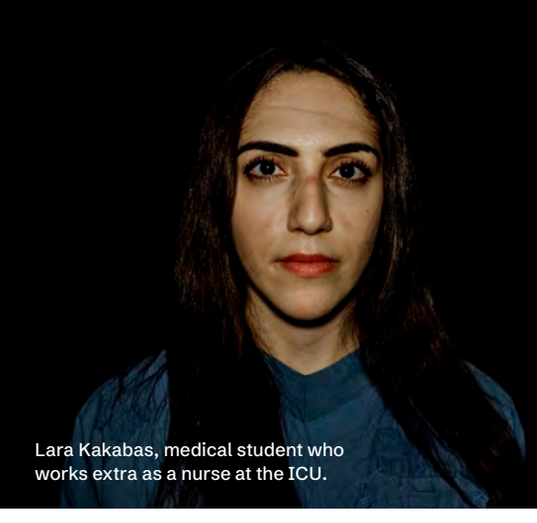


Polina Mladenovic,
assistant nurse.

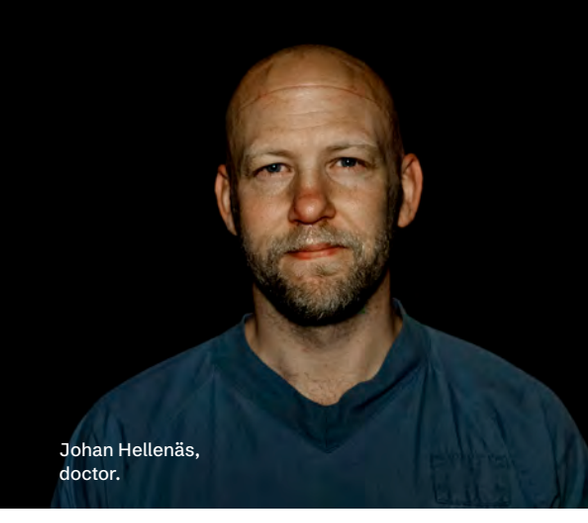
Emil Johansson, specialist
nurse in surgical care.

Jenny Pettersson, specialist
nurse in emergency care.

Evelina Bonté,
assistant nurse.



Lara Kakabas, medical student who
works extra as a nurse at the ICU.



Johan Hellenäs,
doctor.

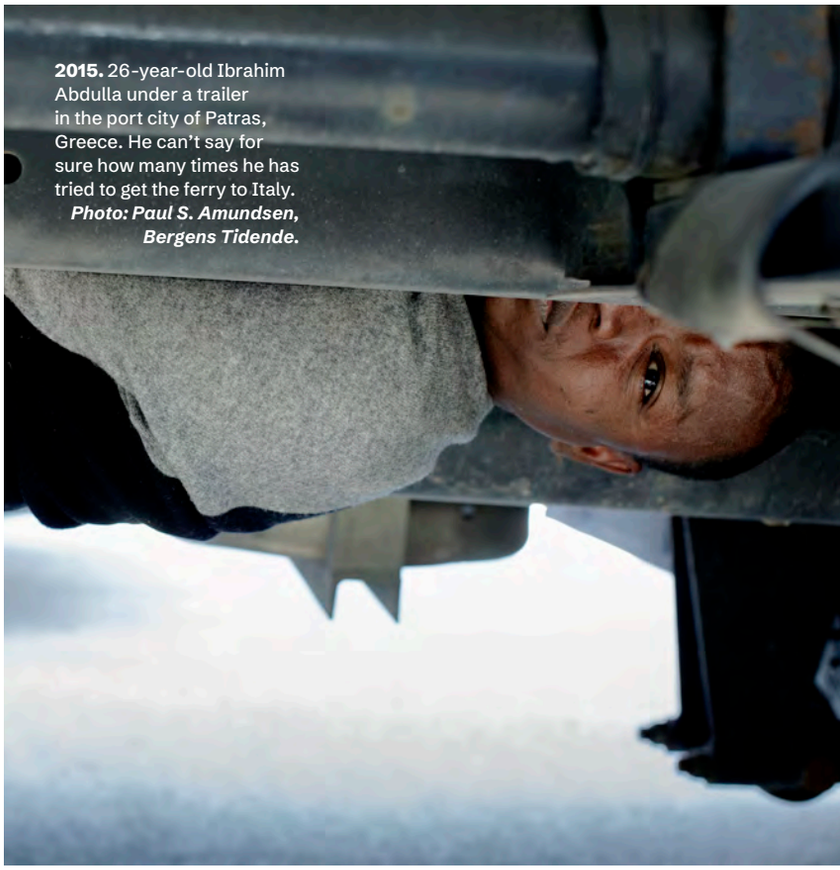

SIVILFORSVARET

2018: More than 50 forest fires ravaged Telemark in Norway, officials called it “the worst forest fire in 27 years.” Pictured is the civil defence team at Elgsjø on Notodden in Telemark. ***Photo: Helge Mikalsen, VG.***

2019: After Helene Gallis was diagnosed with breast cancer, she invited friends to feel her breast and learn what a tumour can feel like.
Photo: Monica Strømdahl, Aftenposten.

2017: Tomas Oneborg was supposed to photograph sweets for Easter at Hötorget in Stockholm, when the terrorist act on Drottninggatan threw him into the chaos.
Photo: Tomas Oneborg, Svenska Dagbladet.

2016: The war in Syria is in its tenth year. Maha is only five. She and her family fled their hometown of Hawiga outside Mosul to escape ISIS. "I don't dream anymore, and I'm not scared of anything," she says. ***Photo: Magnus Wennman, Aftonbladet.***



2015. 26-year-old Ibrahim Abdulla under a trailer in the port city of Patras, Greece. He can't say for sure how many times he has tried to get the ferry to Italy. ***Photo: Paul S. Amundsen, Bergens Tidende.***

2014: The children of Gaza were hit hardest by the war. A fourth of the Palestinian victims were minors. As we produce the report in the autumn of 2023, the Middle East conflict has once again exploded. ***Photo: Yvonne Åsell, Svenska Dagbladet.***

How culture can help you reach your business goals

People and culture are the most important assets in every successful company. But how can you actively lead culture in the direction that supports your business and gets you where you want to be?

Enna Kursukangas

People & Culture Director, Schibsted Nordic Marketplaces
Years in Schibsted: 3.
My favourite song the last decade: Cha Cha Cha – Käärijä.

Without people, companies would be empty. And without a consciously driven culture, it's hard to harness the full potential of an organisation and deliver the results the company aims for. But how can we define what culture is?

There are plenty of suggestions out there. My favourite is one of the simplest ones I've heard: "It's what happens when no one is watching". Culture is what we do, it's about our habits, our values and the unwritten rules that affect our actions. On a more practical level, the things that help us to build a culture include the way we lead, how we set targets and prioritise, how we organise ourselves, and so on.

Everything we do and don't do affects our culture and on the other hand, our culture affects how we do things. Culture is not something that changes overnight; it's something that continues to develop every day.

Over the past 20 years, I've worked in companies of different sizes, different industries and different business situations. I've learned that no matter if it is a startup, a huge corporation, or a company in growth or decline, some things have proven to be universally relevant when talking about the importance of a culture and how to build it. Here are my key learnings on why culture is so crucial to all companies.

- There is always a culture, no matter what we do about it. But by making conscious decisions, we can have the kind of culture that enables us to get to where we want to be.
- Company strategies tell us where to go, and culture makes sure we get there. Culture is a tool for a company to achieve what it's after. It's never a destination, but without actively leading culture, it's much harder to get to the intended destination.
- Everything we do represents the culture we have. It's not soft. It's not hard. It's all that and everything in between. It's in your goals, it's in your walls, in your websites and in your daily decisions. It's present when you hire as well as when you need to fire. You can't separate the culture from anything you do. It affects your actions, and every action affects your culture.

It's easy to see why culture is an important asset and something you should actively lead within your organisation. But how do you do that? How do you take control of something so organic and something that is so hard to measure. The truth is that you can't control it, but you can, and you should, actively lead it in the direction that helps your business get to where you want to be.

Discover your current culture. To take an active role in leading culture, it's best to start with understanding the current culture and what it is that you want to achieve as a company. And the best way to get to know your culture is by observing it and gathering different views on it. This should be ongoing work within the company, especially if you have a change need. At these times, it can be useful to seek external support to capture your current culture. Since all employees are part of the culture, it might be hard to see the unique traits you have within that culture from the inside.

Define what kind of culture you need and want. To take steps in this cultural journey, we need to define what kind of culture we need to achieve our goals. When defining, there are two important things to take into consideration. First,

it's hard to build a strong culture that attracts everyone. And there is no need for that either. Targeted culture should be built for the talents you need for your business to succeed. Second, culture is a tool to get to where you want to go, so make sure that what you define as your target culture, actually ensures you reach your business goals.

Be loud about what kind of culture you aim for and co-design the structures that help you achieve it. You might need a roadmap of initiatives to show the cultural change ahead and how to include people in this cultural work. But don't trick yourself into believing that cultural change is something you can make happen using only flow charts, project plans or workshops. Instead, use the roadmap to illustrate the change you are leading and to get people on board.

Culture is hard to capture, which is why it's even more important to focus on concrete initiatives, active communication and dialogue within the organisation. The right initiatives always depend on where the organisation is and what it aims for, but company values, a leadership framework and manager role definitions are concrete cultural building blocks that are helpful.

In Schibsted Nordic Marketplaces, we are in the middle of a major transformation, moving from country-based organisations to a cross-Nordic verticalized organisation. To enable this change, we focused on building a common culture across the Nordics and we co-designed four common values for Marketplaces:

- Make a difference
- Be curious
- Be fearless
- Win together

These values represent what unites us across countries, but also how we work together to really add value for our users, customers and co-workers. And how we build sustainable futures and create success on this shared journey. These values form a strong base for our common culture across the Nordics and they guide our behaviours, decisions and actions. These values give us the strength to lean into our transformation journey, because by continuing to be curious, staying fearless and focusing on winning together, this transformation will happen, and we will make a difference.

Worklife trends

The world of work is in a constant state of flux, with each passing year bringing about new trends and innovations that shape the way we work, interact, and live. From the integration of Virtual reality to a shorter workweek and the continued impact of the pandemic, here are the work-life trends you need to know about.

Global and remote talent acquisition

Companies are increasingly open to hiring remote talent from anywhere in the world. This trend is leading to more diverse and geographically dispersed teams, enriching the talent pool and promoting innovation through diverse perspectives.

AI-powered productivity tools

Artificial intelligence and automation continue to be integrated in the workplace, assisting with tasks such as data analysis, customer support, and scheduling. These AI-powered productivity tools enhance overall efficiency, allowing employees to focus on higher-value tasks that require creativity and critical thinking.

90

percent of people believe it matters how we feel at work, according to Indeed research. **49%** feel their organisation is focused on measuring and improving well-being. Mental health support at work has taken on even greater significance, with companies offering a wider range of mental health resources and destigmatising discussions about mental well-being. As employees face ongoing challenges, fostering a supportive and understanding workplace is essential to maintaining productivity and employee morale.

A global shift to four days of work

The concept of a four-day workweek is gaining momentum worldwide. Trials have taken place in various countries, including the UK, Belgium, Sweden, and Iceland. In 2023, this trend will extend to the US, Scotland, Ireland, Canada, and New Zealand.

In the UK, a remarkable 86% of participating companies expressed interest in adopting a permanent four-day workweek policy. Employees are expected to maintain their workload while enjoying an extra day off.

This reduction in working hours is achieved by eliminating non-productive activities, agreed upon in consultation with employees and their supervisors. The four-day workweek promises improved work-life balance and increased employee satisfaction.

Hybrid work models: The new normal

The enduring effects of the pandemic have led to the widespread adoption of hybrid work models, in which employees split their time between remote and in-office work. However, this model presents challenges in scheduling and internal communication, necessitating advanced VR and digital tools to enhance corporate communication for remote employees.

Companies are investing in technologies to bridge the gap between remote and in-office workers, ensuring seamless collaboration and communication. This shift is likely to persist as organisations prioritise flexibility and adaptability in their workforce strategies.

58 **percent** of American workers had the opportunity to work from home in 2022.

48 **percent** of the workforce will continue to work remote or in a hybrid fashion, says a survey from Omdia.

58 **percent** of Omdia's survey respondents believe work-from-home has increased productivity.

0 **percent** of Tesla's employee are allowed to work remotely.

"Quiet hire" and continuous learning

Lifelong learning has become a cornerstone of corporate culture as employees regularly upskill and reskill to stay competitive in a rapidly evolving job market. In 2023, forward-thinking organisations are embracing the concept of "quiet hiring" as a way to acquire new skills and capabilities without adding new full-time employees.

This involves encouraging internal talent mobility, offering specific upskilling opportunities, and leveraging alternate methods like alumni networks and gig workers to fulfil high-priority tasks when new headcount isn't feasible. By maximising existing talent and nurturing their growth, companies can remain agile in a dynamic job landscape.

982

billion USD (approximately) is the expected value of the AI recruitment market by 2029. 6.8% is the annual growth rate. As AI plays a more significant role in recruiting, ethical concerns are gaining prominence. Governments are scrutinising AI's use in hiring, leading organisations to be more transparent about their AI practices, disclose audit data, and offer candidates the option to opt out of AI-led processes. This push for transparency ensures fairness and equity in the hiring process.

VR for work: Connecting in the Metaverse

Virtual reality (VR) is taking the corporate world by storm. Unlike traditional video conferencing, VR allows employees to inhabit the same virtual space and manipulate reality data in real-time, creating an unparalleled level of global connectivity. This technology is set to reshape the future of our digital experiences.

In practice, VR is being used across various industries. Nasa and armed forces are utilising VR for training, reducing risks and costs. Retail giant Walmart leverages virtual simulations to prepare employees for high-pressure events like Black Friday. Meta is actively promoting VR experiences aimed at enhancing workplace inclusion.

Meta has introduced Horizon Workrooms, a virtual working environment that facilitates collaboration. Nvidia's Omniverse is being marketed as a metaverse platform, and Microsoft's Mesh adds avatars and mixed reality capabilities to Microsoft Teams. These developments signal a new era in remote work and collaboration.

“When we unify our efforts, we can be in the forefront”

Schibsted has a new SVP Engagement, Communication and Employer Branding. Jane Throndsen has her roots in News Media, coming from VG. Now, her primary focus is to create a common mindset about what Schibsted can achieve together – in a world that’s on fire.

Ann Axelsson

Senior Product Manager, Strategic Communication, Schibsted.
Years in Schibsted: 25.
My favourite song the last decade: Paper doll – John Mayer.

“Schibsted is a company with enormous power and so many competent people. At the same time, it’s a complex matrix organisation, with all its functions and brands,” says Jane.

Schibsted has some of the strongest brands in the Nordics. And it is not always obvious to employees in each of those brands why they are a part of Schibsted. Jane knows this well, having come from VG. And she points out that each brand does an excellent job in engaging their employees – but that there is room for more of a Schibsted perspective. She wants to build this common pride, brick by brick.

Amidst this complexity, internal communication can be a strong tool to create knowledge and trust in a shared strategy, where a main message for Schibsted is that we are more than just the sum of our parts.

“I would like for our employees to feel that they are part of something bigger – and that bigger is supporting the job they’re doing.”

And she is certain that Schibsted’s muscles are needed today. The world is literally on fire. As we speak, the conflict in Middle East has just awoken. Jane points out the pressure that freedom of the press is under and how media is a cornerstone in a democratic world. But there is also fierce competition from tech companies and technology advancements that will have great impact on all businesses. It’s a tough future to navigate – and a united Schibsted is a stronger force to take on this future and this level of competition versus each of its brands alone.

Jane mentions common AI initiatives as an example of how to use those Schibsted muscles across the company.

“There is so much innovative spirit in Schibsted. Different AI initiatives pop up all over, and new applications are shared across. When we unify our efforts, we can be in the forefront.”

Building internal engagement is also about offering common arenas where people can meet and discuss, like strategy meetings for leaders, tech gatherings, and the Power of Journalism-initiative – a conference and awards-ceremony where we celebrate the importance of quality journalism.

Then there is the global competition for talents. To attract the right people Schibsted also needs to step up and show what makes us different from other workplaces – in an authentic and transparent way.

“We need to make the success stories from all our brands come alive. That’s how we can both attract talents and build pride in being part of the Schibsted family.”

I would like for our employees to feel that they are part of something bigger.

Leaving VG for Schibsted was not an easy decision. And she says that she will miss journalism every day. But she also believes that bringing this perspective into a new role is helpful.

“I’ve seen things from a brand’s point of view. Bringing that experience and my competencies into Schibsted and being part in shaping and growing the company for the future is really exciting.”

Jane worked as an editor at the competitor newspaper Dagbladet in Oslo before being recruited by VG in 2012. During her time at VG, she served as both the Feature Editor and later as the Head of Paid Content, holding key positions within VG's management team. After just two years at VG, she was named the Female Media Leader of the Year in Norway.

Stefan Palsson, Chief Operating Officer, Rebecca Crusoe, Chief Marketing Officer and Rebecca's dog Paddy in FirstVet's office in Stockholm.

Disrupting the pet care market

FirstVet is digital-first veterinary ecosystem, built with trust and passion, and designed to take patients from Doctor Google to diagnosis faster.

Camilla Buch

Communication Manager, Schibsted
Years in Schibsted: 3.
My favourite song the last decade: Chronically cautious – Braden Bales.

You're at a cosy cabin in the woods, near a lake, with your beloved four-legged friend. The hustle and bustle of the city is hours away, and you're eager to let the calming sound of water on sand wash away the stress of the week. Suddenly, there's a yelp. Or a cough. Or a strange absence of noise from your pet. What do you do? The nearest veterinarian's office is hours away, but you need help now.

That's the kind of scenario that inspired the founders of FirstVet, a digital vet service that is "built for pet parents by pet parents." While it started with content sites – forums amassing the collective knowledge of Sweden's pet owners – the advent of digital healthcare services would change the founders' approach.

"All our founders have pets and are invested in an active lifestyle with their pet," says Rebecca Crusoe, CMO at FirstVet. "And since most of us at FirstVet are pet parents and we know first-hand how worried you get when your pet gets sick or hurt, and how complicated and expensive getting care for your pet can be."

SHIFT IN THE MARKET

Over the last 30 years, there has been a shift in the veterinary profession – much like the shift in the retail market. There used to be privately-owned clinics, like corner shops, that were easily accessible for most local, value-driven pet owners who are passionate about animal health.

The market today, especially in Sweden, has mostly been consolidated into a few veterinary giants that have acquired smaller clinics and put more focus on large, inner-city veterinary hospitals capable of more advanced – and more expensive – animal care.

Veterinarian Charlotte Schildmeijer working from FirstVet's office in Stockholm.

2016 is the year that FirstVet was founded, in Sweden.

2021 the e-commerce business started.

2023 Schibsted invested in FirstVet to help them with market penetration in the Nordic markets.

FirstVet is established in Norway, Denmark, Finland, Germany, the UK and the US.

"A veterinary visit costs an average of 2,000-3,000 SEK. These rampant costs are due to the giants cornering the market. That's a model we actively want to challenge."

One way FirstVet is doing that is by creating a less stressful working environment for their employees.

"Being a veterinarian can be emotionally demanding, requiring you to be compassionate while also making tough calls. It also often requires you to work when many others don't, which can make it difficult to achieve a good work-life balance. Much like in the human health profession, it's an industry already on its knees," says Crusoe.

FirstVet offers their veterinarians a more flexible solution in which they can work from home or combine their clinical work with a digital-first approach. Employees are required to have experience working in a clinic, and many choose to work in their own clinics while supplementing digitally with FirstVet. This also enables employees to take time off. Often, the peak seasons for vets are holiday seasons, when the owners are more likely to be at home, especially in the summer when physical clinics are closed. This model has the added benefit of bringing down costs for the clients.

WORKING WITH INSURANCE

Another part of the FirstVet ecosystem is the insurance companies. One of the company's goals has been to work preventively to decrease the number of emergency cases. By teaming up with the largest insurance companies early on and allowing them to offer FirstVet's services to their clients at no additional cost, more pet owners are asking for help in time, eliminating the need to go to a veterinary hospital.

Pet owners Manfred and Åsa experienced this first-hand when their rottweiler Kito started to limp and lick his hind paw. After calling their closest vet clinic and being referred to their

helpline, they were put on hold, last in a line of 125 other worried pet owners.

That's when Manfred realised that through Kito's insurance, they had received an offer of free digital care at FirstVet.

"I went online and booked an appointment straight away. While I waited, I answered a few questions and took pictures of the paw to prepare for the vet."

After 45 minutes, the vet called and informed them that Kito suffered from furuncle, an abscess caused by an infection of the skin, and how it should be treated.

"We're looking to disrupt, to challenge old truths and at the very least be a driving force in mending what's broken in this business," Crusoe says, adding that they aim to be the first contact for any pet owner.

create an additional revenue stream, FirstVet launched a shop and recently opened its own pharmacy. Their goal is to make sure that patients entering the FirstVet ecosystem are helped the whole way through, especially for people owning pets for the first time. FirstVet saw a lot of new pet owners emerge out of the pandemic, as people's priorities and possibilities changed.

"We really saw a big boost in pet ownership - especially in the UK where lockdown went on for months on end," adds Crusoe.

She also explains that with the sheer mass of misinformation, it's important for FirstVet to act as a myth-buster of sorts. A large part of their clientele is the forward-leaning, information-seeking type of pet owner – the proactive pet parent.

The customer journey often begins on Google, where you often find a lot of conflicting information.

FirstVet differs from vet clinics offering emergency care because they mainly want to work preventatively. They now operate all hours of the day in seven countries, providing information and helping their customers take an active part in the health of their pets.

According to Crusoe, around 60% of the people calling FirstVet get the help they need in just one call because many pet owner concerns are related to bowel issues, skin problems and runny eyes. These are clear and simple symptoms that rarely need clinical assessment.

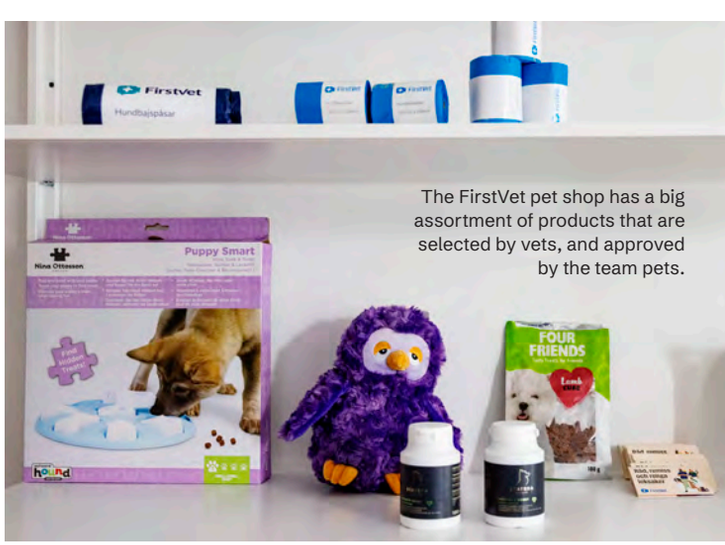
BATTLING MISINFORMATION ONLINE

To make the experience as seamless as possible for the pet owner and to

But trying to find reliable information on the internet can be difficult.

"We're seeing a lot of misinformation spreading on social media. One example is that you shouldn't cool down a warm dog with cold water during summer because it could lead to gastric volvulus – which isn't true at all," she says.

"Because of our start on content sites and forums, we know that the customer journey often begins on Google, where you often find a lot of conflicting information. We want to be your trusted voice in all avenues of pet care, whether you're looking for a vet to talk to or a new brand of dog food. So, if you start asking Doctor Google about symptoms or products, you'll soon find us," Crusoe concludes.



The FirstVet pet shop has a big assortment of products that are selected by vets, and approved by the team pets.

Keeping up with tech as a manager

Taking the step from being a developer focused on coding to becoming a manager is, of course, a great career move. But it's also a challenge to stay updated and close to tech in the new role.

"When I started to work as a manager two-and-a-half year ago, I had the ambition to keep on coding 50% of the time. That very soon turned out to be impossible," says Michał Domagalski, Engineering Manager for Schibsted in Krakow.

This made him start thinking about how tech managers can keep up their tech competence, also to offer better support their teams.

"Being a coder is a very uninterrupted job. But it's the opposite when you become a manager; it's a totally different pair of shoes, and it's easy to lose track of new trends and approaches."

As he thought about this, Michał ended up identifying things other than coding that managers could do to keep their tech skills.

"For instance, you can find a tech buddy to discuss problems with, who can inspire you and boost your energy," says Michał.

"Your team can also help you if you encourage and facilitate discussions. Being a good listener can help you grow."

And, of course, reading is great. Documentations and staying updated on architecture and tools are important.

"Everything that's new will help you to stay on track."

Michał used to miss coding, but not so much anymore.

"Today I feel close to tech, even without coding, thanks to discussing and brainstorming with colleagues."

Michał Domagalski

Engineering Manager, Schibsted
Years in Schibsted: 3.5.
My favourite song the last decade: Downtown – Unto Others.

Improving womens health

In Sweden, 100 women working in Schibsted were given the opportunity to participate in a health screening as part of a pilot project. The scan focused on women's health issues and symptoms related to the reproductive system.

"This is a part of a larger effort to help our female employees improve their health and, in the long run, create a more equal workplace," says Nina Hermansen responsible for the project, which is run in cooperation with the femtech company EsterCare.

Many women who suffer from these kinds of complications don't seek help. And sometimes the attitude is that it's simply part of being a woman. But having severe pain every month during your period, bleeding heavily, experiencing symptoms of menopause-or struggling to get pregnant are all things that will also affect you at work.

In the pilot project, the women get a digital screening, and if the consultation results in a recommendation for a physical meeting with a specialist, then Schibsted covers the cost of the initial appointment.

"All 100 screening opportunities were booked in less than 40 minutes. We also see that many of these women were referred to a specialist – so it's clear that this meets an important need."

If the result from the pilot project shows a positive effect, the ambition is to scale it to all of Schibsted.

Nina Hermansen

Leadership Developer, Schibsted
Years in Schibsted: 5.
My favourite song the last decade: Black skinhead – Kanye West.

A good start for new employees

As a new employee in Schibsted, you should know what to expect, what to do, have all your equipment in place, and feel inspired when you walk in through the door on that first day of work.

This is the ambition of a global onboarding project Karen Gonçalves is working on.

"This is part of a larger, strategic HR goal to deliver user-friendly people services, combining user needs with technology," says Karen.

For a large and complex company, this is not always easy to put in place. But, for instance, new employees can now access Workday – Schibsted's HR-tool – before their first day, where they will find information and receive messages.

"Everyone should have the same experience and a good first impression of how we work and collaborate."

When it comes to managers, the key is to give them the right information at the right time, in an automated way. For instance, automatically reminding them to take the right actions when a new employee is starting. A new micro-site is also in place where managers can find helpful information about how to welcome their newest team members.

"But this is just the foundation," Karen explains. "The next step is to build an onboarding journey for new hires where they can learn more about Schibsted's history and the entire Schibsted ecosystem."

Karen Gonçalves

Global Process Owner - Employee On/ Offboarding, Schibsted
Years in Schibsted: 2.
My favourite song the last decade: Lady – Modjo.

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Scan the QR-code to play a Spotify list with all contributors favourite songs of the decade.