

FUTUREWORKS

Accelerating innovation and building personal capacity for learning and change

MITTMEDIA - Sweden

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“People do what they believe and believe only what they discover”

This is MittMedia

With 9 news sites, 18 newspapers, apps, 11 free newspapers, web-TV, webshop, printing houses and commercial radio; MittMedia is one of Sweden's leading media companies.

Every day our sites engage more than one million unique visitors and our printed media is distributed to 249 000 households.

MittMedia has 950 employees – 420 journalists.



MittMedia's challenges 3 years ago

- Lack of insight in how customer behaviour were changing (both readers and advertisers).
- Traditional, hierarchical organization and leadership.
- Digital journalism was not considered a core business – we were all trapped in the legacy business.
- Insufficient understanding of the pace of this change.



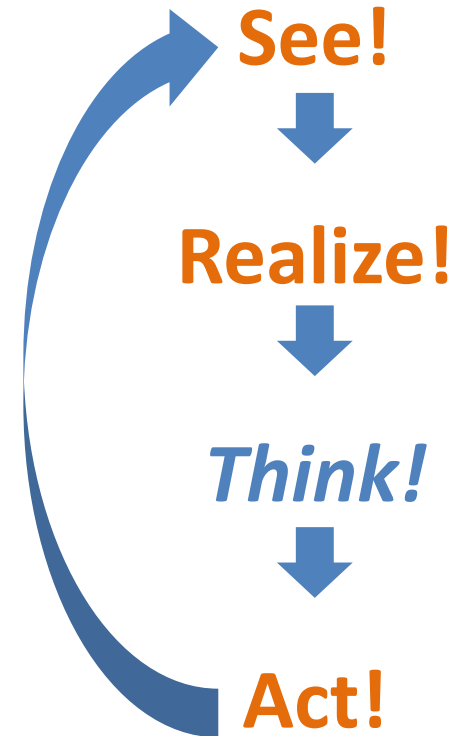
Our challenges were no news

- Falling numbers for many years.
- We were an industry in crisis.
- The former management had informed about the situation for years...
- ...all employees had the facts to draw their own conclusions...
- ...but people continued to do what they have always done.



Insights of the top management

- Change takes place when many people see, feel, and understand the same thing.
- Genuine commitment will come from including the employees and inviting them to participate in the change.
- **We need to build a new, modern corporate culture – and we have to start now!**



Our process of change is an on going work - *not education or a project*

Futureworks

3-day-event where participants from different part of the organisation focuses on core innovation challenges and questions put forth by the top management

Safaris

From the office to reality!

LearningMile

A 12 month individual training programme for each employeeed from Futureworks.




Futureworks

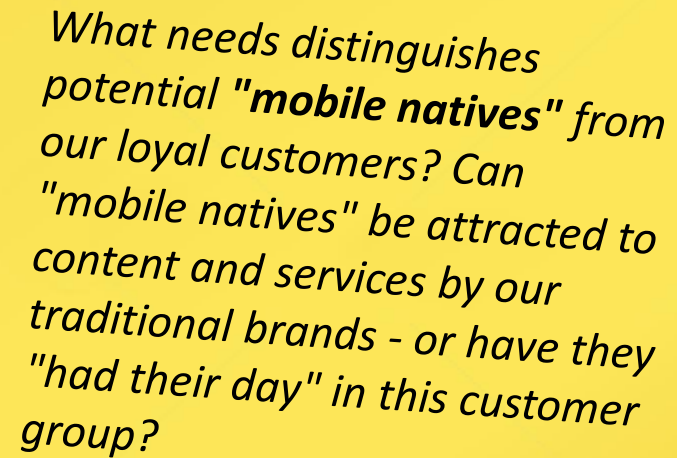
- A change management program
- An integration project
- An individual training program
- An innovation lab
- A way to engage people in your important questions
- A way to get local Futureworks in local questions, a way to work on daily basis



Examples of challenges worked with throughout the Futureworks



What are our advertisers new needs, what are the trends of the near future, and what is the best way for us to get into this market?



What needs distinguishes potential "**mobile natives**" from our loyal customers? Can "mobile natives" be attracted to content and services by our traditional brands - or have they "had their day" in this customer group?

A new way to explore customers

CUSTOMER SAFARI

A new way of exploring and researching customers by direct observation. [What are our customers worried about?](#)

Safaris has been used in all Futureworks - and has been adopted as a tool by both teams and individual employees in MittMedia.



This is Inger - and she is worried

- Inger participated in FutureWorks and LearningMiles 2 years ago.
- A few weeks ago she wrote an email and said that she is worried – for real.



“We need a plan for the millennials”

“How can we create a strategy and an approach to capture the next generation of media consumers?

What we do today is not right for them.”



ELITE DAILY

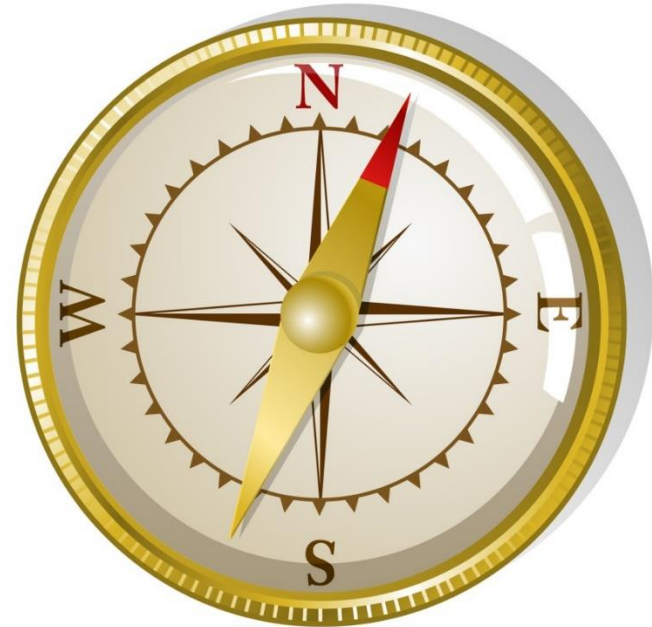
The Millennials – our next project

- Inger now organizes a FutureWorks for 30 participants - all employees in MittMedia can apply.
- She puts up LearningMiles with literature to read, safaris to do and people to meet.
- The 30 employees will organize local safaris focused on studying "The Millennials" in which a total of 80 employees will take part.



An anchored strategy

- Inger starts the “Millennial-Futureworks” in August.
- In November we have a strategy and an action plan that 110 employees have taken an active part in.
- Top management has no active part in the planning or implementation.



Results: Shared leadership is working

- High commitment and engagement throughout the workplace.
- Employees take initiative and responsibility. Development is not just a question for the top management.
- Courage for trial and error as a part of everyday life.



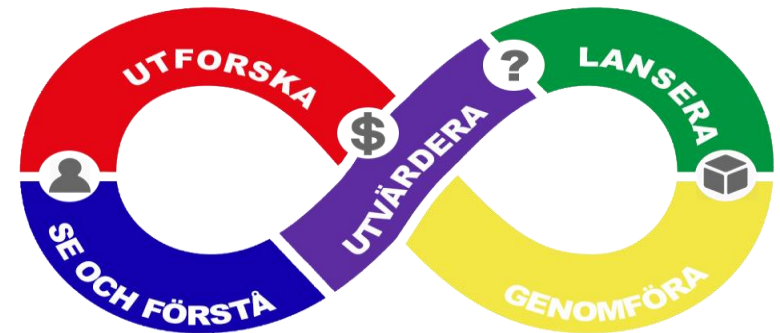
Results: From threats to opportunities

- Substantial transformation of the culture.
- The challenges of new digital technology and a new approach to customer-dialogue are now seen as opportunities rather than threats.



Results: New thinking, new ideas

- We have started a MittMedia Mind-set of Innovation.
- Many more ideas, in small and large.
- New innovative way of understanding customers contexts rather than segmenting customers into target-groups by traditional criteria.



Result: Faster digital transformation

- Digital advertising : 2012-2015 + 220 %
- Digital share of advertising revenues: 2012 - 5 % 2015B - 20 %
- 40 % of advertising revenues come from new products.
(not subscribed print)
- Web-TV-streams: 2013 -3 million 2015B - 20 million streamed views
- 55 % of the traffic from mobile
- 45 % activated subscribers

3 take aways

Shared leadership: *“People do what they believe and believe only what they discover”* Change takes place when many people see, feel, and understand the same thing.

Transparency: Employees takes initiative and responsibility if we including them in our challenges. The top management does not alone master all the key questions anymore.

Learning by doing: Have faith in the process of learning by doing and courage for trial and error as a part of everyday life.

For more information and contact



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The concept has been designed together with Helsinki-based LearningMiles.

www.learningmiles.co