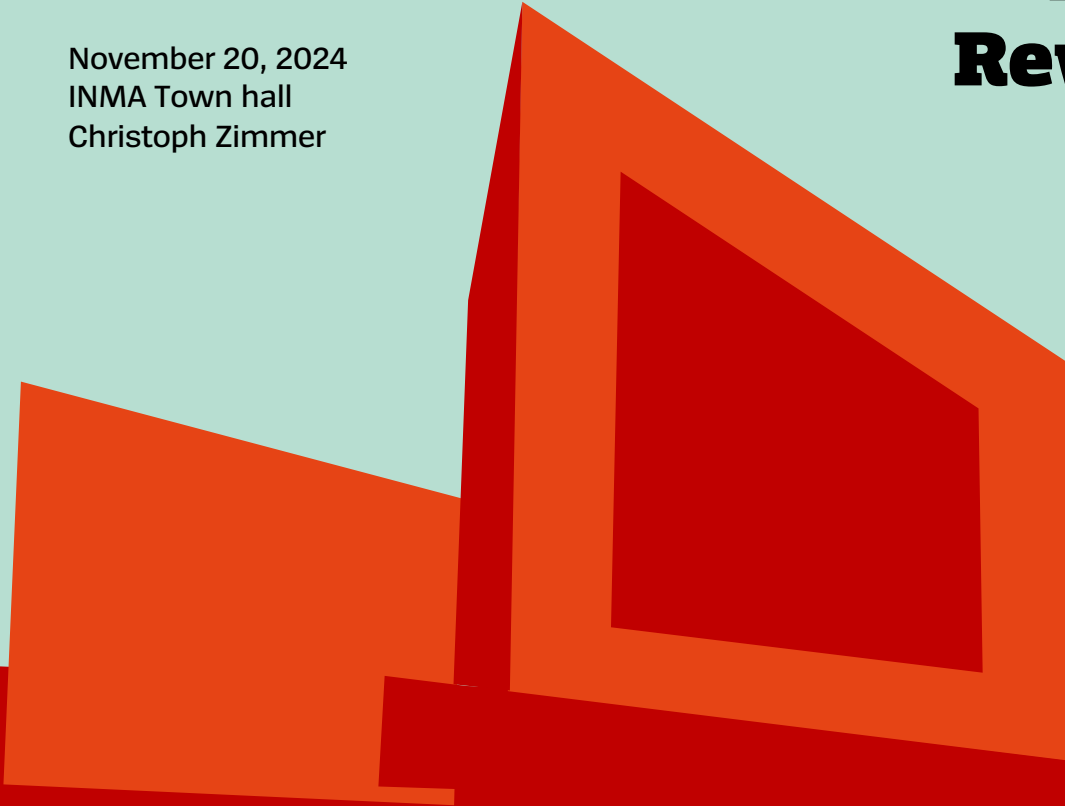


DER SPIEGEL

November 20, 2024
INMA Town hall
Christoph Zimmer

Product & Reader Revenue at SPIEGEL Group



Germany's largest news magazine – in print and digital

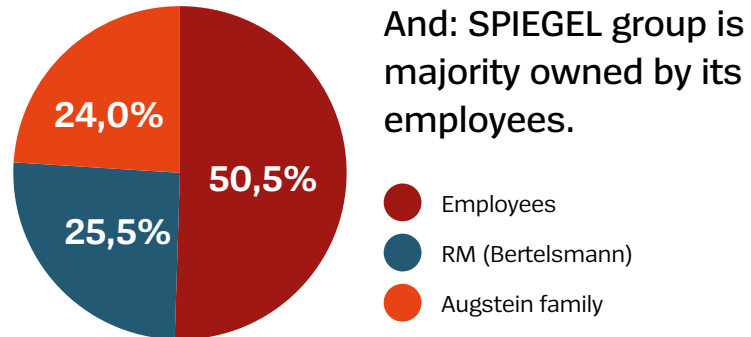
Founded in 1947 as a magazine, DER SPIEGEL went digital in 1994



DER SPIEGEL was founded in 1947 by Rudolf Augstein and launched its online presence in 1994. Today, SPIEGEL is an independent media group with its headquarters in Hamburg.

While DER SPIEGEL and SPIEGEL.de are our core products, we also run SPIEGEL TV and publish manager magazine, Harvard Business manager as well as the soccer magazine 11FREUNDE.

With sales of 246 million euros, we achieved a result of 24 million euros in 2023 – for the first time, more than 50 percent came from digital business.



*Rudolf Augstein GmbH | Unternehmensanteile | Angaben in Prozent

Our newsrooms are at the core of our organization

Number of employees in the various departments of the SPIEGEL Group

Newsroom DER SPIEGEL



284 women | 308 men
592 employees

Commercial and Technology



175 women | 157 men
332 employees

SPIEGEL TV



99 women | 72 men
171 employees

SPIEGEL Fact checking



49 women | 34 men
83 employees

Newsroom manager magazin



36 women | 32 men
68 employees

QS – Quality Service



38 women | 27 men
65 employees

11FREUNDE



9 women | 27 men
36 employees

SPIEGEL Tech Lab



3 women | 13 men
16 employees

Newsroom Harvard Business manager

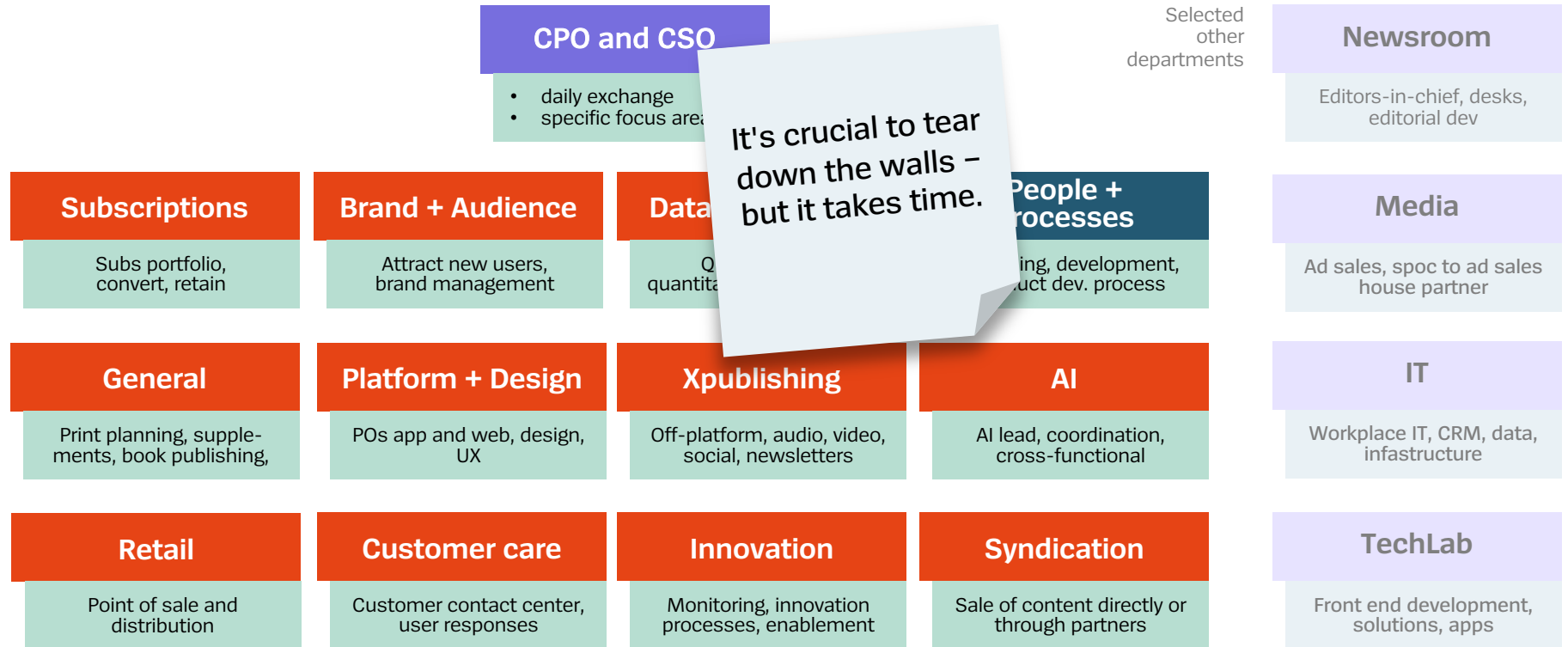


14 women | 1 men
15 employees

Stand: Januar 2024

Product and Reader Revenue at SPIEGEL Group

Organizational structure as of November 2024

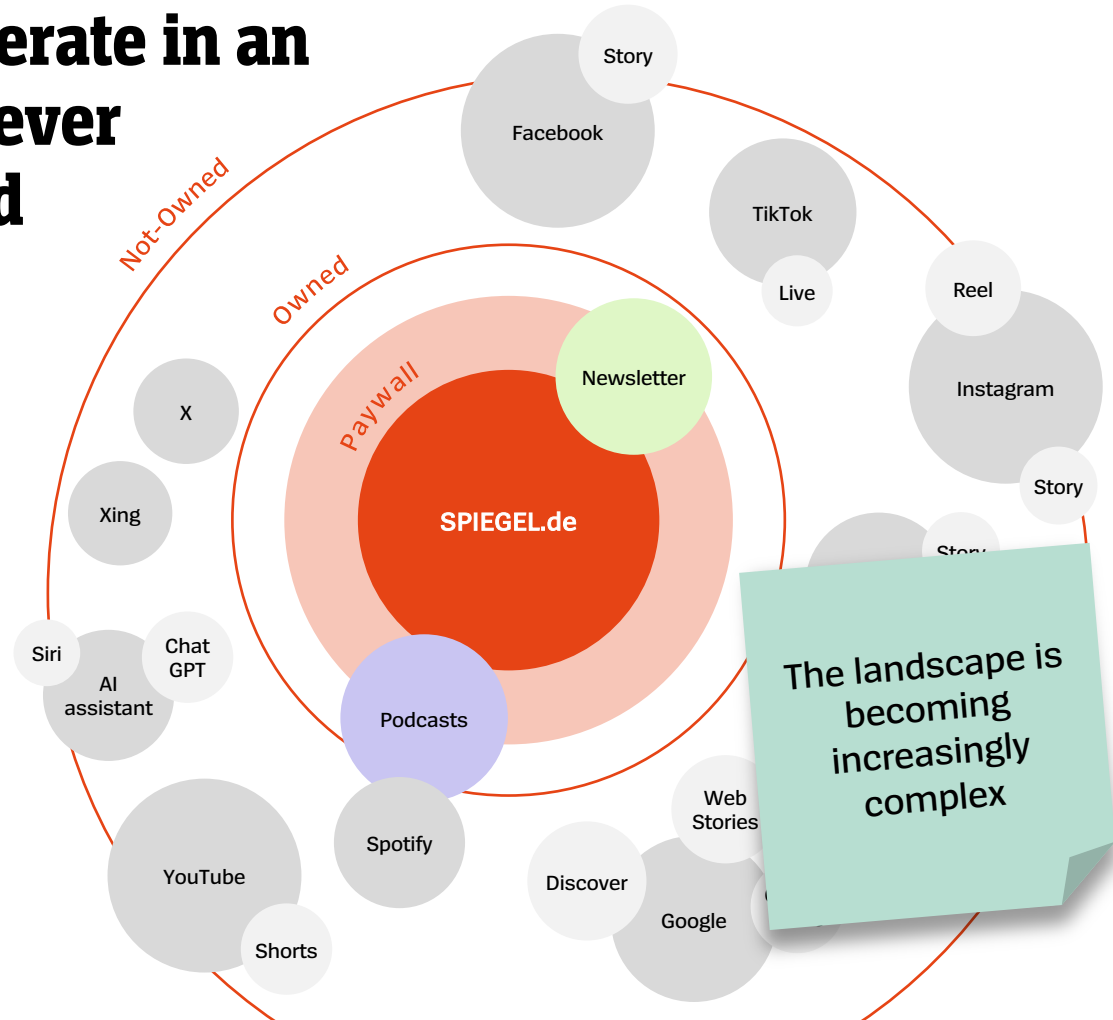


Media products operate in an environment with ever more platforms and formats

Our own platforms remains at the center of our strategy.

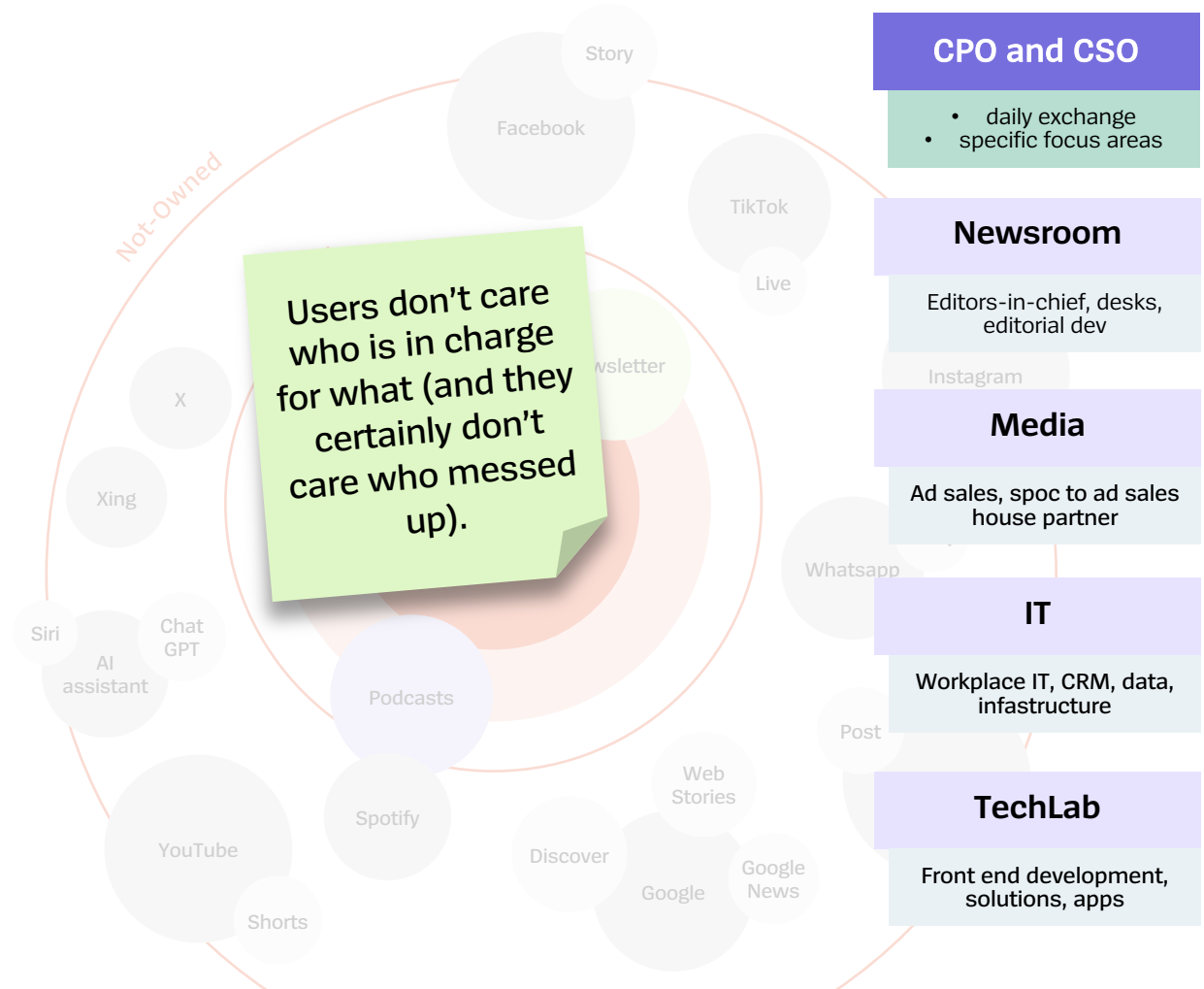
However, we now operate in an environment where we no longer control all or even most of the channels. The majority are third-party platforms owned by tech companies.

In this ecosystem, new formats are constantly emerging. These formats, originating from specific platforms, lead to the adoption of new usage habits – also on our O&O platforms.



Our goal as the Product & Reader Revenue team is to connect the dots

We try to bring perspectives together – and to think of the readers when they are forgotten, the editorial team when they are overlooked, and the advertisers when they slip out of focus – in close collaboration with all our internal stakeholders.

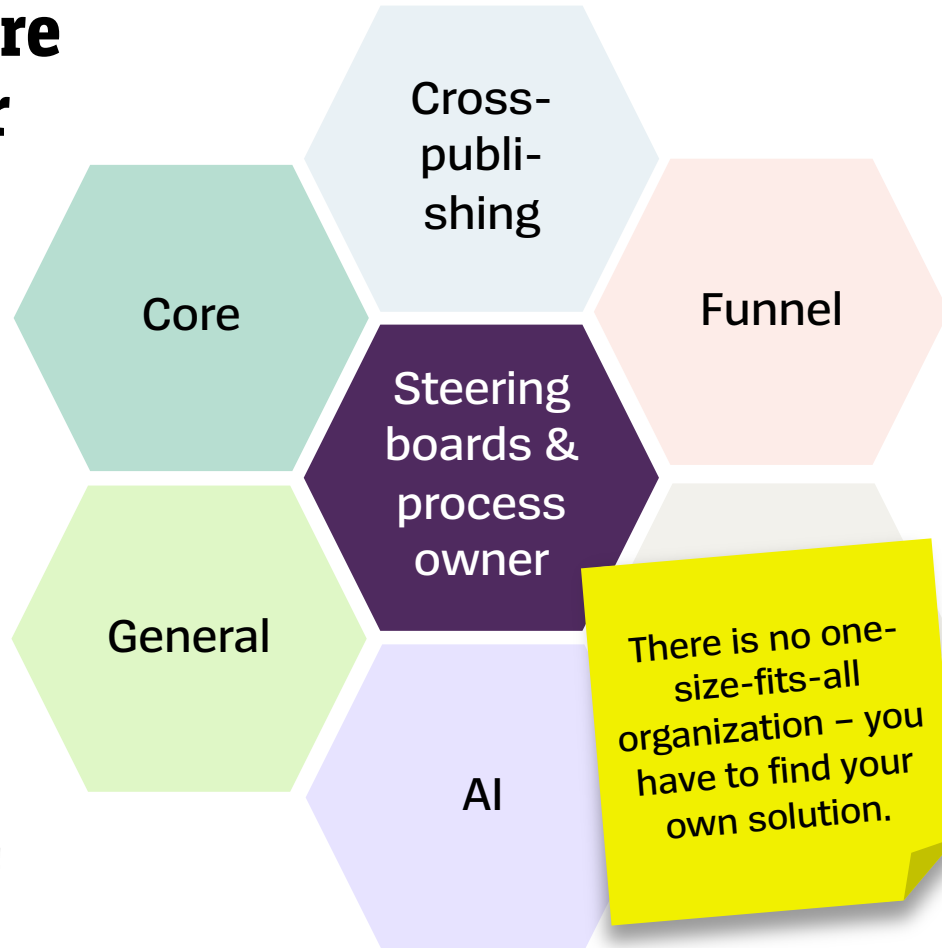


That's why we're in charge of our development process

The product development process connects the various stakeholders through a process involving circles and complementary squads, each which interdisciplinary teams.

Together, we develop goals three times a year, set priorities, and regularly monitor progress.

Does it always work? Of course! (Or also sometimes not).



CPO and CSO

- daily exchange
- specific focus areas

Newsroom

Editors-in-chief, desks, editorial dev

Media

Ad sales, spoc to ad sales house partner

IT

Workplace IT, CRM, data, infrastructure

TechLab

Front end development, solutions, apps

The key insights (and what we take away from them)

It's crucial to tear down the walls – but it takes time.

Users don't care who is in charge for what (and they certainly don't care who messed up).

There is no one-size-fits-all organization – you have to find your own solution.

It's always a good idea to have a coffee together.

DER SPIEGEL

**What would you like
to ask?**

