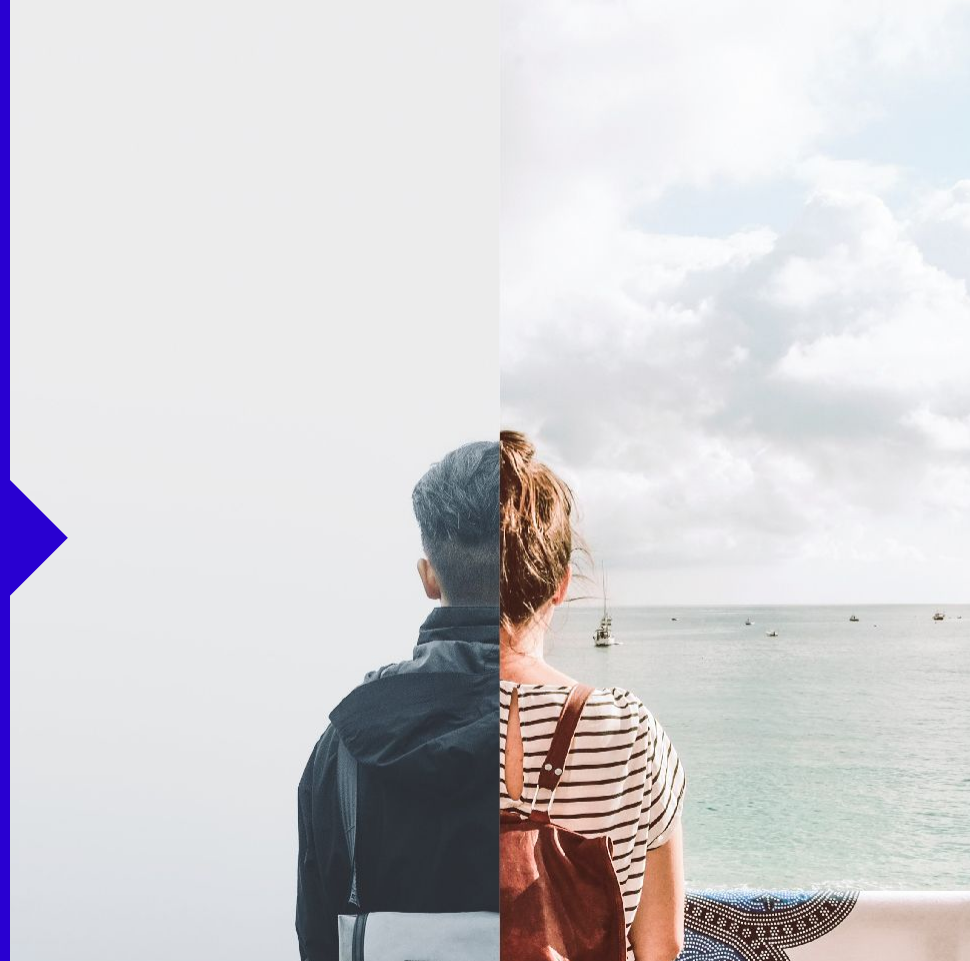


The PEAK Revolution

How we transformed our culture and
our way of working

Adevinta
Spain



Our marketplaces aim to help everyone and everything to find a new purpose

Our mission is:

“Create perfect matches on the world’s most trusted marketplaces”



Adevinta

Spain fotoosca habilita infojobs
cachas.com motos.com infojobs

In Spain we are the largest online classifieds group



18.8

million
UU/month¹



+17

million
ads²



165

million €
revenues²



+1.100

employees²

Adevinta
Spain

fotocasa habitalia infojobs
coches.net motos.net milanuncios

1. Comscore MMX Multi-Platform, Total Audience, monthly average nov 2020; 2. Company information

Real Estate

fotocasa

habitalia

Cars

coches.net

motos.net

Jobs

InfoJobs

Generalist

milanuncios

Our History and why we needed a change

Our position results from several M&A operations

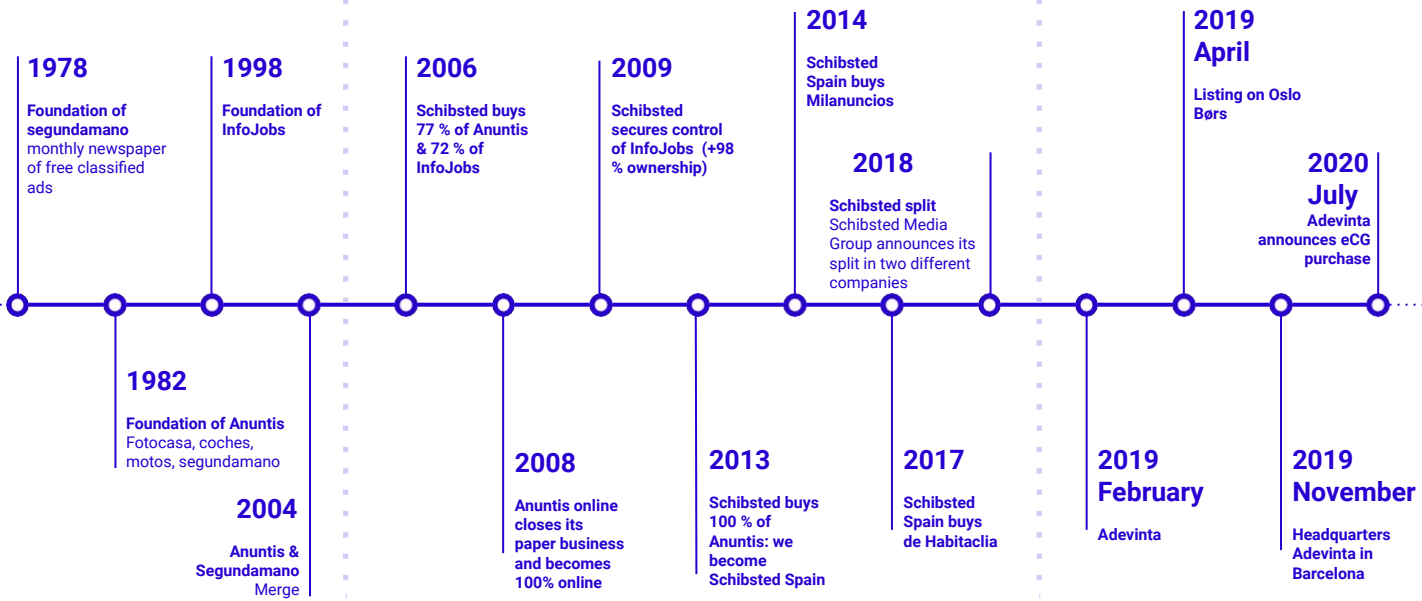


Pre Schibsted
1978 - 2005

Schibsted
2006 - 2017

Split
2018

Adevinta
2019



The environment, the market and the feedback from teams, users and clients calls for a change

Exponential technological change

Winner takes it all business

Our users wishes

Feedback from our people



At that time,
we were everything
but **one team**



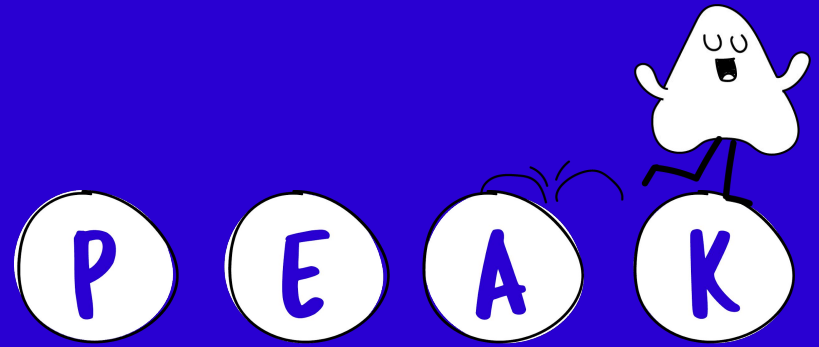
Adevinta
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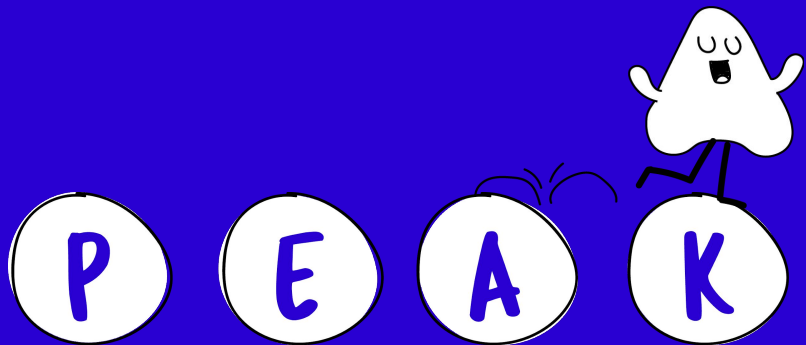
OCT. 03. 2011



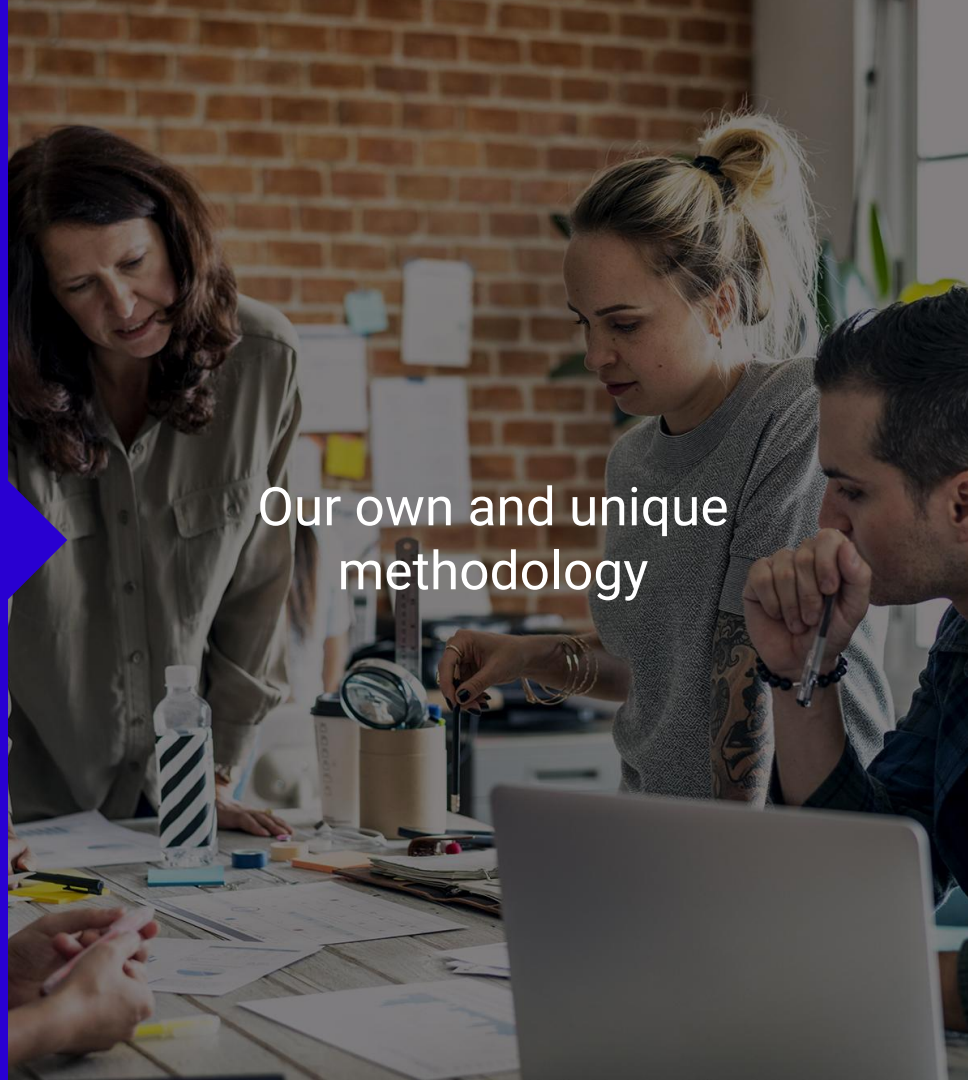
but we knew we could
be one!

The Revolution arrived





Our own and unique methodology



P ▶ Prioritize



Company Goals
OKRs



Rocks before
sand



All of us know the priorities and
participate to achieve them



E ▶ Empowerment



Autonomy

+



Responsibility

+



Confidence



A ▶ Alignment



Dialogue



Handshake



Teams collaborate and share a
common purpose



PEAK

The Revolution
arrived!

K ▶ Knowledge



We learn from what
we do and iterate



We share with
transparency

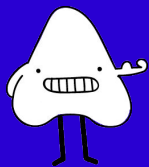


We are
constant



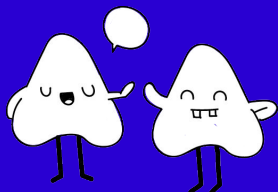
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cachasmi notas.com informacion



01

Everyday I give everything



02

If I stumble I get up



03

I give feedback, I listen to you



04

I boost my colleagues



1
User

2
Client

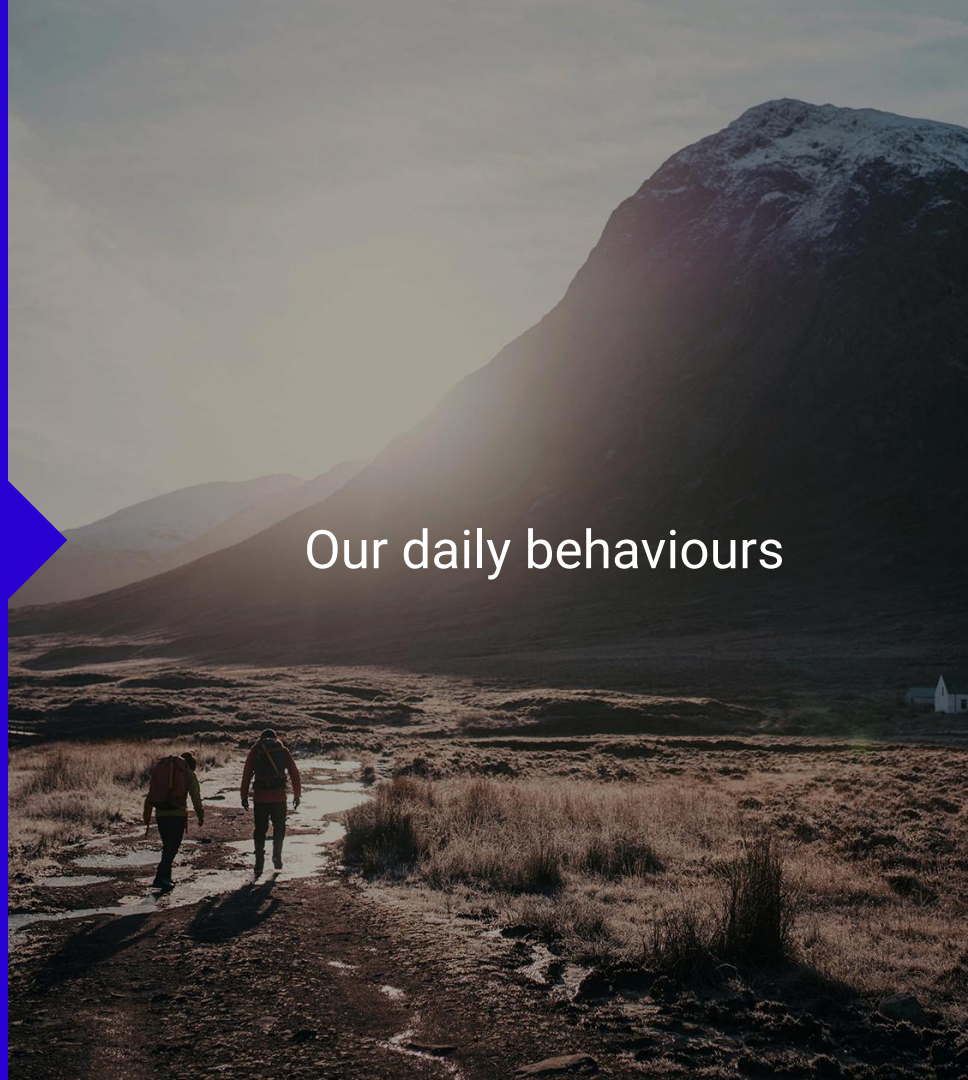
3
Team

4
Individual

05

The priorities are clear

Our daily behaviours



How we put all of this
into practice?

-

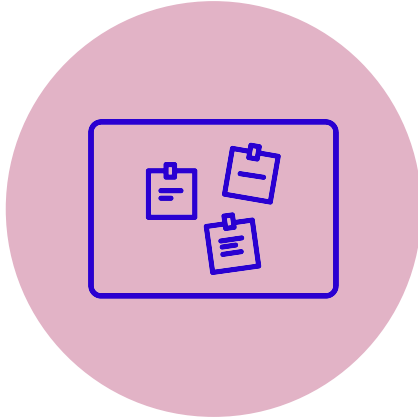
The PEAK pillars

Our rituals



Drumbeat

Same schedule and pace of work in all teams



GEMBA Walk

Every Monday teams and leaders share what they are working and what their level of confidence is in achieving the goals



All hands

Biweekly Management Team meetings with the whole company to share knowledge and information transparently



GEMBA Mails

Monthly company's OKRs review and update of the level of confidence in each of the objectives set

A new leadership model



Empower, empower
and empower



“Propose, try, get
wrong and learn”



Self Sufficient Teams

- Responsibility
- Way of working
- Keeps learning





I ♥ RADICAL

Our feedback model:
honest, challenging and constructive

Adevinta

Spain fotosasa habilitada infojobs
cachas.com notas.com 2017/2018

The keys of our Revolution

Almost three years of PEAK

30 Teams

70 Teams

+120 Teams

New Management Team

PEAK Champions & Kick Off

+40 Teams 1st iteration

PEAK 2.0 2nd iteration

Sales Teams join PEAK.100% company

PEAK 2.1 SST

PEAK 3.0

July 2018

September 2018

December 2018

September 2019

January 2020

H2 2020

H1 2021



PEAK Results



Business

Cycle Time in Delivery phase

> 20 → < 10

Professionals NPS

+ 10 points last year

NAA increment 2020 vs 2019

+ 6 %

Culture



#OneTeam with common goals

71 % → 78 %

Higher engagement

78 % → 82 %

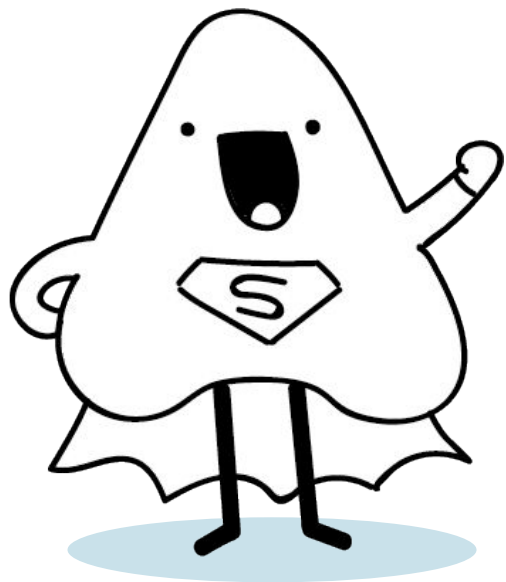
More awareness about how our work contributes to the goals of the company

87 % → 91 %

PEAK allowed us to work normally in Covid time



Best practice within Adevinta group



Other countries & marketplaces at Adevinta are implementing PEAK

2019

Mexico
Chile
Hungary

2020

Belarus
Austria
Shpock (Austria & Germany)
Schibsted

Learnings

It's a long-run race

Learn and iterate for continuous improvement

Without everyone's involvement, is not possible to succeed

Our dream

we mondays

Our employees are looking forward to Monday, to work with enthusiasm and passion. Because at Adevinta each one is the most responsible for their work, we are the company of a thousand CEOs

Adevinta
Spain

thank you | gracias | merci
grazie | obrigado | danke
köszönöm | спасибо | شكرا

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