

FUTURE WORKS

A large group of diverse people, including men and women of various ages, are gathered in an office environment. They are all smiling and looking towards the camera. In the foreground, a woman with blonde hair is holding a tablet computer. The screen of the tablet shows a close-up photo of three men smiling. The background shows office desks, computer monitors, and a modern interior design.

*Accelerating innovation
and building personal capacity
for learning and change*

MITTMEDIA
Sweden

About MittMedia

- 18 daily local newspapers – circulation 240 000
- 10 websites – 1 000 000 unique visitors
- 14 free newspapers
- Covers 1/3 of Sweden's area
- 1000 employees
- Turnover 165 million euro
- Circulation revenue 65 million euro
- Advertising revenue 70 million euro

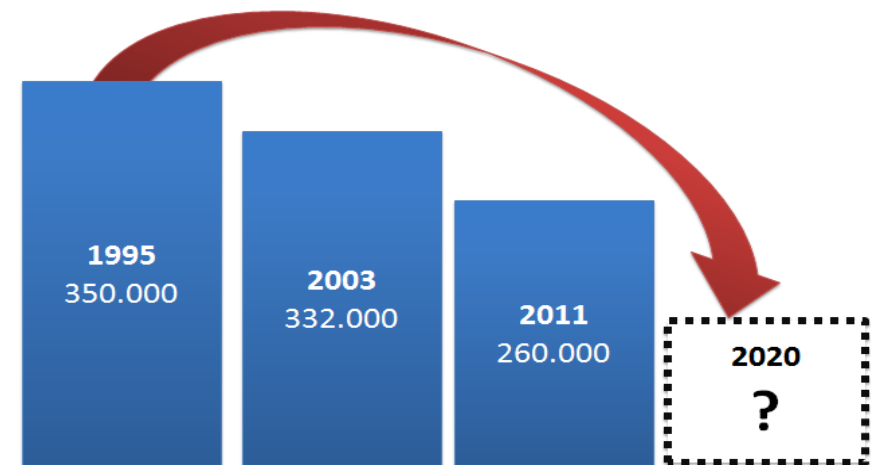


Our daily newspapers



MittMedia's challenges 18 months ago

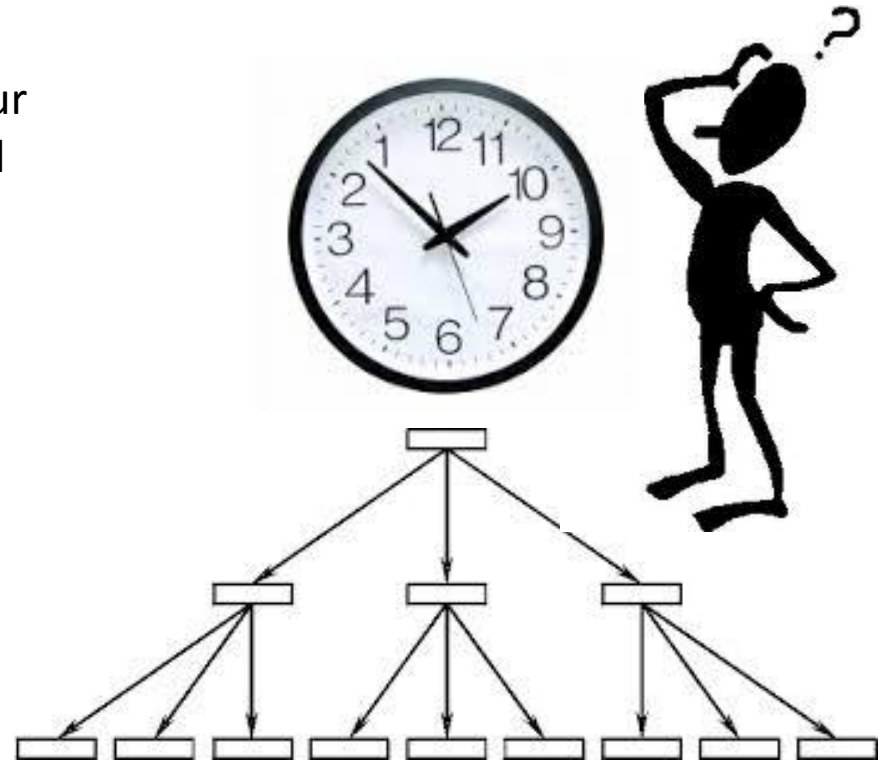
- MittMedia was, as many others within the media industry, in a very strong need of immediate change.
- We were stuck in century-old structures and business models while entering a new and a different landscape. The rapid decrease of media consumption and the increasing number of fast growing competitors demanded completely new ways of thinking and developing business.



MittMedia total Circulation

Our problems

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



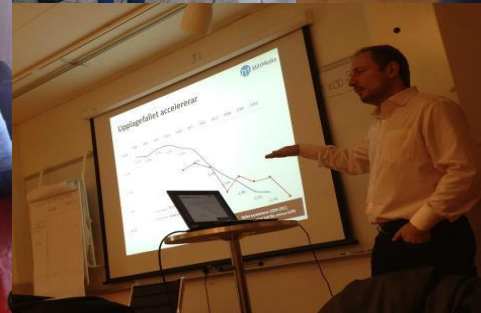
Insights of the top management

- Change has to start from within
- Change takes place when many people see, feel, and understand the same thing
- Genuine commitment will come out of including the employees and inviting them to participate in the change?
- The momentum of change increases when people support one another
- There are hundreds of key individuals who act as agents of change in everyday life - without them we fail
- **We need to build a new, modern corporate culture – and we have to start now!**





Building a new culture for the future



What is FutureWorks?

- It's a **change management program** in a mature and conservative industry focusing on participation and new attitudes
- It's an **integration project** to encourage cooperation and knowledge transfer between our 18 newspapers
- It's an **individual training program** for our most dedicated co-workers – so far more than 200 employees have been involved so far.
- It's an **innovation lab** where journalists, marketing people, sales representatives and administration staffers meet and participate in our business development.



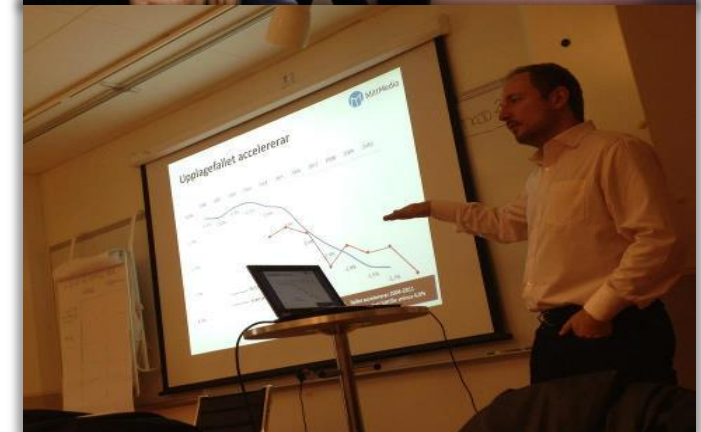
The aim of MittMedia

The FutureWorks programme creates an on going process of product, audience, and revenue ideation and incubation.

The FutureWorks programme provides a framework for innovative and business-focused co-operation between the top management team, project-groups and teams in different departments and 200 individual programme participants.

The FutureWorks programme injects entrepreneurialism, agility, and teamwork into the corporate culture.

The FutureWorks programme develops innovation mind-sets near the core, adjacent to the core, and away from the core.



Starting point

A three-day innovation-event for groups of 25 participants, which focuses on a minimum of five core **innovation challenges** and questions put forth by the top management and project-leaders.

The groups are mixed, and the participants come from all departments in MittMedia. They work together in a highly focused way during the three-day workshop.

This part of the programme has become an established mechanism for the company to innovate and develop ideas into solutions. In all FutureWorks events, there is a strong focus on dialogue and developing new business.



Challenging tasks

Examples of challenges worked with throughout the FutureWorks

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We know that our advertisers are increasingly investing in other forms of marketing, things that we currently don't work with, (not ads in the paper or digitally). ***What are these new needs, what are the trends of the near future, and what is the best way for us to get into this market?***

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We are about to promote our new paid content model with new ways of packaging and selling content in all our markets. Working titles for the subscription options are based on size from X-Large to small. ***How do people perceive those names and are there better ways of expressing the new subscription options?***

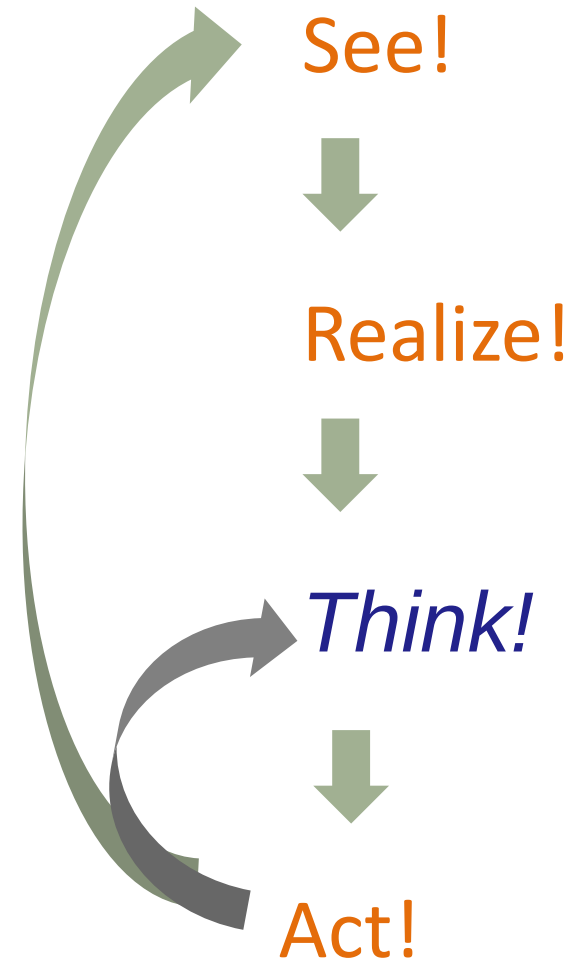
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Our main challenge is to attract young people and get them to pay for our content and services. This group is completely mobile. ***What needs distinguishes potential "mobile natives" from our loyal customers? Can "mobile natives" be attracted to content and services by our traditional brands - or have they "had their day" in this customer group?***

12 months programme

After the 3-day-event the participants enter an individual training programme, called the **LearningMile**. The LearningMile (Sw. Lärmilen) is MittMedia's concept for accelerating innovation and building personal capacity for learning and change. The duration of the programme for each participant is 12 months.

During this time, the participants will participate in collaborative innovative activities in a number of projects, as well as acquire hands-on experience of applying innovative working practices, as well as routines and practices for developing their own capacity for learning.



Activities

The 24-hour test – The participants answer three challenging questions about change management, leadership and customers. Answer within 24 hours.

Personal learning safaris – The participants arrange for two meetings according to their interests and personal development goals. The meetings can for example be with salespeople, entrepreneurs or people that work with change on a daily basis.

Personal coaching - 2-3 meetings with a coach to resolve deadlocks in ones work, and accelerate the personal competence development.

Webinars - Digital inspiration sessions around themes such as leadership, development, knowledge. These webinars are often produced by the participants themselves.

Shadowing - The participants follow a colleague within the company for three days in order to see how they work and enable trying out new ways of working.

Building networks - A web based activity that challenges the participants to develop and strengthen their networks.

Organizing a customer safari - The participants plan and execute a safari with a team from their own department, or with a group of people from different departments within the company.



Results: From treats to opportunities

- In its first 18 months, the FutureWorks-programme has resulted in a substantial transformation of the culture
- Most notably, it is visible that the challenges of mastering digital technology and developing a new approach to customer-dialogue are now seen as opportunities rather than threats by a critical mass of the personnel



Result: Shared leadership is working

The programme is an intervention into the mind-set and activities of individuals, teams, departments/functions and the corporate level.

On all levels, the programme rests on the approach of shared leadership, which places significantly larger responsibility for development of working practices, day-to-day leadership and personal development on individuals themselves.

Individuals on all levels are expected to collect feedback on their own performance as input for subsequent discussions in performance reviews.



Result: Faster digital transformation

- New strategy moving MittMedia to becoming a digital media company with a sustainable business model and a future for journalism
- 500 journalist have done internal training in multimedia journalism
- Establishing a new editorial organization that for real embraces digital first
- Roll out of a new digital platform for web and mobile solutions all over MittMedia
- Launching a paid content model – freemium websites and all-access-subscription
- Re-organised the sales organization with a total digital focus



DIGITAL AD REVENUES

2013: +46 %

2014E: +75%

WEB TRAFFIC

**+30 % to
more than 1
million uv/w**

Results: New thinking, new ideas

The programme has produced a number of elements of a 'MittMedia Mind-set of Innovation'. Most notably a mind-set has been developed and refined which implies an innovative way of understanding customers.

This mind-set focuses on understanding customer's contexts rather than segmenting customers into target-groups by traditional criteria.



Results: From the office to reality

Furthermore, the programme has anchored and refined a new way of exploring and researching customers anthropologically by direct observation.

This approach, called 'Customer Safari' or 'Learning Safari' has been used in all FutureWorks events and has subsequently been adopted by both teams and individual experts throughout MittMedia.



Results: Closer work with advertisers

The mechanisms of shared leadership that creates commitment among employees, works equally well in the advertising market and in the interaction with advertisers.

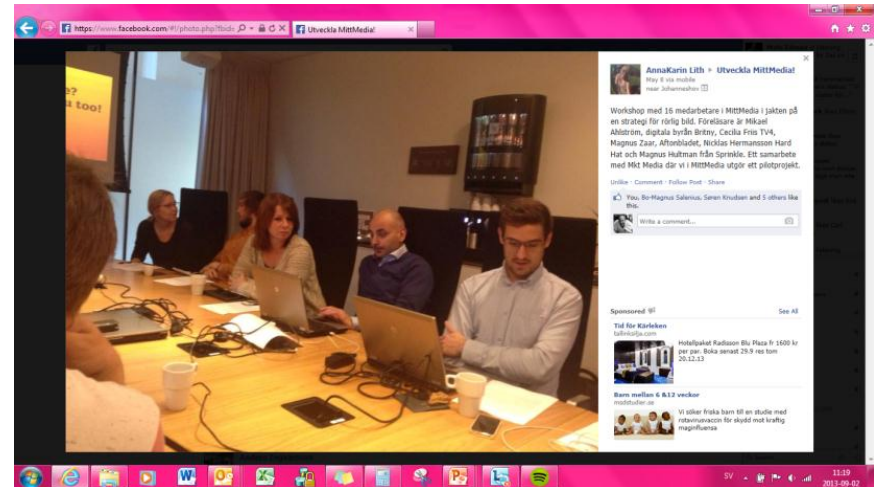
Several projects are on-going, where sellers and analysts from the advertising department are in close cooperation with advertisers, with the aim to jointly explore, discover and experiment with new ways to market themselves. The advertiser is highly involved, investing time and effort in the project and feel a strong commitment to results.



Results: More action on the floor

The method of working in both long and short workshops on sharp, everyday challenges has become a general tool in the company.

Development is taking place in projects, run by the employees themselves and for the most important questions one organizes a so-called **Combat Room**. One quickly puts together a group with relevant members (co workers) and focus intensely for one or two days on a business critical issue.



Results: People want to work here

The number of job applications by experts on online news from other media houses has increased dramatically. These applicants frequently report their perception of the dynamic and positive culture as an important reason for their application.



Results: 2/3 is part of the change

The management culture of great transparency towards the organisation that comes with shared leadership has also been giving amazing results.

Approximately 640 of the 1 000 employees so far voluntarily joined the closed Facebook group

Develop MittMedia, where the members are discussing different kinds of development issues, sharing best practice examples and keeping co workers up to date on what's going on right now in all parts of the company.

The responsibility for development and information is not just the managements, it's a responsibility for every employee in MittMedia.

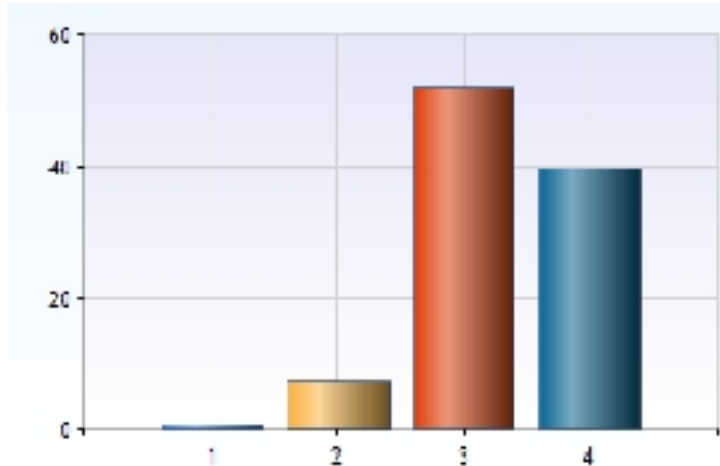


Results: Evaluation say's yes!

1. På en skala 1-4, vad är ditt omdöme om Framtidsverkstan och Lärmilen som helhet?

Besvarad av: 131 (99%) Ej besvarad av: 1 (1%)

1	1 - Inte alls bra	1 (1%)
2	2 - Mindre bra	10 (8%)
3	3 - Bra	68 (52%)
4	4 - Mycket bra	52 (40%)

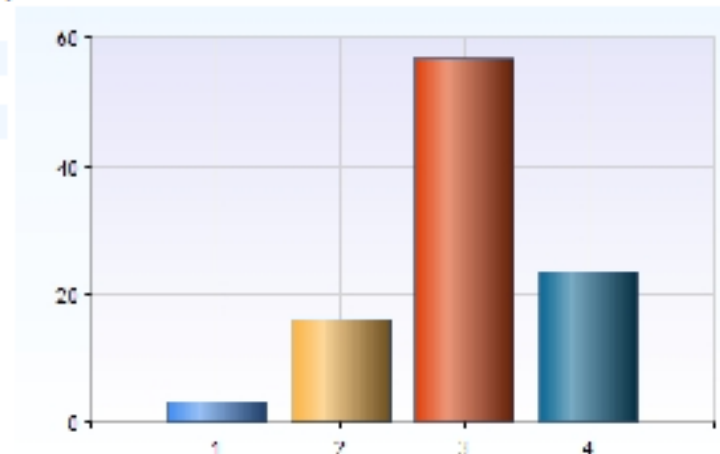


An evaluation done in 2014 shows that as many as 92 percent of the participants gave the judgement very good or good as an overall degree of the program (Q 1).

14. Hur väl tycker du att MittMedia lyckats med att skapa en öppen och förändringsorienterad företagskultur som baseras på transparens och delaktighet?

Besvarad av: 118 (89%) Ej besvarad av: 14 (11%)

1	1 - Inte alls väl	4 (3%)
2	2 - Mindre väl	19 (16%)
3	3 - Väl	67 (57%)
4	4 - Mycket väl	28 (24%)



81 percent thought the company had succeeded well or very well in creating a transforming company culture based on participation and transparency (Q 14).

Films and articles

[http://vimeo.com/64420803.](http://vimeo.com/64420803)

<http://www.inma.org/blogs/ideas/post.cfm/3-day-mittmedia-event-engages-employees-promotes-culture-change>

<http://www.medievarlden.se/nyheter/2012/12/har-skapas-framtidens-mittmedia>

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*The concept has been designed for MittMedia by Helsinki-based LearningMiles and builds on core insights by its research partners, the Department of Educational Research and Development of Maastricht University, sociologists of the Hawke Institute in Adelaide and Main Dialog. **www.learningmiles.co***