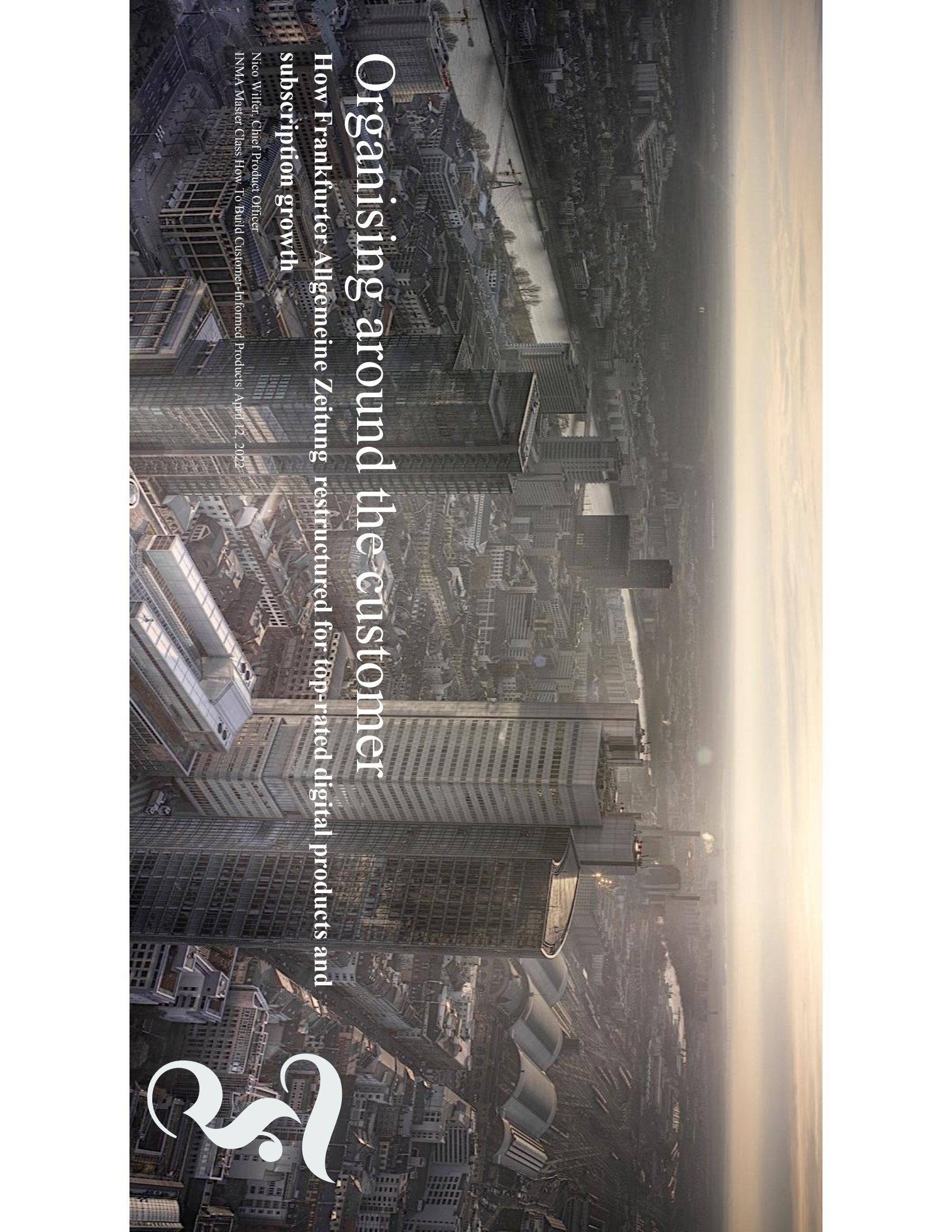


An aerial photograph of the Frankfurt skyline at sunset. The sun is low on the horizon, casting a warm, golden glow over the city. The skyline is dominated by several tall, modern skyscrapers, including the Commerzbank Tower and the Main Tower. The city is densely packed with buildings, and the River Main is visible in the foreground. The overall atmosphere is serene and majestic.

Organising around the customer

How Frankfurter Allgemeine Zeitung restructured for top-rated digital products and subscription growth

Nico Wiltter, Chief Product Officer
INMA Master Class How To Build Customer-Informed Products | April 12, 2022



1 | Where we want to go

The strategy of F.A.Z.

The business we are in: high-priced premium news products

Annual prices of our main offers

942 €*

Print Mo-Sun



257 €

Stream Mo-Sun



551 €

E-Paper Mo-Sun



Subscriber prices for one year (without trial or introductory offers) | as of October 2021 | * print + digital, Mo-Sun > 1.000 € p.a.
3 **Frankfurter Allgemeine Zeitung - INMA Master Class April 2022**



VISION

News source #1

for top performers in politics,
business, science and culture.

MISSION

Top-rated news products*
for top performers in politics,
business, science and culture.

* best in analytics, in-depth reporting, reliability and trust

OBJECTIVE ONE

300k

digital subscriptions by 2025.
We already have 200k, and
up to 20 million users every month.

2 | Deep Dive: Organising around the customer

A tale about priorities, focus and responsibility

The entire F.A.Z. portfolio now includes more than forty products

All products in many technical, sales and price offer variants

Newspapers and magazines

Print



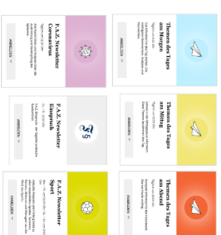
Digital



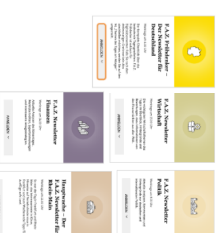
Digital Stream

Sites and apps

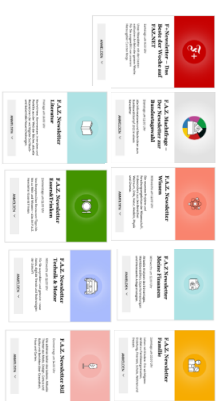
Newsletter Daily



Workdays



Weekly



Podcasts

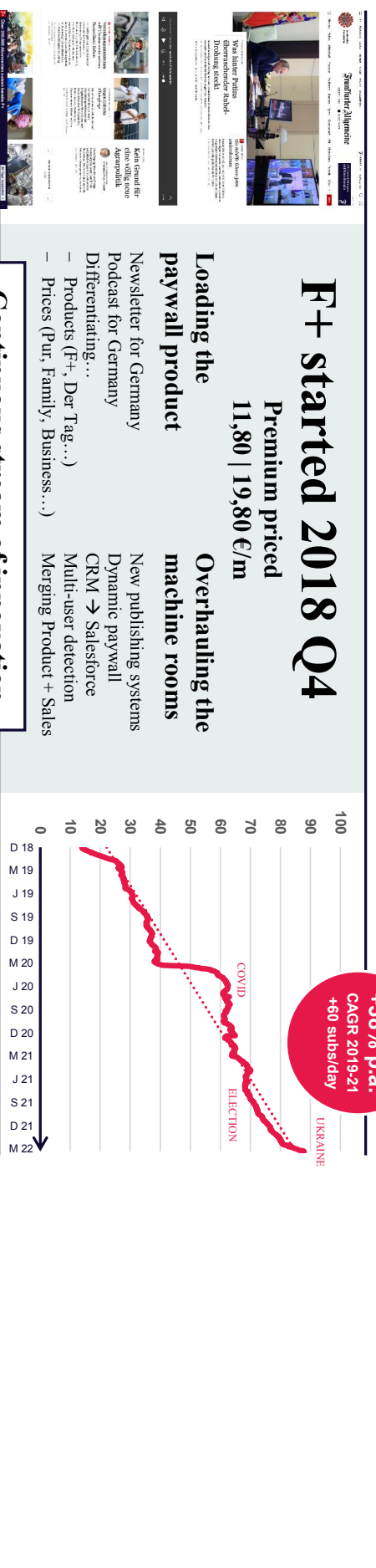


Platforms, social media and aggregators

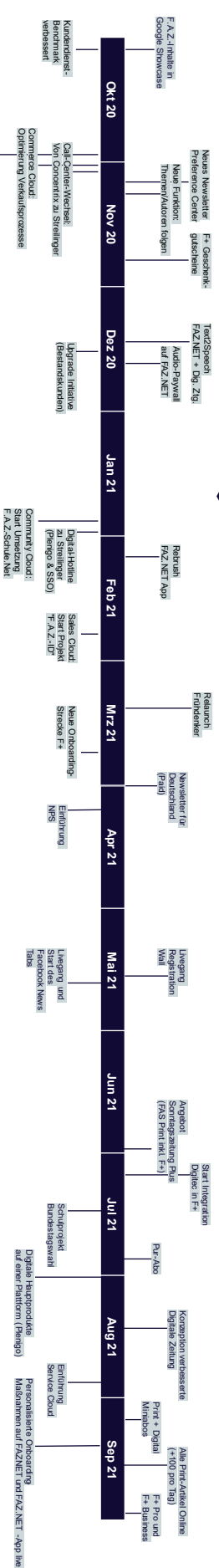


Focus on the paywall product

Optimizing products + pricing while overhauling machine rooms

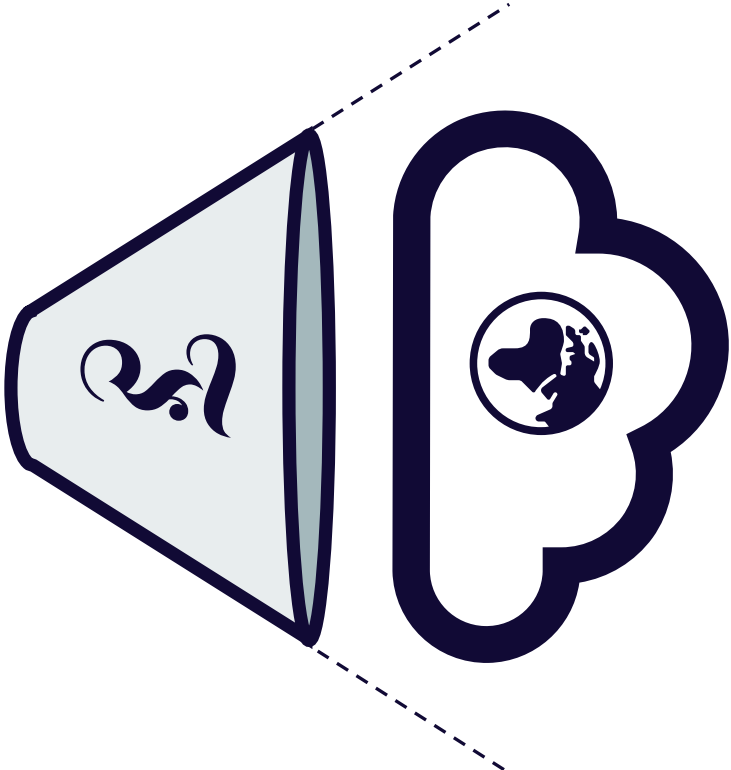


Continuous stream of innovation



Digital growth happens inside the product

In the marketing funnel, product and sales are inseparable



Auf Wirecard ist der Chef von Union Investment, Hans Joachim Reineke, nicht mehr allzu gut zu sprechen. Im Gespräch mit der F&Z, versucht er aber auch gar nicht erst, das Thema auszublenken. „Ich stehe zu unserem damaligen Investment“, sagt Reineke. „Allen, die jetzt aus der Kiste kommen und es vorher gewusst haben wollen, sage ich ganz klar: Nein, das habt ihr nicht.“



Hans Reineke
Rechtsanwalt in der Wirtschaft,
verantwortlich für den
Finanzmarkt.

Wirecard habe ein gutes Geschäftsmodell gehabt, sagt Reineke. Auch operativ schien die Gesellschaft gute Gewinne gemacht zu haben, dazu kamen die testierten Jahresabschlüsse. „Wenn mir eine Wirtschaftsprüfungsgesellschaft wie EY sagt, dass die Jahresabschlüsse in Ordnung sind, dann glaube ich das natürlich erst mal.“ In es habe die Berichte über die Ungenauigkeiten gegeben, aber so eindeutig sei das alles nicht gewesen. Den vielleicht wichtigsten Punkt nennt Reineke zum Schluss: „Wir standen in einem guten Dialog mit Vorstand und Aufsichtsrat.“

Quelle: Interview Hans Reineke auf der Website von Hans Reineke

Testen Sie unsere Angebote.
Jetzt weiterlesen



3 AZUNET kompakt
Behalten Sie das
Geschichten umfassend im
Blick.

ZUGANG ZU ALLEN 3 PARTNERN

- Vertrauen Sie einer der besten Nachrichtenquellen der Welt
- Alle wichtigen Hintergrund zu
- Die 500 größten Unternehmen
- Jederzeit kündbar

→ **BITZ NA NACH**
KOSTENLOS TESTEN

Im F&Z Digitalpaket

3MON

Lesen Sie Digital abonnieren



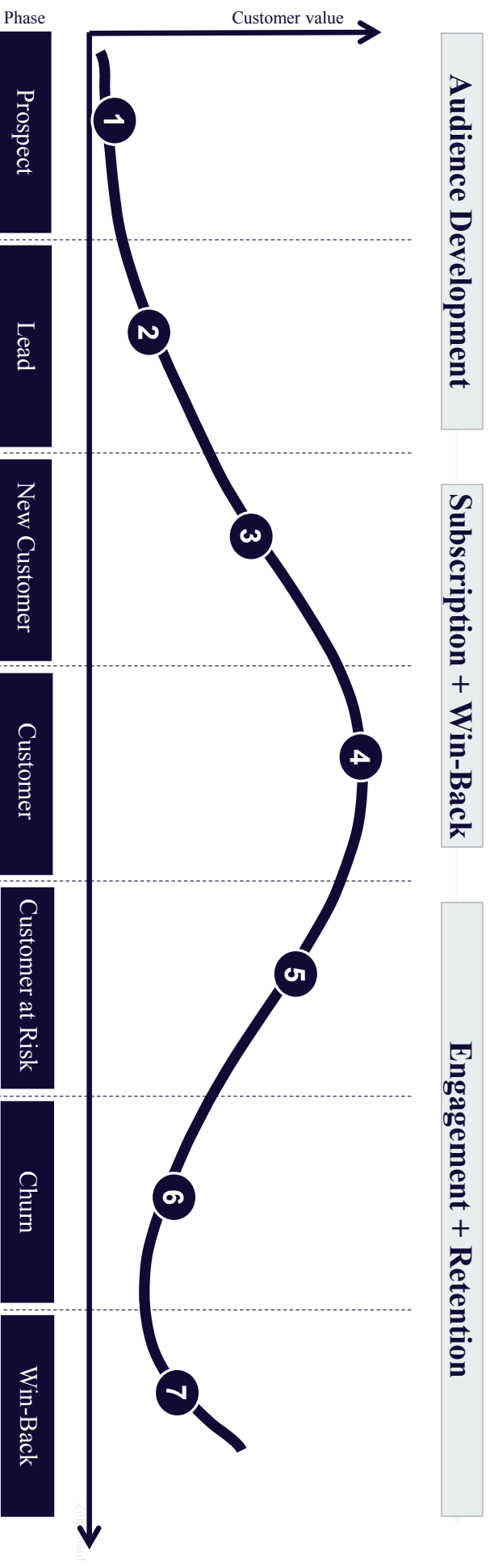
Product + Sales: together but not united

Our organization for digital growth until the end of 2020



Digital growth to organize product and sales along the customer lifecycle

User-centric | Technology-based | Cross-functional



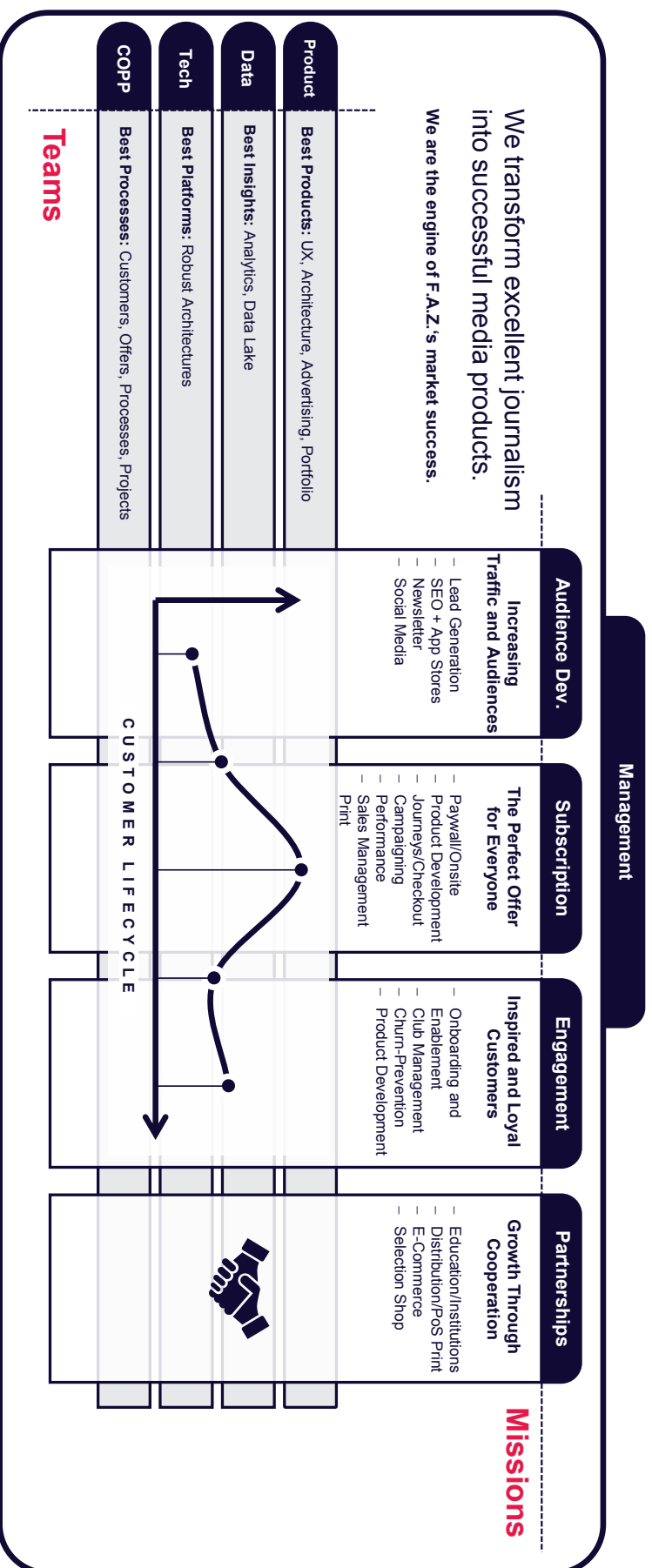
“Digital Media” and “Sales” merge to “Product + Sales”

A one-year change process: Merger of two organizations during ongoing operations in 2021 – and Covid



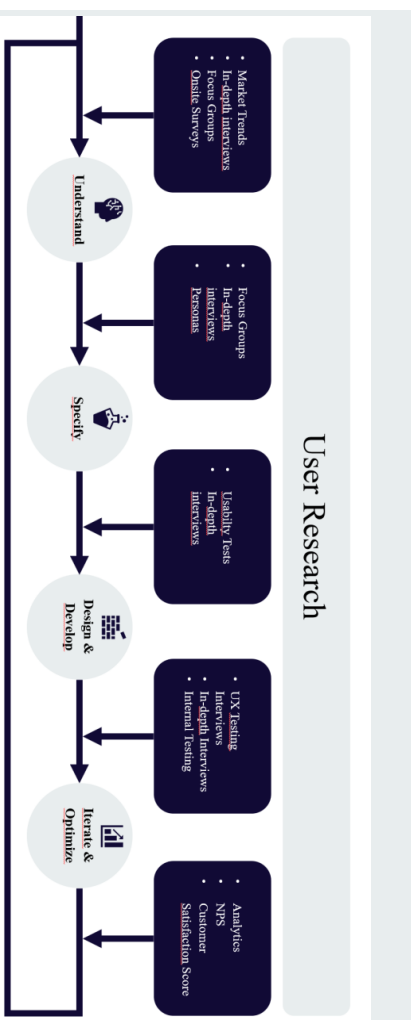
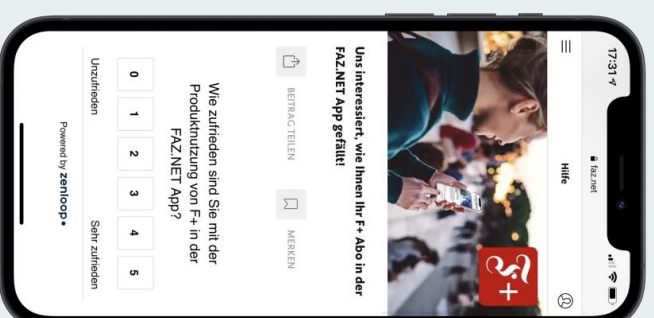
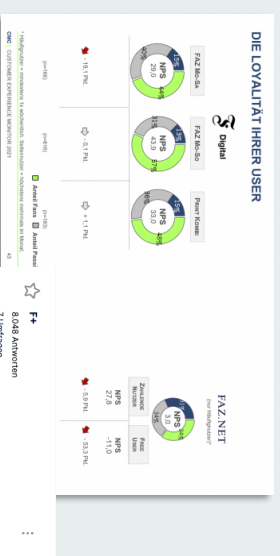
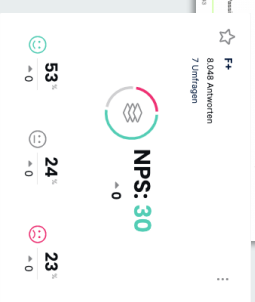
A matrix organisation structured in missions and teams

Customer-facing missions are reinforced by specialist teams

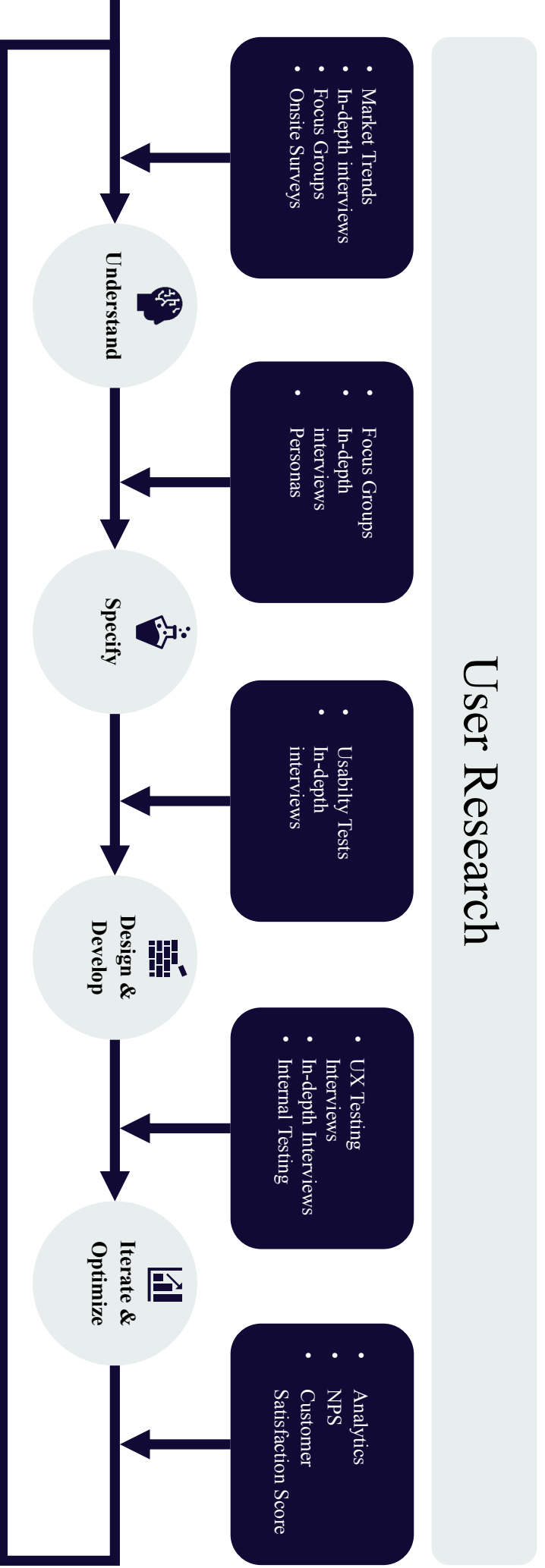


User Centered Development in ,Product + Sales‘

- We invest in user-centered product development using lean methods more than market research
- With Product + Sales, customer support and product development are much closer together than before (before: product development in ,Digital Media‘, responsibility for customer support in ,Sales‘)
- The Net Promoter Score is an important tool to measure customer satisfaction – used for feedback for small features up to global customer satisfaction of digital and print products



User Centered Development



Freiheit beginnt im Kopf

[Freedom starts in your mind]