

OUR
VALUES
← ↑
↓ →
INNOVATION

Innovation is everything to us.

We value speed and agility, and we go ahead with 60-80% of the plan, using jet-skis to test and rethink and scale when the evidence shows potential. There's no end to our appetite to iterate and find new ways to disrupt.



OUR VALUES ← ↑ ↓ → INNOVATION

But it's not a gut feeling.

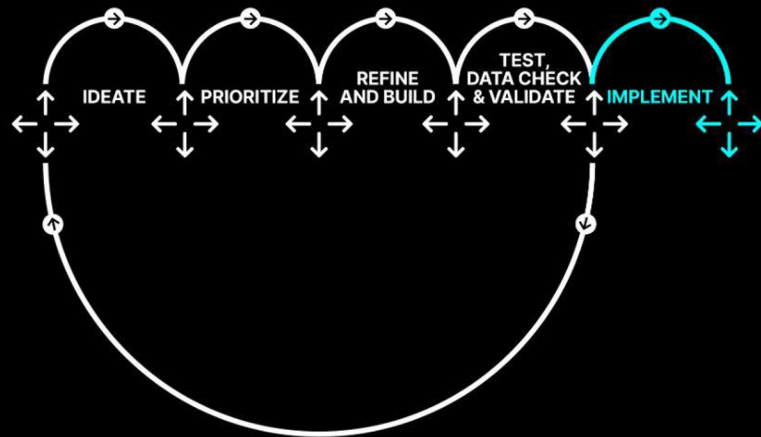
You've got a good idea. That's great.

But are you running with it because it 'feels right'?

You need to test > iterate > test > iterate.

Even when it gets boring, test and iterate.

Even when the answer isn't obvious. Going straight from idea to execution is a gamble.



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OUR VALUES

INNOVATION

Our jet ski methodology.

We never stop testing. We work and move fast, so we can change direction and adapt our thinking in a flash.



1

Step 1: Jet Skis

Small teams, small investments, small incremental wins and failures (Amazon calls it 2 pizza team)

2

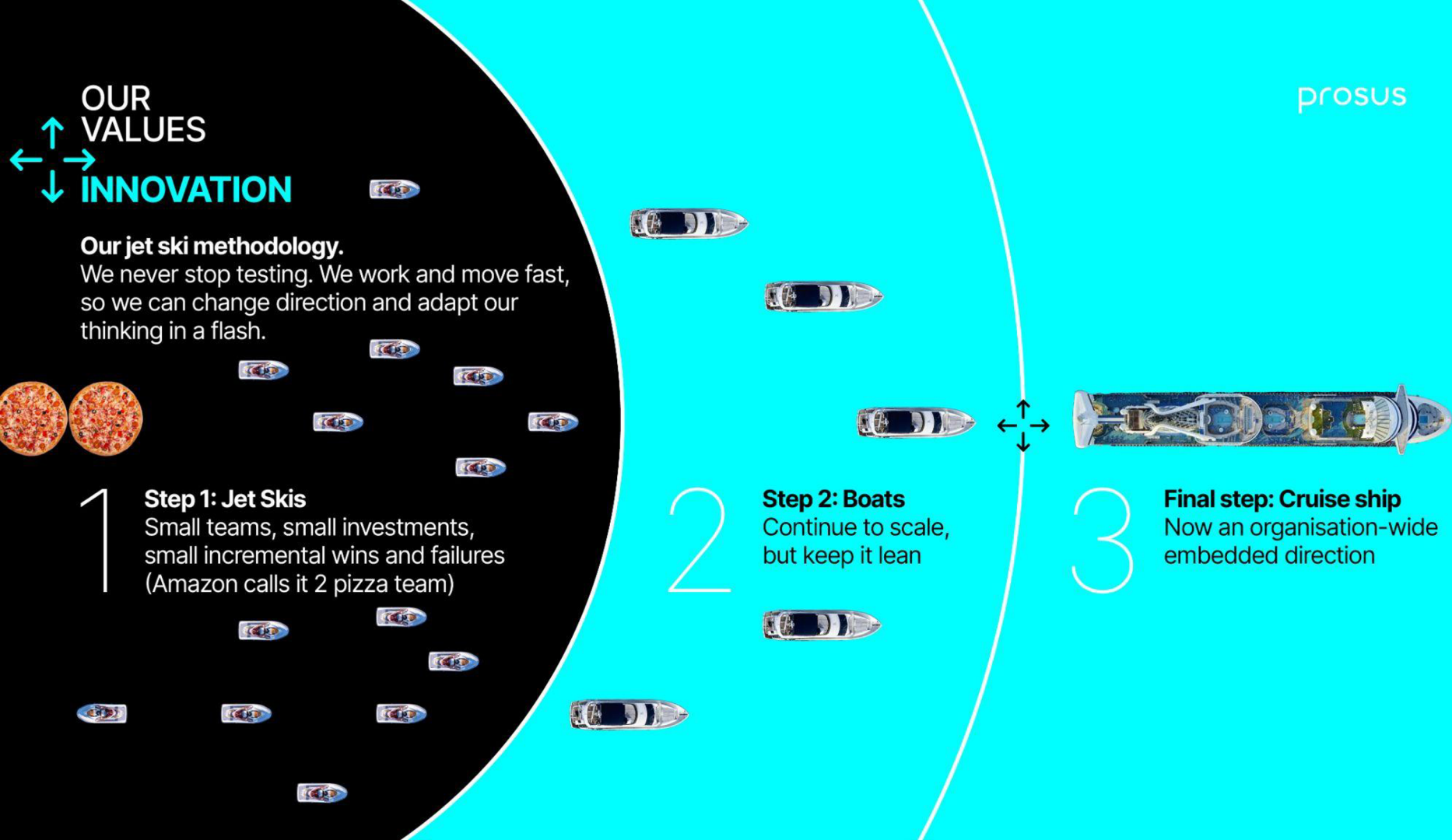
Step 2: Boats

Continue to scale, but keep it lean

3

Final step: Cruise ship

Now an organisation-wide embedded direction



OUR VALUES

INNOVATION / REAL LIFE CASES

Building AI agents of change at Toqan.

This is Ioannis. Now, the thing you need to know about him is that he's a relentless explorer. All in, always. Right now, he's leading a talented team on a mission to push AI forward. Because we don't just bet on the future – we build it.

'We live AI, we don't just invest in it. In 2022, while others were still debating its future, a few visionary colleagues kicked off the Toqan journey. I joined them later, as Toqan grew from a simple assistant into a full-fledged AI agent – now integrated across teams and portfolio companies.'

Ioannis Zempekakis



OUR VALUES

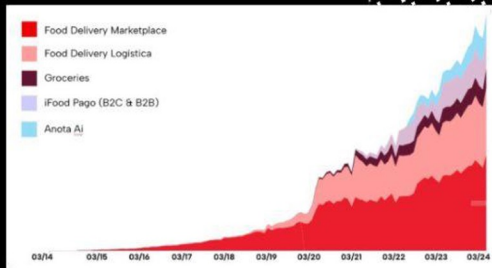
INNOVATION / REAL LIFE CASES

OLX: Innovation that pays off.

OLX is turning AI into results that matter. Smarter campaign targeting has made marketing **17% more effective**, delivering more impact for every dollar spent. Meanwhile, personalisation is powering deeper engagement, with 450% more buyer-seller replies, 118% more deliveries, and 22% more revenue from Value Added Services. This is innovation driving growth and experience.

iFood: Fueled by relentless iteration.

iFood doesn't sit still. It can't. It won't. It has an insatiable appetite for adding businesses and increasing value. What started as a restaurant delivery app now spans groceries, payments, logistics – and whatever's next. iFood is so innovation-hungry, it's hard to define its category anymore.



OUR VALUES ←→ INNOVATION

Innovation is

- moving fast with 60–80% of the info (good enough to roll!)
- testing ideas with quick experiments and tweaking along the way
- turning uncertainty into your secret weapon
- mixing creative vibes with solid execution skills

Innovation isn't

- waiting forever for the “perfect” plan
- skipping experiments because you're scared to fail
- clinging to a plan like it's set in stone
- freaking out when things change instead of rolling with it
- getting stuck planning and forgetting to do

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