

What can the user expect from digital solutions in the future as well as from eCG Denmark in particular?

Digital solutions will continue to become more personalised, simpler to use, further optimised to the technology platform (e.g. watch, phone, TV, etc.) and more integrated across different platforms to create a truly seamless experience for consumers. Solutions that use data to prompt and guide users via notifications, alerts and recommendations will also be prevalent as the boundaries between social interaction and commerce become more and more blurred. Within the motors business at eCG Denmark we have defined four strategic areas to inform our future product innovation. The first is to provide 'inclusive' solutions that are personalised and adapt to their user; secondly we want to embed 'data love', using data to constantly seek out ways to improve customer experience and share data to empower our customers; equally we want to be 'proactive', leveraging systems to guide and prompt customers which will help speed up the purchase process and finally eCG Denmark must be 'trend driven', with the ability to differentiate between fad and trend and help customers take advantage of new trends.

What is the outlook for businesses seeking to hire, retain and develop digital talent?

Business is about people and finding people with the right skills, experience and attitude; these are the key to success. The best people, therefore, will always be in high demand. In order to attract the best, it's important to have a clear mission and a vision that people can be inspired by; the business must then communicate how people can be part of that story. This is obviously something that eBay invests a lot into and that filters down to eCG Denmark; we spend a lot of time training and developing skills and communicating to the market about the rewarding careers we offer.

How does Denmark, and the Nordics in general, compare to the rest of the world in terms of e-commerce capability and adoption of technology?

The Nordic countries are all extremely 'tech savvy'. The governments have invested heavily

in building integrated online services which have led to the creation of a pervasive online culture. People here in Denmark, as well as Sweden, Norway and Finland expect to find a wide range of information and services online, and this obviously creates demand for high quality solutions. Combined with what I would describe as an innate 'entrepreneurial spirit' in this region of the world, it is no surprise that

some of the best digital solutions have come from the Nordic countries. Companies such as Mobile Pay, Skype and Just Eat, to name a few. If the Nordic states can continue to develop legislation and policies to attract investment, as well as the best digital talent from around the world, then it will continue to be a fantastic region in which to build online businesses.

FACT BOX

Facts about BilBasen

- BilBasen is the leading online trading platform for buying and selling used cars, with more than 620,000 unique monthly users
- The 620,000 unique users make over 3.4 million visits to the site each month
- Since the launch of BilBasen's app in July 2011 there have been around 700,000 recorded downloads for both mobile and tablet devices
- BilBasen's app has around 145,000 unique users, who access the app around 1.1 million times per month
- BilBasen became a pioneer of online trading when it was first launched in 1996
- There are usually approximately 54,000 cars for sale on BilBasen at any one time

Further information about BilBasen:

- BilBasen: www.bilbasen.dk
- BilBasen Facebook page: www.facebook.com/bilbasen.dk?ref=ts
- BilBasen Blog: blog.bilbasen.dk

Facts about eBay Classifieds Group

- eBay Classifieds Group is part of eBay, the world's largest online trading platform with 157 million active users
- eBay was founded in 1995 by Pierre Omidyar with HQ in San Jose, California



- eBay Classifieds' local brands permit trade in everything from smartphones and design furniture to children's clothing and cars or even the perfect housing co-operative
- The Danish eBay brands consist of:
 - DBA, the largest online trading platform with 1.7 million monthly users
 - BilBasen, the leading online trading platform for buying and selling used cars
 - Bilinfo, the Danish car dealer preferred tool for administration, advertising and sale of cars
 - DBA, BilBasen and Bilinfo are all based locally in Denmark and known and respected by eBay for their innovative approach to e-commerce
- In Denmark, the three Danish eBay Classifieds brands employ 160 people to ensure that consumers are always the top priority and that the brands deliver the best user experience

Further information:

- eBay Classifieds Group: www.ebayclassifiedsgroup.com
- DBA: www.dba.dk
- BilBasen: www.bilbasen.dk
- Bilinfo: www.bilinfo.dk

Nutricia

"the best kept secret"

Insight into Nutricia, an exciting company that dares to think innovatively and successfully attracts talent from several different industries. >>



Many of the businesses that Nigel Wright works with in the broad consumer industry are well-known brands. As you would expect, when vacancies for these companies are advertised, they quickly generate a lot of applications. There are a great deal of other companies, however, that don't have the luxury of widespread brand recognition to attract talent and must work harder to gain the interest of the best people.

One relatively unknown brand which has, in recent years, successfully hired some of the best global talent in the consumer industry is Nutricia Advanced Medical Nutrition. The business, which was actually founded 120 years ago, specialises in advanced clinical nutrition R&D for adults and children and offers consumers a broad range of health

related products, as well as supplying innovative solutions for the healthcare and medical services industries.

Since 2007, Nutricia has been part of global food-products giant Danone, a brand and company that is obviously well known to consumers. Despite this association, however, Nutricia has still remained 'under the radar' as an employer of choice for anyone working outside of the clinical nutrition or wider healthcare sectors. Certainly, during the recruitment of several key positions at Nutricia over the last few years, Nigel Wright has consistently found that few people in the market have heard of Nutricia when first approached about opportunities with the company.

One individual who had never heard of Nutricia prior to joining the business almost six years ago is current country manager for



Kieran Youngman
Nutricia Advanced Medical Nutrition

Sweden, Kieran Youngman. Kieran was based in Geneva working for Proctor & Gamble's Oral Care division when he was approached by Nutricia in 2010. Having spent the previous 12 years with the global consumer products giant working across various strategic European sales and marketing roles, he was in high



The fast paced environment at Nutricia is made manageable, in Kieran's view, because the work is very stimulating. He noted that the opportunity to enrich the lives of other people is always rewarding and it helps give employees increased energy, drive and motivation.

demand at the time and was considering several exciting job offers.

Following what he described as an inspiring recruitment process, Kieran chose to join Nutricia in Sweden. He explained that his decision was largely influenced by the impression he got of the company following extensive research he conducted into the business and its history, as well as the Nutricia management team, who he said were clearly driven by a genuine passion for the brand.

Kieran admitted that this move away from his traditional FMCG 'comfort zone' was a risk,

yet after over five years of success at Nutricia, he's never looked back.

During his time with the company, Kieran has

been given the

opportunity to develop his skills across several areas at both a local and regional level. He explained that the company is characterised

by a unique entrepreneurial spirit, flexibility and a strong commitment to the development of each individual employee. He added that it continuously encourages and challenges its employees to think long-term while having more concrete short-term goals and offers careers to high performing individuals.

The fast paced environment at Nutricia is made manageable, in Kieran's view, because

the work is very stimulating. He noted that the opportunity to enrich the lives of other people is always rewarding and it helps give employees increased energy, drive and motivation. He added that aside from the overall culture of the organisation, his colleagues are a continuous source of inspiration, being that they tend to come from a broad range of industry backgrounds, and bring a variety of valuable skills and experiences to the team.

Although Nutricia recognises that industry experience is important, it deliberately makes an effort when hiring new people to bring in those with direct clinical nutrition industry involvement, as well as individuals from other complementary sectors such as FMCG. Around 20% of Nutricia employees in the Nordic region have previously worked in FMCG and as Kieran explained, bringing in talent with different ways of thinking helps to enrich the organisation. Two examples

The best kept secret: Nutricia

include Mette Drakenberg (placed as Nordic Marketing Director and now currently Country Manager Norway) who moved from Philips Consumer over three years ago, and Jonas Karlsson (Senior Brand & Channel Manager) who joined Nutricia after a successful career at Orkla Confectionery & Snacks in Norway.

Regardless of background, Kieran explained that all Nutricia staff share a common desire to try new things and continuously develop their skills. Learning by doing is highly valued at the company and employees regularly happily test themselves by engaging in tasks where the solution is not yet known. Kieran has seen many examples of this during his time at Nutricia, and commented that he is truly proud to work with such tenacious and intelligent contemporaries around the world.

With almost 30 years of experience identifying and hiring talent for some of the world's best companies, Nigel Wright is very familiar with the key factors candidates value the most when choosing a new employer. Yes, it's undoubtedly true that big brands are attractive employers, but time and time again we see that the winners in the battle for attracting and retaining talent are those organisations;

regardless of brand reputation, that have clear values and a great culture where the employees are genuinely interested and motivated in the tasks they perform.

A number of the candidates Nigel Wright has placed at Nutricia over the years have moved from outside of the clinical nutrition industry to join the business. We firmly believe that daring to take the risk and moving to an unknown category, brand or industry can be incredibly rewarding when embarking on your next career move. We recommend that more job seekers should dare to challenge themselves when evaluating new potential employers. It's worthwhile doing extra research and not acting too hastily to turn down unknown companies.

It's worth noting that not long after this interview took place Kieran Youngman confirmed that he would be starting in a new role at Nutricia, after receiving a promotion to the position of Global Category Director, based at Nutricia HQ in Amsterdam. We expect many other great candidates we have placed at Nutricia to start new challenges in the near future, as they continue their journey at this great business.

Market snapshot

SWEDEN

Unlike its Scandinavian peers Sweden has experienced somewhat of an economic boom during the last few years with rising exports helping it grow between three and four times faster than Norway and Denmark. With its reputation for abundant generosity, however, it's no surprise that Sweden has so far welcomed more refugees per capita than any of its European neighbours during the current migrant crisis. It is the knock on effect of this characteristically liberal move which is causing some uncertainty about Sweden's economic prospects moving forward. Providing accommodation, job training and new jobs for 163,000 new entrants is proving more costly than expected and could prove unsustainable. This is exacerbated by a potential housing crisis, facilitated in large part by the country's low interest rates. Consumers are spending though and retail sales will grow again in 2016, by around 4%. All eyes will be on Sweden over the coming months to see how the country copes with its multitude of challenges.

