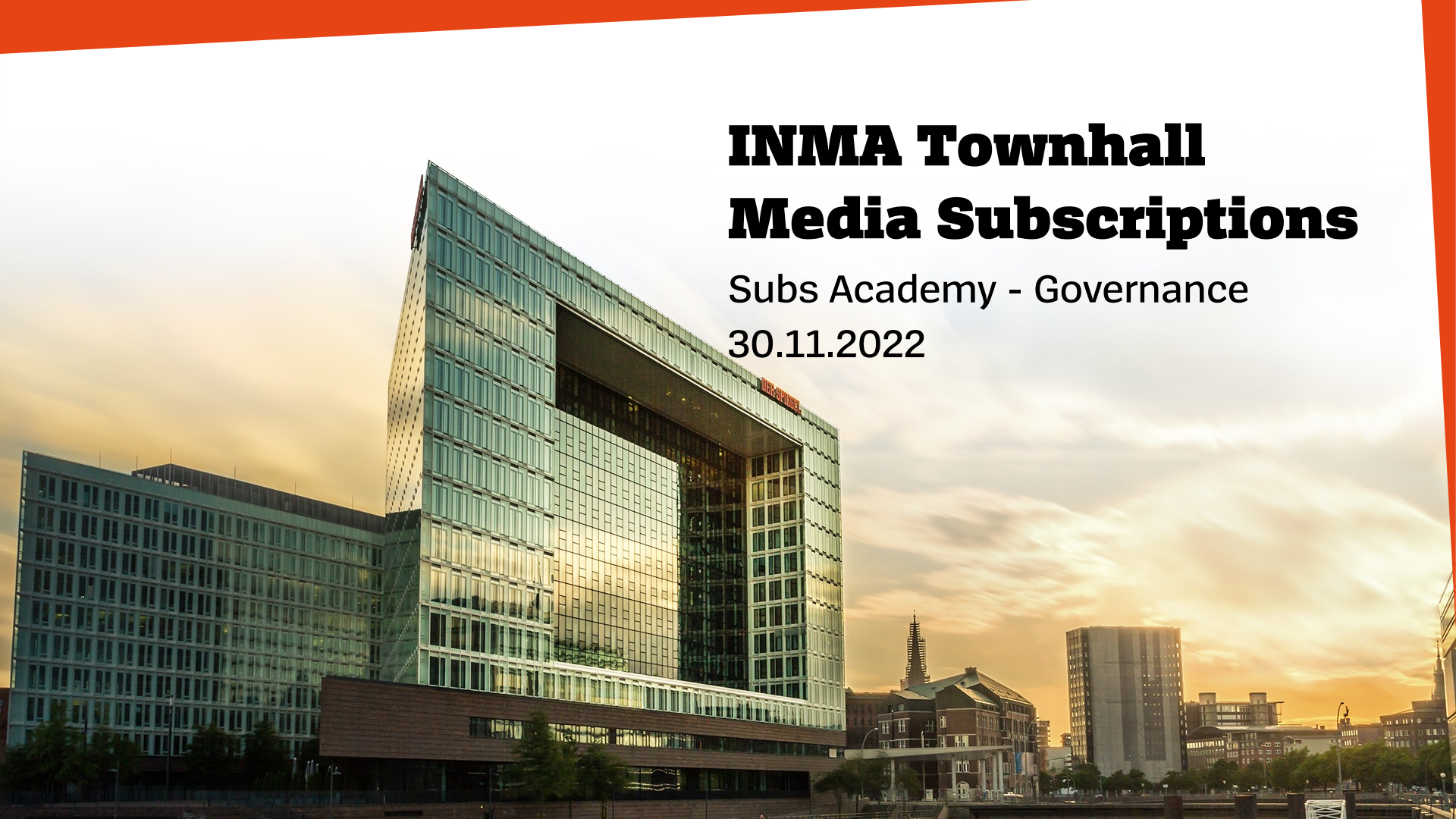




INMA Townhall Media Subscriptions

Subs Academy - Governance

30.11.2022

History (of digital subscriptions)

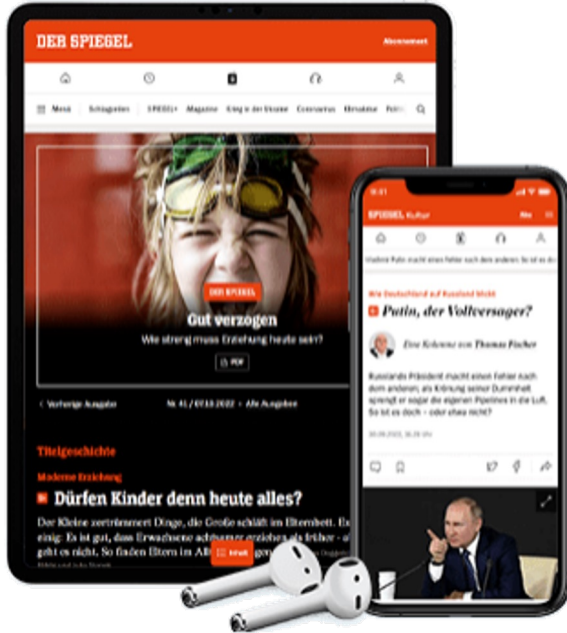
75 years DER SPIEGEL

- 4. jan 1947
- 25.10.1995 – Start of SPIEGEL ONLINE
- 2010 first SPIEGEL App
- 2016 start of SPIEGEL Plus – sale of single articles online
- 2017 SPIEGEL Daily as digital daily newspaper
- May 2018 start SPIEGEL+
- Relaunch SPIEGEL.de in Jan 2020
- End of 2022 – North star 200k subs



DER SPIEGEL

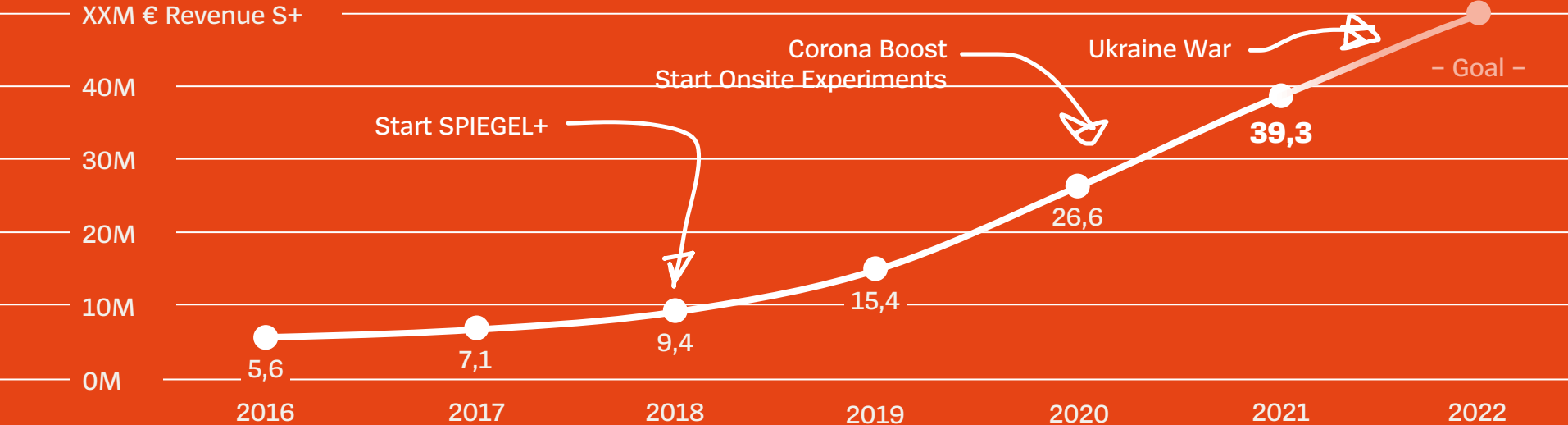
DER SPIEGEL - Business Model



- **Freemium**
with dynamic content/ paywall
- **Pricing: 19,99€ monthly**
(including all video/ audio + access to the 75 years of archive, ...), 2/5€ ad-free upgrade, U30: 11,99€
- **Pricing in print:**
5,60€ for subscribers (weekly/ copy) $\approx$ monthly price close to digital
- **About 190k subscribers at sticker price and more than 310k subscribers with digital access**
- **50M monthly unique visitors**

SPIEGEL+ Growth

In the last 5 years S+ became the most relevant growth factor in our business model.



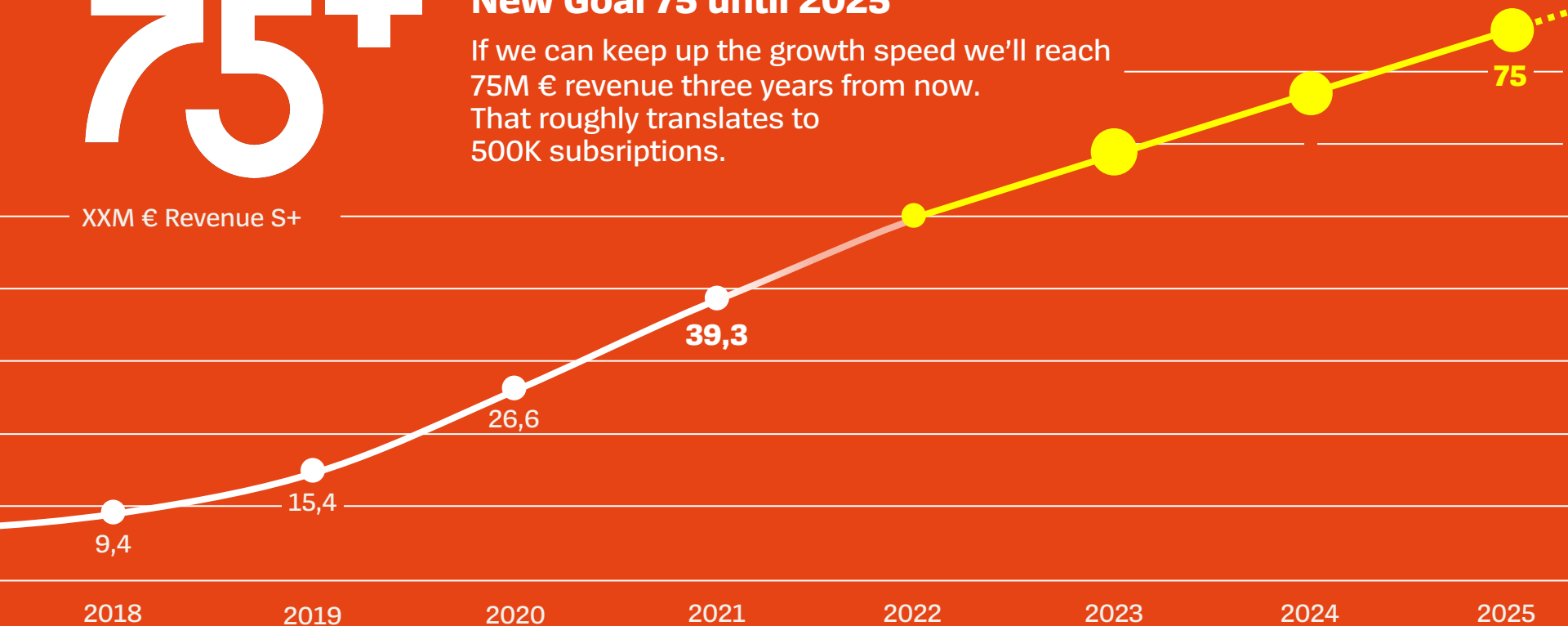
DER SPIEGEL

75+

New Goal 75 until 2025

If we can keep up the growth speed we'll reach 75M € revenue three years from now. That roughly translates to 500K subscriptions.

XXM € Revenue S+



Questions

1. As one of the larger publishers in the cohort, the challenges you face to promoting collaboration and alignment
2. Changes you are proposing to make to governance structure - and what you think the benefits and challenges will be
3. Examples of some of the most powerful practical initiatives you will take

As one of the larger publishers in the cohort, the challenges you face to promoting collaboration and alignment

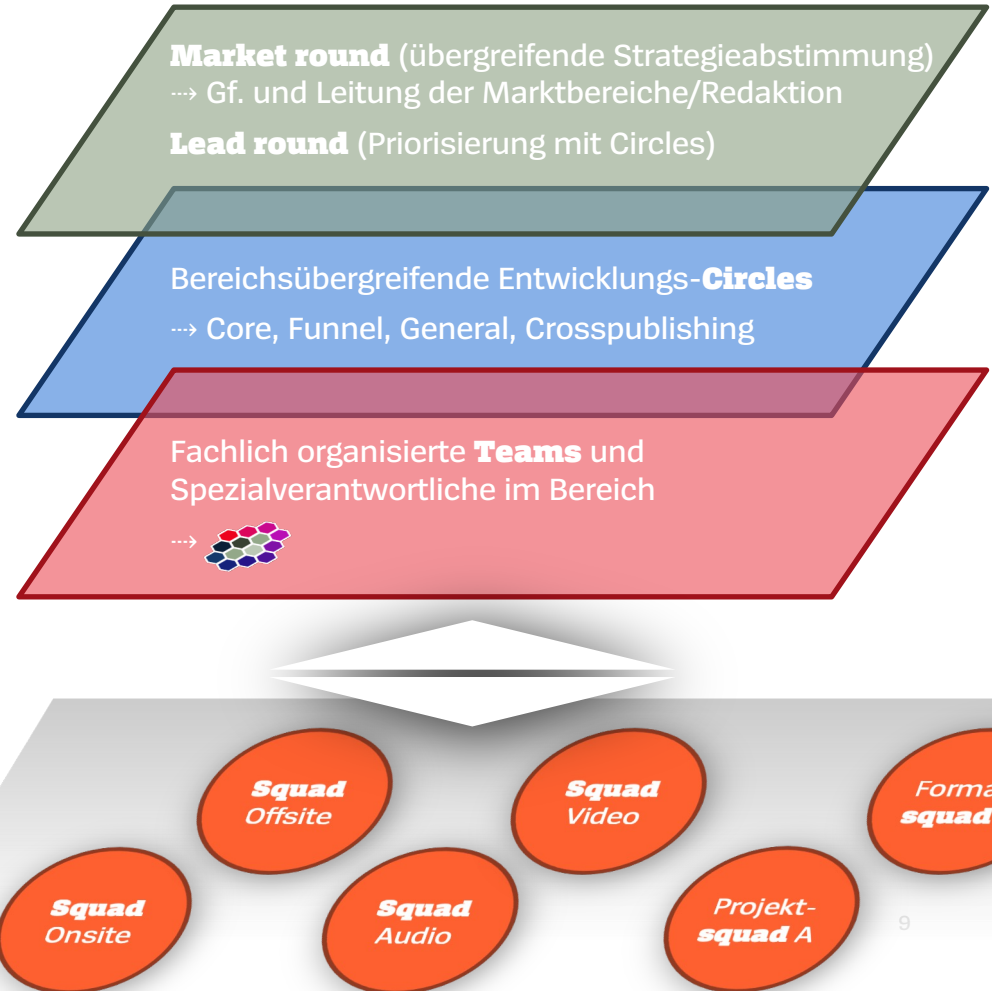


„Not another change process“

Anonymous @DER SPIEGEL

Networks

- We distinguish
 1. Leitungs **Rounds**
 2. Prozess **Circles** ms with other departments
 3. Teams in Departments
 4. The **Squads** Teams
- Between all levels:
Push & Pull towards strategy



Changes you are proposing to make to governance structure - and what you think the benefits and challenges will be



**„Focus on the methods and the
content and not the name of the
framework“**

Valentin Espagné, DER SPIEGEL

**Examples of some of the most powerful
practical initiatives you will take**



„Experience beats education“

Pretty sure someone said that at some time in history