

Ringier Management Conference: «Cut the bullshit!»

DOMO

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Kai Diekmann:
The boss of bosses at Bild

He was Pope

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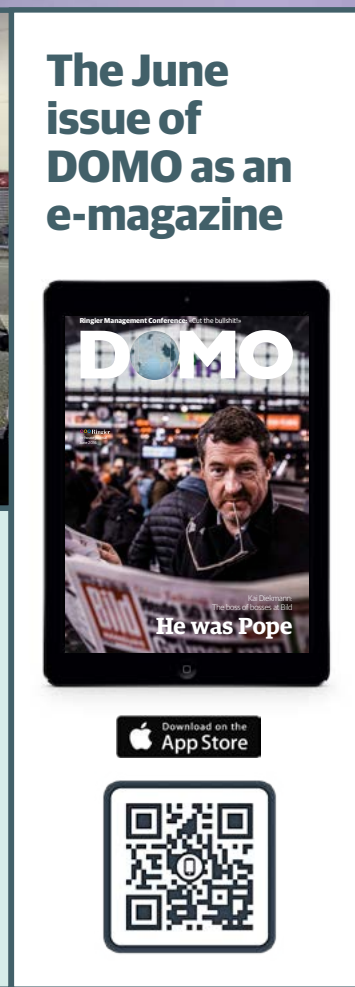
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Diekmann: the Man

He likes crispbread and eggs for breakfast, goes with his gut when writing headlines and shares his home with refugees: Kai Diekmann, the most feared man in German media, is taking the legendary tabloid BILD through the digital revolution. DOMO followed him for a day.

Text: René Haenig Photos: Markus Tedeskin

Fine wisps of mist are draped over the Havel river on this early March morning. The air is fresh and bracing at 40 degrees Fahrenheit. The trees are bare. It is a day between winter and spring in Potsdam, one of Berlin's upmarket suburbs, filled with mansions and a stone's throw from the world-famous Glienicke Bridge. Celebrities like fashion designer Wolfgang Joop or Germany's star TV host Günter Jauch live here surrounded by nature with plenty of peace, which is suddenly broken by the sound of a buzzer. Footsteps approach, one of the wrought-iron gates opens and there is the man himself – Kai Diekmann, 52.

This year Diekmann has become the publisher of the Bild group, which includes Bild, Bild am Sonntag, BZ and Bild digital. The editor-in-chief-in-chief. Before that he had been in charge of Bild for 15 years, making him one of the country's most feared men in media. No one previously had managed to remain at the helm of the daily with the widest circulation in Europe as long. Famous for headlines like «Wir sind Papst!» («We are Pope!»). Notorious for investigations such as that of sitting German president Christian Wulff and his dubious mortgage loan. The politician had phoned Diekmann in private to stop him from reporting on his home payments in vain. Wulff resigned from office in February 2012. Diekmann's BlackBerry with the voicemail message from the former president is now on display in the Haus der Geschichte, a museum of history in Bonn, for all to hear – «A piece of German history,» Diekmann quite proudly asserts. Who is this man, whose wedding in 2002 included former German Chancellor Helmut Kohl as best man? Six years later Diekmann returned the favor by serving as best man at Kohl's second wedding, to Maike Richter. Some know Diekmann as a suit with gelled hair, others as a hoodie-wearing hipster with a bushy beard.

Tabloid king and gentleman farmer

On this morning he turns up clad in knee-length running gear, a jogging jacket and a cap, all in black except for his bright orange sneakers. He



came back from Athens late last night. Diekmann, with blue eyes and designer stubble is wiry at 165 lbs. «My feel-good weight,» he says. He smells of aftershave. «Good morning. Did you find it okay?» he asks, pushing his iPhone into my hand. He wants to pull on his gloves before starting his six-mile run, across Potsdam's Neuer Garten park, along the Havel river, greeting the women walking their dogs. Holding his cellphone with the Runtastic app in his right hand he heads for the famous Cecilienhof Palace. He has something to say about every landmark we pass. Jogging with him is like running a short marathon through German history.

Diekmann and his wife, Katja Kessler, 47, have been living in Potsdam since 2009. A dental school graduate, she once wrote columns for Bild. They have four children: Yella, 14, Casper, 12, Kolja, 10, and Lilly, 8. When Diekmann returns from his

Running through history: During the Cold War secret agents were exchanged on Glienicke Bridge.

one-hour run, breakfast is served on the kitchen table: two eggs from his own chickens, a little basket with crispbread, and apple juice from his own crop. Every morning he drinks a special tea brewed from chili and pepper («no need for coffee after that»). Freshly showered he will sit down at the table in his workday uniform: jeans, a light blue shirt and a navy jacket.

Germany's tabloid king keeps 20 chickens, eight bee colonies – and two goats. «They were a birthday present from a Zurich friend.» His house is officially classified as an agricultural enterprise. «Otherwise we wouldn't be allowed to give away eggs to our neighbors,» he explains.

Diekmann's gut feeling

His resignation as Bild's editor-in-chief had been planned and prepared ahead of time, he says. «An organic process.» Basically, he was now doing the same thing he'd been

doing ever since his return from Silicon Valley two-and-a-half years ago, only in more formalized terms. Diekmann's job is to develop the Bild brand further and to take it through the digital revolution successfully, both in print and online. His experience in the daily business is still in demand, for instance last night; when it came to creating a headline about Green politician Volker Beck's arrest in connection with the drug crystal meth. The morning's front-page crows: «Green politician caught with Hitler drug». One of the drafts had read: «Gay Beck caught with Hitler drug». «Too much,» says Diekmann. Tabloid journalism is mostly based on gut feeling. «Many nuances are in play. You need to assess moods correctly, have discussions within the editorial team – and then make the right call.»

Baghdad, not Borchardt's

Are his personnel decisions also based on his gut feeling? «Yes, of course!» He appointed Julian Reichelt, 35, as boss of Bild.de early on. «I never took him to Borchardt's (the preferred watering hole of Berlin's in-crowd),» Diekmann says. «Instead, I took him to Kabul and Baghdad, in

times that were far from easy. That's how you really get to know a person.» Diekmann also groomed Tanit Koch, 39, now Bild's editor-in-chief. He did not believe in automatically promoting former deputies, which sometimes led to disappointments. Now he has to go. He takes a last sip of his chili-pepper tea before grabbing his messenger bag imprinted with Bild headlines like «Crooner Dieter Bohlen Sings Girl Out of Coma», «Coffee Increases Women's Libido» or: «Soccer League Howler: 1st Goal Scored by Penis».

A limo ride to Kreuzberg

A limo is waiting outside. The driver, bald, built like a refrigerator and sporting a Taliban beard, calls: «Good morning, Kai!» Diekmann cheerfully returns the salute, drops into the back seat on the right, retrieves his iPhone and notebook from his bag and pops his Beats-by-Dr.-Dre headphones over his ears.

Diekmann spends the 45-minute ride from Potsdam to his office on the 17th floor of the Axel Springer high-rise in Berlin's Kreuzberg district working. «Hello, Paul, how are you?» He is calling Bild's chief reporter, Paul Ronzheimer. Yesterday he and Diekmann interviewed Alexis Tsipras about the current refugee crisis. Diekmann's handwritten notes from the conversation with the Greek prime minister are on his lap, next to a printout of a rough draft of the interview. «I rather liked what Tsipras said: We didn't violate the rules deliberately,» he dictates to the chief reporter. And, «I'd do an intro explaining what the conversation was like: Tsipras was charming and came to the interview prepared with handwritten notes.» Diekmann usually asks his interview partners to give him «some scrawl» as a keepsake. Tsipras' oeuvre is stuck between the pages of the Bild boss' notebook. Finishing his phone conversation with Ronzheimer, Diekmann shows me pictures he took on his cellphone amongst the refugees in Greece – Children, many of them laughing, others looking sad. Diekmann is silent. One picture shows a man walking down a dusty cemetery path from behind. His name is Mounes. A ►



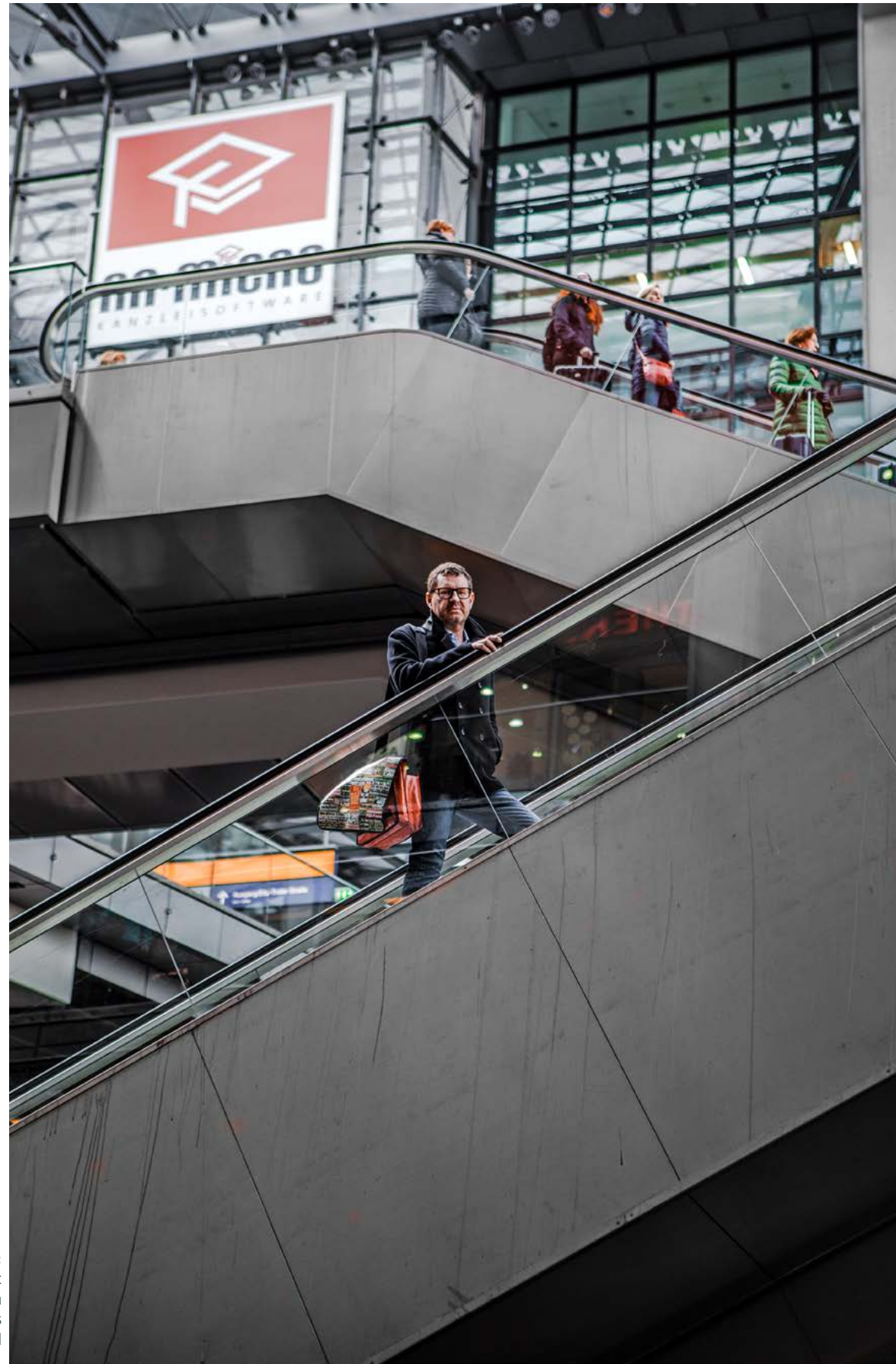
A trio bound by trust: Kai Diekmann with his personal assistant Havva Cam and office manager Christian Stenzel.

The strong woman behind «Darling» Diekmann

If you want to know what Kai Diekmann is like as a husband and father, you won't get around (t)his woman: Katja Kessler (47), born in Kiel, is a dental school graduate, wrote high-society columns for Bild and is the author of several books including German pop giant Dieter Bohlen's biography. The «sprat from Kiel», as she dubs herself, grants people insight into the Diekmann family life in her books «Frag mich, Schatz, ich weiss es besser! Bekenntnisse einer Ehefrau» (Ask Me, Darling, I Know Better! A Wife's Confessions), «Das Schatzi-Experiment oder der Tag, an dem ich beschloss, meinen Mann zu dressieren» (The Darling Experiment, or The Day I Decided to Train My Husband), and the latest, «Das muss Liebe sein: 54½ Pflegetipps für die glückliche Ehe» (It Must Be Love: 54½ Maintenance Tips for a Happy Marriage). In these books Kessler candidly lets readers share the Diekmanns' family life between Potsdam and California. Her husband gets to read everything first, «often redacting fiercely». «Darling» is a pain as an editor, she claims. The couple, at whose wedding former German Chancellor Helmut Kohl served as best man, met at work. Kessler used to write the captions for the once famous nudes on Bild's front page, and later interviewed celebrities for the tabloid. She was supposed to take over her father's dental office. Instead she now manages «Darling».



On the fast track: Kai Diekmann at Berlin's main train station. The boss travels second class.



► Syrian, he and his two children have been living at Diekmann's house for months. Mounes is on his way to visit his wife's grave. She died during their arduous flight to Europe.

Hollande versus a skiing holiday

Arriving at the Axel Springer high-rise Diekmann forgoes the legendary paternoster for an ordinary elevator. The nostalgic model has spirited stars like Cameron Diaz, Will Smith, Tom Hanks and David Hasselhoff up to the Bild editorial offices.

Office manager, Christian Stenzel and Havva Cam, Diekmann's personal assistant, eagerly await his arrival. Cam's first task is to get Benjamin von Stuckrad-Barre on the phone to see if Diekmann's noon meeting with the writer in Hamburg is still on. Diekmann grins. There's a gift-wrapped box on his desk with «the very best wishes from the Croatian prime minister». He wonders: «A book or a CD?» Unwrapping it however, will have to wait as Havva Cam stands in the doorway with two fat document folders awaiting signatures. Diekmann has been away from his office for three days. A diary entry for March 29th announces an interview with French president Hollande. Will that still be happening? «I haven't owned up to Katja about this,» Diekmann says, blanching. He's double booked the family ski vacation slot. He then embarks on a discussion of the itinerary for his visit with Macedonia's prime minister over the next two days.

A totally trusting boss

«Block this!» - «Sign that!» - «Who will pay for this?» - «Keep this evening free, I have to attend a PTA meeting at school!» Kai's instructions for Havva are terse. They are on a first name basis, and Havva Cam is more than just a personal assistant, much more: a completely reliable confidante-cum-know-all. Kai Diekmann has only one e-mail account; he doesn't even have a personal e-mail address. Whoever writes to him needs to know that his mail will not only be read by the boss but also by his personal assistant - and by his office manager. You can't get more



A relaxed conversation at the Springer Haus: Kai Diekmann and Bild editor-in-chief Tanit Koch talking to Bavarian minister of state Markus Söder.

trusting than that. Berlin Hauptbahnhof, 11.30 a.m., track 8: Diekmann is now on his way to Hamburg, to meet Udo Lindenberg and Benjamin von Stuckrad-Barre. The legendary rock star and the cult writer are collaborating on a book in honor of Lindenberg's 70th birthday. Stuckrad-Barre had rung to confirm their meeting. In the minutes before the train's departure Diekmann buys a smoothie and stocks up on dailies: Potsdamer Neueste Nachrichten, Süddeutsche Zeitung, Frankfurter Allgemeine and Bild's Berlin and Hamburg editions. «I'm a media junkie,» he admits. He reads the print editions while keeping up with social media. Since his return from Silicon Valley he has been a regular on Twitter. Bild has begun using Snapchat to reach young users. «We're doing some experimenting in that area.» When ICE train 1684 arrives Diekmann quite casually boards a second-class carriage. «We all ride in second class, including management,» he explains. He does not have a problem mingling with the populace. Diekmann does not stay aloof from the world. A few years back in Hamburg, where he lived before Bild moved to Berlin, his car was set on fire. «Nothing has happened since,» he says, knocking on the wood of the Intercity's windowsill. Diekmann, who has used Bild to dish out many a severe blow, is also capable of taking a hit, often countering criticism with wit. «We have been known to be unfair ourselves,» he admits. When it comes to threats of physical violence, however, he loses his cool. «I don't find those funny in the least, and I regularly report them to the police.» Only recently «some bonehead», who had written to him giving his complete contact details, had been sentenced by the court to a maximum number of daily fines in lieu of jail time. «Jewish vermin,» the man had written, and «I hope ►

► planes will fly into your high-rise.» When this sort of thing happens Diekmann tends to strike back on Twitter too.

His first interview with Kohl

An article in the Potsdamer Neueste Nachrichten catches Diekmann's eye. The headline reads: The Superplaintiff. Diekmann photographs it with his cellphone and posts it on Twitter, adding a comment: «It's okay to quote us when you're plagiarizing us.» The article concerns former Chancellor Helmut Kohl suing his former biographer. «There are a few topics that I watch over personally, as a journalist,» Diekmann says. Never mind that he is now Bild's publisher and no longer its editor-in-chief. Helmut Kohl is his turf. He did his first interview with Kohl for his high-school paper in Bielefeld. At the time, Diekmann was sixteen and Kohl was still an opposition politician. «The interview caused a stir and even made it into the local newspapers,» Diekmann gleefully recalls.

In those days Germany was hotly debating the NATO Double-Track Decision and it was hip to be a lefty. Except that Diekmann wasn't. «The leftist mainstream has always made me sick. I'm pretty conservative.» A Roman Catholic, he is reluctant to answer the question of whether he regularly goes to church. «I generally don't talk about that.» He'd rather chat about his service in the Germany Federal Armed Forces. Kai Diekmann voluntarily joined the army after his high-school graduation. «However, the tank division and I were one big misunderstanding,» he laughs, confessing that he spent ten out of twelve weeks in the barracks for disciplinary



reasons. A sympathetic battalion commander eventually detailed him to the press office, where Diekmann wrote for the armed forces' magazine «Heer, Marine und Luftwaffe» (Army, Navy and Air Force) as well as «Bundeswehr aktuell» (Armed Forces News). «The best time of my army life.» The Axel Springer publishing house took notice, offered him an internship, later a traineeship; he rose through the ranks, went off to work for Burda's magazine BUNTE and returned to Bild, only to be sidelined during some in-fighting in 1997. When he was brought back a few months later, he quickly made his way to the top. His explanation for remaining Bild's editor-in-chief for fifteen years: «During all those years I was given the opportunity to reinvent myself and the paper over and over again.» Now Diekmann is reinventing himself as the publisher of the Bild Group. That is why, on this afternoon behind closed doors at the Hotel «At-

lantic» summit: Diekmann with Udo Lindenberg, who has been living at this Hamburg hotel for 20 years, and writer Benjamin von Stuckrad-Barre (from right to left)

lantic», he is negotiating with German rock legend Udo Lindenberg and pop writer Benjamin von Stuckrad-Barre about a book project that Axel Springer plans to publish in time for Christmas. It is to be a cult item with exclusive drawings by Lindenberg - as exclusive as the famous Bild book in the Bild boss' office.

On the way back from Hamburg to Berlin Diekmann is holding a different book in his hands: «Panikherz» (Panicky heart). Von Stuckrad-Barre gave the Bild boss a copy of his autobiography. «I am looking forward to reading it.» Something Diekmann might do on the terrace of his house. «There I can really unwind.» Sometimes simply by gazing at the river Havel, at wisps of mist floating across the water.

At times like these Diekmann is not a journalist, an editor-in-chief or a publisher.

He is just a man.

Diekmann the man. 🌐



Personal

Kai Diekmann was born on June 27th, 1964 in Ravensburg, Germany. He attended the Catholic St. Mary's School of the Ursulines in Bielefeld, graduating in 1983. He began studying at the University of Münster and joined the Franconia fraternity. After a while he dropped out of college to start working as an intern at the Axel Springer publishing house in Hamburg. Upon his return from Silicon Valley in 2014, the «bearded nerd» created a sensation by having his big bushy beard shaved off in exchange for a 150,000 Euro donation by Procter & Gamble and Edeka to the Bild charity «Ein Herz für Kinder» (A Heart for Children). Diekmann is chairman of the Bonn Foundation for Art and Culture and initiated the latest exhibition, «Art from the Holocaust» at the Deutsches Historisches Museum Berlin.

Photo: Ullstein Bilderdienst



Shaping Bild newspaper for 15 years as its editor-in-chief. «We tackle certain things before others do. Many in our industry consider us a role model.»



«Change. Chance!»

Will artificial intelligence bring about revolution? Or is it just a paper tiger after all? How does a soccer coach best set up his team? What exactly is Big Data? Is Ringier on the right track? These are the questions that Ringier's management faced.

Text: Peter Hossli Photo: Thomas Buchwalder

The key asset of the Kameha Grand Hotel on the inhospitable northern outskirts of Zurich is that it's hip; it is considered the Lady Gaga among the local five-star hotels. «A perfect fit for the motto of our conference,» Ringier CEO Marc Walder tells the participants of the 2016 Ringier Management Conference in his opening speech. This suburb, Opfikon, is undergoing huge changes, and «Drive Change!» is the conference slogan this year. Tie-less and upbeat as ever, Walder has taken the stage. «Every talk will be about change - regardless of

whether it's a soccer coach, a politician or an executive who has the floor.»

For three days the 180 participants will be dealing with the breakneck speed of technological advance. To make sure they stay focused laptops and cellphones will be switched off. Things start off on a challenging note - and with a glass of red wine. Michael Wu, data scientist with the U.S. company Lithium, takes a big gulp and explains how Big Data works. «I always get my best ideas when I'm a bit tipsy.» The audience gives a brief

laugh. And then gapes in awe. Wu shows how raw data is turned into valuable information. How the retailer Target can tell that a customer is pregnant from its data: when she is buying calcium, zinc and magnesium as well as unscented soap.

«Cut the bullshit»

Data scientists like him have «the sexiest job in the 21st century,» says Wu. He also likes wine. Stefan Winners, an executive with Burda, agrees with Wu, «but not before 7 p.m.» A glass of water in hand, he tells the

audience how a stodgy magazine publisher like Burda turned itself into a dynamic digital enterprise. The process began in 1996. «We realized that digital business promised the biggest growth.»

Michael Derkits of Vice Media explains how he appeals to the media-jaded Generation Y: «Cut the bullshit» is Vice's motto, because the audience will spot it. The crucial point: stay authentic. At the end of the first day Christian Lindner, the youthful German FDP national party chairman steps up to

the mike. When he took over the reins of the Free Democratic Party in 2013 it had just lost the elections and dropped out of parliament, the Bundestag. «When you stumble and fall as we did everyone will gleefully point their finger at you and gloat,» Lindner says. On Election Day he decided to assume chairmanship of the liberal party. Everybody was asking: «How do we get back into the Bundestag?» He replied: «We need to turn our backs on that question.» More importantly: «Why do we want to get back into the Bundestag?»

CEO Marc Walder onstage at the Ringier Management Conference at Opfikon's Kameha Grand Hotel. The goal of the get-together: «Fun in our heads, fun in our hearts.»

Around 6 p.m. the official part of the day is over and the Ringier executives pull out their iPhones to check Twitter, Facebook, Instagram, while having dinner standing up.

Michael Ringier's kick-off

7.57 a.m. on Tuesday. Michael Ringier is being wired and hooked up to the microphone. «Are you feeling any pressure around your head?» the technician asks. «No, it all feels fine,» the publisher replies with his usual modesty. The host gets to kick off the second day. Energetically and empathetically questioned by Ringier reporter-at-large Hannes Britschgi the publisher talks about the current state of his enterprise. «As far as the move to digitalization is concerned we weren't the first out of the gate but we got a lot of things right,» Ringier says. The Ringier Corporation made a profit of 11 million dollars last year, with a turnover of close to one billion. «I'd be a lousy shareholder if I were happy with that,» Ringier admits. «What's far more important: We're on track!» Britschgi's last question is whether the publisher is really going to adopt CEO Marc Walder, as he recently suggested. «Marc is probably allergic to my dog, so Marc and my dog have to work that out between the two of them.» And then he delivers the punch line: «My dog has a lot of hair.» A data specialist wants to know what the future of data-driven journalism will look like. Ringier's razor-sharp reply: «I'm hoping you'll give me the answer to that!» His statement expresses Ringier's corporate culture perfectly: The publisher has faith in his employees. In turn, they have to prove that they take advantage of their freedom in responsible and exciting ways.

The publisher's session is followed by an advanced business administration seminar. Swiss-born Felix Oberholzer, a tenured professor at Harvard Business School, explains the Chinese Internet company Alibaba's IPO. Oberholzer walks down the aisles, directly addressing Ringier executives. «I'll be the one asking questions here,» Oberholzer says to get things straight - making demands of the 180 participants.

David Allemann likes to go for long runs. To do that, he needs good shoes. He developed some himself and has already sold one million pairs. When the running shoe brand «On» first launched it was based on one word: «crazy» as Allemann explains in his riveting talk on the stage of the ▶

► Kameha Grand Hotel. «How crazy would it be if David actually beat Goliath?» Yes, what if he and his friends developed a shoe that proved more popular with joggers than those made by Adidas, Nike and Asics?

Frederike Hermi, a scientist at the Federal Institute of Technology, ETH Zurich, presents a stimulating and challenging contribution. She discusses the neurological implications related to change. According to Hermi, a person can only change by learning something - either from disappointments or positive experiences.

Tips from a soccer coach

Who is still willing to pay for journalism? That is the question troubling publishers these days more than any other. A few young Dutchmen think they have found the solution: Blendle, a website where you can buy individual articles, a kind of iTunes of journalism. Co-founder Marten Blankesteijn explains: A mouse-click allows you to buy either single articles or entire papers and magazines. Readers who are dissatisfied with the text get their money back.

In the evening the executives party at The Studio, the restaurant at Ringier's Zurich headquarters. Mingling with them is former German Chancellor, Gerhard Schröder, the only man sporting a tie. «Germany is doing so well because of the changes you implemented», Ringier CEO Marc says by way of an introduction. He is referring to the Agenda 2010, which Schröder launched in 2003, thereby providing a more liberal foundation for today's thriving German economy. The measures got Schröder voted out of office. «Sometimes there's a big lapse of time between the introduction of reforms and their result», Schröder says. Angela Merkel replaced him in 2005. «It's just rotten luck if elections take place during that period.»

Following his speech Schröder, the publisher's family and Marc Walder retire to have dinner. Everyone else stays up late, talking, eating sushi and drinking white wine.

Seemingly half an hour later, at 8.30 a.m., the third and last day of the conference begins. «How can I get your attention so early in the morning after a night of partying?» Marcus Schögel, professor of marketing at the University of St. Gallen, asks. He promises to eschew theory and talk about concepts instead. He launches right in, with deliberate crudeness,

and everyone wakes up. «It takes guts to tackle this digital stuff!» Faced with its overabundance one generally needs to ask: «What am I focusing on?» When executives talk about change they like to resort to soccer metaphors. In Opfikon, one of the greatest soccer coaches of all time, talks about change. «As a coach I always set out to give the team something special,» former Bayern München coach Ottmar Hitzfeld says. Even when he took on the tiny Sportclub Zug in the 1980s «I wanted to create something revolutionary; I don't settle for mediocrity,» Hitzfeld explains. And this calls for «courage and determination».

Xiaoqun Clever, responsible for Big Data at Ringier, confidently takes the stage. She has been to many a conference, she says, «but this one is extraordinarily well organized.» She is «really impressed and optimistic that Ringier is on the right track,» Clever asserts. She calls Blick «a 57-year-old startup». When the Ringier tabloid was launched in 1959 it really shook up Switzerland's media landscape. Now Clever is shaking up Ringier. The company is to become data-driven. Will artificial intelligence bring a revolution - or is it just a paper tiger? That is the question addressed by Karin Vey, innovation expert at IBM's Zurich research lab. In an impressive presentation she shows how IBM's Watson computer beat the smartest contestants on a quiz show. And how it takes the machine all of six seconds not only to read an entire library of medical data but also to interpret it. Will robots replace us? «No!» says Vey. Bosses will still have to develop the right questions, hire the right people and fire them if necessary. They have to set goals and avoid doubtful ventures. Robots are better at orientation, faster at learning and calculating, fact checking - and making unbiased decisions. «Humans can dream, they have empathy and imagination and something like common sense, which machines don't have.»

Finally, CEO Marc Walder steps back up to the mike. He points out the diversity of the participants. «We have a great top-level management team.» The reason for the conference is clear to him: «Fun! Fun in our heads, fun in our hearts.» Walder leaves the audience with three questions: «Have you got the right people on your staff?» - «Are you working in a bubble?» - «Are you continually learning?» He ends with an appeal: «Change. Chance!» Changes mean opportunities. ☺



1 Reporter-at-large Hannes Britschgi (l.) interviewing publisher Michael Ringier.

2 «I get my best ideas when I'm tipsy.» Data scientist Michael Wu.

3 «You can only change by learning something.» ETH researcher Frederike Hermi.

4 Best of friends: Ringier Board member Claudio Cisullo, CEO Marc Walder and former Chancellor Gerhard Schröder (l. to r.).

5 Transforming Ringier into a data-driven company: Blick editor-in-chief Iris Mayer (l.) and data honcho Xiaoqun Clever.

6 A seminar in business administration: Harvard professor Felix Oberholzer.

«The Web is in my blood»

Nothing is more important to Mitchell Baker than an Internet that is open - a notion currently under threat by Big Data, Google and Facebook. The lawyer talks about Silicon Valley and why greed is not what drives people there.

Text: Peter Hossli Photo: Thomas Buchwalder



Attorney Mitchell Baker (59) is the Executive Chairwoman of the Mozilla Foundation. This U.S. software company is a non-profit organization and, among other things, distributes the Firefox browser. It promotes open infrastructures on the Internet. Previously Baker had been working for Netscape. In 2005 TIME Magazine listed her among the Top 100 most influential people in the world. She is married and has a son.

Ms. Baker, you are the leader of the free world of the Internet. How free is it at this point?

Mitchell Baker: There are areas where there is more choice for people. The smartphone is not the core open model we might prefer. But there are millions of people that have access to the Internet because of it.

Do they have to give up their personal freedom in return?

Every service has its trade-off. Currently the model is convenience and centralization, and control for providers. This is not what we called the open Internet.

Do users value convenience higher than personal freedom?

Hard to say. If you talk to people, many will say that personal freedom and security is important. But we don't always act that way.

Google and Facebook are at war. Google controls the smartphone platform, Facebook controls the interface. Why doesn't Google just turn off Facebook on Android?

Many people buy phones to be on Facebook.

If you have a product that doesn't have that key aspect, it is an odd business decision.

So do tech companies solve these problems together?

It's an industry in which tons of people are trying to solve different aspects of the problem. You hope that whole is greater than the sum of its parts.

What drives people in Silicon Valley?

It's the magic combination of technology that really changes our lives. And the rewards that come with it.

So is Silicon Valley driven by greed?

Great companies are built by people who have a vision. Greed alone doesn't build a great company. There is plenty of greed, but real success needs an idea of how you can change people's lives.

Some would say: control the world.

There is what drives people, and the perceived results of it. Uber didn't start out to control the world; they started out being unable to get home in Paris.

Everybody's talking about Big Data - a concept that must terrify you as Mozilla's Chairwoman.

Yes and no. In 2008 we had 25 percent of the Internet data. We could have, if we wanted to, aggregated data in an anonymous way on how people are using the Internet. The response, particularly in Germany, was very negative. And we didn't do it. Now I look back and say that was a big mistake. If we had trusted ourselves to get deep into data, with

our own values, maybe we'd have a better alternative.

Can you still catch up?

I don't see anybody catching up with the breadth of data that Google has. Facebook has a lot of data too.

Silicon Valley has changed a lot of industries but not the financial industry.

I see tons of change. The banking systems are bringing in core decision-making people with different backgrounds.

Will the banks change by themselves or will other companies change them?

It's partly their choice. History suggests: new companies have a bunch of advantages. If banks aren't able to look at the world of new possibilities and provide better services at reduced cost for citizens, then, ultimately, disruption will come.

What drives you?

The Web is in my blood. To my mind the open Internet is a key to progress and growth that is sustainable and equitable.

Yours is the industry of the new, the young, and the startups. How have you managed to stay for so long?

You can only be successful for such a long period of time if you're comfortable with change. Most people are not, but I see opportunity with change. I'm always looking for something new.

Are you always online?

I'm mostly online, but I can easily unplug. ☺

Ringier's best photos of the last quarter

Six photographs and the stories behind them: monster tulips, a movie-style car crash, total control in Russia, and an old woman who couldn't care less.

PIERLUIGI MACOR
NICOLE HECHT

Photographer
Editor

1In 1997, at age sixteen, she was the top-ranked player in women's tennis. Almost two decades later Martina Hingis is back on the courts – and once again the top-ranked player, this time in doubles. At the photo shoot for the fashion magazine **SI Style** the 35-year-old confirms that she is in excellent shape. Hingis poses for photographer Pierluigi Macor for five hours, impressing fashion editor Daniela Fabian: «Putting on make-up, getting styled, having to hop, skip and dance is very strenuous, even for a professional model. But nothing was too much for her.» Besides showing off her sensational figure, Hingis loved posing. She particularly liked wearing the ruched blouse by Rodarte and the pants by Public School. Which is why she got into the swing of things and threw herself into this pose. The end result scores high: Never before has Martina Hingis been portrayed more beautifully or glamorously.

PHILIPPE PACHE
PASCALE MÉROZ

Photographer
Editor

2It is a colorful sight that attracts hundreds of thousands of visitors to Lake Geneva: the tulip festival at Morges, in the Canton of Vaud. Its 120,000 tulips, hyacinths, daffodils and chess flowers in 300 different variations of shape and color transform the Parc de l'Indépendance into a sea of flowers. The magic lasts until the middle of May, when the bulbs are dug up and sold at the local market. Photographer Philippe Pache, who hails from Morges, visited the tulip festival for the Romandy magazine **L'illustré**. «People looking at my photographs should feel like dwarves and admire the tulips all the more,» he says. To achieve this Pache spent most of his time lying on the ground in the Parc de l'Indépendance and exercising patience. «The sky was overcast and the sun only peeked through for a few seconds.» It took hours to capture the perfect image, but his reward was this gigantic photograph.

KURT REICHENBACH
NICOLE SPIESS

Photographer
Editor

3How do you photograph a world record? This is the challenge photographer Kurt Reichenbach faced in the new Gotthard base tunnel. At 35.5 miles it is the world's longest tunnel, a masterpiece of engineering. For **Schweizer Illustrierte** Reichenbach accompanied train driver Marcel Fischbacher through a night of test-drives. A total of 3,500 test-drives will be conducted in shifts around the clock before the tunnel officially opens for traffic in December 2016. «Editor Jessica Pfister and I sped through the tunnel eight times,» says Reichenbach. To make it possible for him to photograph the tunnel, all of the 9,500 lamps were lit. While the train sped from the north entrance to the south entrance at more than 125 miles per hour, Reichenbach took pictures from the driver's cab, with an exposure time of one tenth of a second to get the wipe effect. He doesn't remember on which ride he shot the best picture. «The tunnel always looks the same.»

VLADIMIR ZIVOJINOVIC
SLOBODAN PIKULA

Photographer
Editor

4A movie-style collision involving three cars – that is unusual even for Belgrade, where traffic can be chaotic. «That was why we sent photographer Vladimir Zivojinovic to cover the accident for **Blic** newspaper. He has been working for us for less than a year, but he is a great talent,» says photo editor Slobodan Pikula of Ringier Serbia. When Zivojinovic got to the scene of the accident there was a big commotion. The parties involved had miraculously all managed to get out of their cars unscathed and were arguing and vociferously discussing who was to blame. Zivojinovic: «The Fiat lying on its side would have been a regular news photo, nothing more. But then this old woman appeared and enabled me to get this shot. She couldn't care less about the accident. She just stubbornly kept going, dragging her shopping cart behind her. I'm still wondering whether she even noticed that car.»

GIULIANO BEKOR
RALUCA HAGIU

Photographer
Editor

5A Hollywood spectacular! The Romanian glossy magazine **Unica** is known for its outstanding photo shoots. This time, editor-in-chief Raluca Hagiu decided to revive 1960s Hollywood glamour. «We wanted a colorful production. I wrote the concept, selected the clothes and organized my favorite team: photographer Giuliano Bekor, who had worked with stars like Tom Hanks, Adrien Brody and Jessica Chastain; make-up artist Alex Abagiu from Lancôme and hair stylist Sorin Stratulat.» The models were shot on the streets of Los Angeles, with beautiful cars, fake movie dinosaurs or an oversized can of Campbell's tomato soup. Raluca Hagiu: «And then you add cool clothes and classy make-up and make sure the mood on the set is great.»

ALEXANDER AKSAKOV
REMO LÖTSCHER

Photographer
Editor

6It is an empire on which the sun never sets. Russian oligarch and investor Viktor Vekselberg's Renova conglomerate is comprised of 29 holdings. In Switzerland he owns – among other companies – Sulzer and OC Oerlikon. Renova has been rather chilly towards journalists. Marc Kowalsky, deputy editor-in-chief at the financial monthly **Bilanz**, was the first journalist allowed to visit several production sites in Russia. What he and his photographer Alexander Aksakov got to see in Yekaterinburg makes you shudder: a Renova subsidiary has built a borough the size of Cincinnati from scratch. Most of its inhabitants work for the company and are under surveillance 24/7 by 2,000 cameras covering every inch of the city. Even the gas, water and electricity consumption of each household is supervised in real time. «Orwell was an optimist,» says Marc Kowalsky.







Text: Adrian Meyer

Didn't something happen in Brussels? It has been less than three months since 35 people were killed in the Belgian capital, blown up by IS terrorists. But the news caravan has passed on. After the Paris attacks Europe, indeed the whole world, was in shock. Yet, after the explosions in Brussels it was striking how quickly people stopped talking about the bombings over a beer after work or at the water cooler. It feels like such a long time ago.

After three massive attacks in the heart of Europe we seem to have somehow grown used to it. For a few weeks the public discussed terrorism, Islamists, Islam, surveillance and security – and then turned to other, newer topics. We seem to be growing jaded. Terror is becoming a matter of routine.

Far from normal

«Europe has nowhere near regained normalcy,» says social psychologist Johannes Ullrich (38) at the University of Zurich. «Fear can very easily be stirred up again.» We are still far from dealing with terrorism the way the Israelis do. In Jerusalem, terrorism is a part of everyday life. People seem to have adjusted to the fact that knife attacks and rocket strikes can happen anytime.

In Europe acute fear has given way to dull anxiety. Thoughts surface unexpectedly, at a Paris café on a sunny springtime day, at an airport security check before taking off for a vacation, in the London subway during a city trip. It could happen anywhere, here, now – an attack, bombs, gunshots, terror.

For months now, Europe's societies seem to have been caught in a perpetual state of shock. The unpredictability of terror is what makes it so insidious. It relies on contingency. It doesn't take much to throw an entire society off the tracks of its supposed normalcy.

After all, Brussels did feel like a déjà-vu. Hadn't we experienced the same things a few months before? The panic, the search for answers and culprits, the reassurances, the solidarity. The rage, the fear.

After the attack on the editorial offices of the French satirical weekly «Charlie Hebdo», the gunfire against clubs and bars in Paris, the bombs against tourists in Istanbul and, finally, the attacks on the subway and the airport in Brussels. Right, and

then there were Ankara, Beirut, Tunisia, Madrid and London. And nobody really cares what happens on a daily basis in Baghdad. The list of Islamist acts of terror has grown ever so long.

«Europe Under Attack,» the headlines would read in the newsfeeds and special broadcasts. The number of deaths would constantly be revised upwards during the first hours after the explosion, after the shots; politicians would condemn the attacks or exploit them for their own political agendas; experts would predict further attacks; for hours and days the reporting on the terrorist strikes would drone on; cartoons expressing solidarity would circulate on social media, as would «je suis»-statements, «this is how the Internet mourns», flags at half mast, tourist attractions illuminated in national colors. A frightful hullabaloo.

And yet, each time we are overwhelmed anew. «We have an unreasonable way of dealing with terror in Europe,» says social psychologist Ullrich. Each terrorist attack is inconceivably tragic. And those who survive them remain heavily traumatized, while those who are not directly affected dramatize the risk of becoming a victim of an attack themselves, and behave irrationally as a result.

Frustrating impotence

Ullrich points out surveys in the USA following the attacks of September 11. For fear of further attacks involving planes many people switched to their cars for longer trips. As a result, the number of road fatalities rose. «To switch to the car was a completely irrational decision,» Ullrich claims.

It would be more reasonable to go on living as before, Ullrich says. «Business as usual.» We should not let our emotions guide us but learn to deal with the situation reasonably. Nevertheless, the unreasonable reactions are quite understandable to the psychologist.

After all, how can anyone just go on with their life when more innocent people are bound to die? The extent to which the impotence in the face of random mass terror frustrates people is perfectly encapsulated in one catchphrase on Twitter: Alluding to the phrase «Je suis Charlie» the new slogan «Je suis sick of this shit» did the rounds.

The same old reactions after the latest attacks, this stage play of emotions – rage, hate, defiance, grief – they can all be accounted for by the indomitable human yearning for normalcy. We permanently strive for balance. A terrorist attack does not fit into our daily routine. There is no explanation for it. «We humans think in narratives,» psychologist Ullrich explains. «After an attack the narrative abruptly breaks off without having been brought to a conclusion.»

Rituals help us get closure

The crime is unsolved; there is no culprit or he is already dead; countless questions remain unanswered, especially the one about the why. Blame is assigned quickly and without thinking. Even victims are partly held responsible. «Our faith in a just world is shaken,» says Ullrich. «By blaming the victims we restore that faith.»

After the attacks on «Charlie Hebdo» some commentators partly blamed the editors for having been provocative with their «blasphemous» drawings. That way the whole thing made sense to them: the victims had provoked the perpetrators. What is more difficult is bearing the pointlessness of terrorist attacks.

Social rituals help us get closure: a demonstration, laying down flowers, or even simply talking about the horrible event.

«That way we can give the narrative a conciliatory conclusion,» Ullrich argues. Even though we don't know the victims we try to cope by engaging in mourning rituals we normally use when a loved one has passed away. «As if we were commemorating war victims. This increases our awareness that we are part of a nation under threat – with a common enemy,» says Ullrich.

How cleverly politicians exploit people's sense of being threatened becomes obvious not only in such instances as the emergency laws in France, which are turning into a permanent condition. The rise of right-wing nationalistic parties all over Europe proves yet again: Even the most reassuring statistics are pointless when people willingly restrict their own freedoms. And when, for fear of a crash, they would rather avoid taking an airplane and opt for their more dangerous cars instead. ➔

Images previous page: Getty Images (20), Magnum Photos (10), Keystone

Photos: Sabine Wunderlin/Sobli/Sabine Wunderlin, Felix Aeberli

The terror of yore

Journalist Fibo Deutsch talks about his experiences in the eventful 1970s, the decade of the deadliest terror attacks in Europe, and why he is vacating his office after 56 years with Ringier.

Interview: Adrian Meyer

Mr. Deutsch, in the 1970s Europe and Switzerland became preferred terrorist targets. How did you report on the Swissair plane crash in Würenlingen, Switzerland, on February 21st, 1970?

Fibo Deutsch: As a journalist I was more affected by other attacks, e.g. when Palestinian terrorists took Israeli athletes hostage at the Olympic Games in Munich on September 5th 1972 and killed them.

Why was this more affecting?

It was a formative experience. I was editor-in-chief of Schweizer Illustrierte back then. The hostage crisis was the first time we put a news photograph on the cover. Previously we'd always had a produced title page. That caused quite a stir in-house.

In Europe, more people were killed by acts of terrorism in the 1970s than at any other time.

For the media that was the decade of the big stories on terrorism. At the time there was a lot of discussion whether the media were the loudspeakers of the terrorists – of the RAF in Germany, for example.

Today, when there's a terrorist attack, you can see images online within minutes. How did you get pictures 40 years ago?

Our slogan was «The world's fastest magazine». We had to physically pick up photographs at the agencies, mostly in Paris. We had a local office for that purpose: choosing the images, booking them and dispatching them by air freight. I, as editor-in-chief, would often go to Zurich airport to collect the envelopes from Paris.

What were the ethical aspects that the editorial team discussed with respect to images of terror?

We did not have those discussions. We knew people were interested because at the time, there was no round-the-clock TV with live coverage. The photographs in our magazines had a far bigger impact. TV was lagging behind.

Whenever an attack occurs the online community goes ballistic. What was the tonality of your coverage back then?

More reserved. These things happened far away from us. It was also due to the

communication, which was happening mostly via Telex. Nowadays, IS terrorists can instantly upload videos of beheadings on YouTube. Whereas the RAF took Polaroid pictures of their hostage, Hanns-Martin Schleyer, and sent them around by mail. That gave us more time to think. Today's motto is: disseminate first, think later. The inhibition threshold against showing images of terror is lower now.

Were people more afraid?

The RAF's terror happened within the political landscape. They targeted attorneys, politicians and the police. The RAF never meant to punish the populace. That was less terrifying to people. Today's mass terror is aimed at everybody.

You've been working for Ringier for 56 years. Now you're vacating your office. Why?

Because I'm 76 years old. But I'll remain with Ringier. I'll just be working from home, mostly.

Could you live without Ringier?

I can't live without media. I'm a news junkie. I'd never go to an editorial meeting without having read the four most important newspapers. There are people who no longer do that – even at Ringier. But you need to know what's going on in the world.

What made you stay this long?

Is this turning into an obituary? I'm still here, sharing my observations. I will continue to be in the newsroom on a regular basis.

What was your best story?

It was more like an entire topic: health. Especially the stories about Samuel Koch, who suffered severe spinal injuries in an accident on the TV show «Wetten, dass..?». I mentored him for two years, writing and initiating several stories. I love doing in-depth reports. Getting to the bottom of a story fascinates me.

Is journalism better now than it was in your day?

No. Nowadays it is more about conveying stimuli instead of content, because you're hoping for clicks. I'm registering that and will keep criticizing it. I'll just be doing it from home. ➔



Fibo Deutsch (76) started working for Blick in 1960, answering letters to the editor. As the newspaper was a mere six months old and there weren't many letters, Deutsch wrote a few himself. He dropped out of medical school and became co-founder and editor-in-chief of SonntagsBlick, editor-in-chief of the weeklies «Schweizer Illustrierte» and «Die Woche», and for 20 years produced TV for Ringier. Today he is a consultant with Ringier and a member of the board of trustees of the Swiss Paraplegic Centre in Nottwil.



«A radical project»

Admeira, Ringier's new marketing alliance with Swisscom and the Swiss Broadcasting Corporation SRG-SSR, has met with violent resistance from its opponents. That is precisely why CEO Martin Schneider thinks he's on the right track: «It shows that we've hit the bullseye.» His next challenge: taking on Google and Facebook.

Text: Alejandro Velert Photo: Remo Ubezio

Martin Schneider, how does it feel to be the CEO of as controversial an enterprise as Admeira?

Martin Schneider: Pretty good, so far. The political debate proves how relevant this project is. Otherwise people wouldn't be trying to stop or delay it. I'd have worried more if no-one had been bothered by this marketing alliance. But we've obviously hit the bullseye.

How surprised were you by the vehemence of the criticism?

I was surprised to see how certain publishing companies began to mobilize their media. I feel that the anger many of these companies have is mostly due to the fact that they didn't think of this idea themselves. After all, it's obvious Admeira is a trailblazing venture. It is a pioneering project and its three owners are extremely committed.

In what ways?

Personally, I don't know of any other project in the world that is so radical when it comes to integrating the marketing of such diverse media. We are creating something entirely new by combining a multimedia portfolio with cutting-edge technology along with data and marketing expertise. This will allow you to reach 4.7 million of Switzerland's inhabitants with a single mouse click! It is also a huge opportunity for Switzerland as a media and advertising market.

What is your goal?

Some fifty percent of Switzerland's online advertising expenditure goes to corporations like Google and Facebook. We want to take countermeasures and prove that a Swiss company is also capable of creating success-

ful data-based forms of advertising.

No small feat.

Although Google or Facebook are certainly ahead of us, on the whole this industry is still in its infancy. Turning Big Data into Smart Data is a huge challenge.

What will future forms of advertising look like?

Clients want to create interaction with the customer. TV consumers, for instance, should be able to order a sample of the advertised product at the touch of a button. Or immediately book a test drive of that car. We're also banking on cross-media solutions by running campaigns across all of our channels and customizing content for target audiences.

However, the Swiss government prohibits you from doing targeted advertising on TV.

Yes, that piece of the puzzle is missing for now. Foreign broadcasters are allowed to do targeted advertising in Switzerland while licensed Swiss broadcasters are not. That is neither fair nor sustainable in the long run; amendments to our regulations should eliminate this competitive disadvantage. I'm optimistic that licensed Swiss broadcasters competing with foreign channels will be granted a level playing field. After all, that is certainly in Switzerland's interest to maintain a strong media and advertising market.

More and more people are installing ad-blockers on their electronic devices to shut out pop-ups, banners and advertising clips.

That is a big and relevant issue. Hardly anyone minds advertising that is creative, surprising and useful. However, we at Admeira don't have a say in that. We have to leave the

creative side to the advertising agencies, who face a massive challenge.

Your job is to create a new corporate culture with employees from three different companies. Which of the three owners do you feel closest to?

None of the three is to impose its corporate culture on any other! Admeira as a new company will, in time, develop its own corporate culture. Mostly, it is my colleagues in management and myself who have to live up to this and lead the way through practicing openness, curiosity and the readiness to embrace change. It is crucial that we should be able to celebrate successes before long. A sense of achievement is a good basis for identification. Successes are like little beacons that you can reach again and again.

At this time you are still operating in different locations throughout Switzerland. That hardly makes this job easier.

True, because corporate culture also evolves from first-hand exchanges and personal encounters. That is why we're happy to move into the Medienpark in Zurich's Altstetten district by early 2017. If locations continue to operate autonomously side-by-side you never come together, and the new company remains a virtual proposition.

Was the Medienpark your first choice as the new location?

No, we explored more than fifteen options in Zurich. At the end of the day, though, in terms of viability the Medienpark just proved more convincing. The building on Flurstrasse is sensational. Very modern, with a fitness room, a restaurant and lots of parking. It'll be a real media power-house! 📶

«Successes are like little beacons that you can reach.» Admeira CEO Martin Schneider in the lunch room of the Bern offices.

Guider first, then decide

Guider.ch is the bi-weekly magazine Beobachter's new digital advice platform. A personal legal counsel for any situation. Guider's team provides sound expertise on all relevant legal aspects of everyday life.

Here's how it works:



Ms. Miller has been working a lot and would like to get paid for her overtime.

However, her boss once again adamantly refuses to remunerate her for overtime.

Even worse: He fires Ms. Miller for no good reason.

Angered and appalled by her boss's reaction Ms. Miller clears her desk and goes home.



MORE THAN 30
ATTORNEYS, LAWYERS
AND EXPERTS ARE
STANDING BY TO HELP
YOU - STARTING FROM
8.25 FRANCS PER MONTH!



At home Ms. Miller remembers a website a good friend had suggested to her: Guider.ch.

She enters her problem in the search box and finds a trove of basic information and numerous articles about her issue, which allow her to find important advice with a few mouse clicks.

In addition, Ms. Miller can consult fact sheets, contract templates, case examples, checklists and sample letters to help her resolve her problem.

For further questions she makes an appointment online so an expert can call her back at a given time.

Ms. Miller has thoroughly acquainted herself with the issue at hand, protests her dismissal and demands payment of her overtime.

Guider.ch has enabled Ms. Miller to make the right decisions, quickly and easily - and to avail herself of her rights!

Design Leo Faccani (first-year apprentice)
Angelina Arquint (second-year apprentice)
Aline Hafen (fourth-year apprentice)

Anna Diva

She is generally considered the least successful superstar in tennis history: Anna Kournikova. In the game of poker her initials stand for what is known as an Ace King hand, which, as a sports commentator once quipped about Kournikova, «looks great but never wins».

DOMO writer René Haenig once met the Russian player on the Copacabana – and even scored a kiss from her.

Text: René Haenig



Famous for her airs and graces, she has repeatedly caused scandals on the courts. And when it comes to self-promotion she is second to none: Anna Kournikova, 34. In Rio on a December weekend in 2005 the tennis beauty was at the top of her game – not so much in wielding her racket as in her flourishing image as a Russian tennis Lolita.

Mere minutes before, a short but intense downpour had swept over the spectacular tennis arena that had been specially set up on the sands of the world-famous Copacabana for an exhibition match between Kournikova and the Swiss star Martina Hingis. Anna, the sport's «sex goddess», according to the Daily Mirror, is crawling around on her knees, wiping the court's surface dry with a white tow-

el while lasciviously thrusting her derriere at the Brazilian television cameras broadcasting the event live, which earns her wolf whistles from her male admirers.

Child prodigy and tennis Lolita

Anna Sergeyevna Kournikova (star sign: Gemini) was born in Moscow into a family of aristocratic sports enthusiasts in June 1981 and attracted attention at an early age. Her father, Sergei, a professor, had been a Soviet era wrestling champion. Anna first picked up a tennis racket at the age of five, and Russian tennis instructor Victor Rubanov soon took her under his wing. Her meteoric rise began. When Anna was eleven years old she moved to Florida with her mother Alla, a professor of economics and

former athlete, in order to enroll at Nick Bollettieri's internationally celebrated tennis academy. Upon her arrival in the U.S. Anna was immediately dubbed the «Moscow tennis prodigy». Her new mentor Bollettieri upped the ante within a few months by touting his protégée as «the prospect of the century». Small wonder that the attractive, 5 foot 8 inch, 110-pound Russian with her Rapunzel braid, her Barbie-doll waist and her bold, revealing outfits was blessed with the self-confidence of a sex goddess.

Well aware of her value as a sex symbol she reaped the benefits: She has earned 50 million dollars, less with her skill on the courts (as a tennis pro she never won a singles title) than by way of her looks and associated

modelling jobs for Adidas, Omega, K-Swiss or sports bras. «My breasts are really good because they don't sag. They are firm and perfect,» she once asserted in an interview. Anna flirted. Anna provoked. Anna intrigued. Wimbledon winner Richard Krajicek admitted: «I hate women's tennis, but I'd watch her play badminton for two hours.»

Her female colleagues were more critical about the Russian's excessively self-assured manner. French player Nathalie Tauziat, for one, addressed her «obvious preferential treatment at the hands of various tennis officials», and Romanian ace Irina Spirlea complained that many tournament directors «always let her play on center court, even though she hasn't won anything.»

Photo: Tiziano Magni/Sports Illustrated/Contour by Getty Images

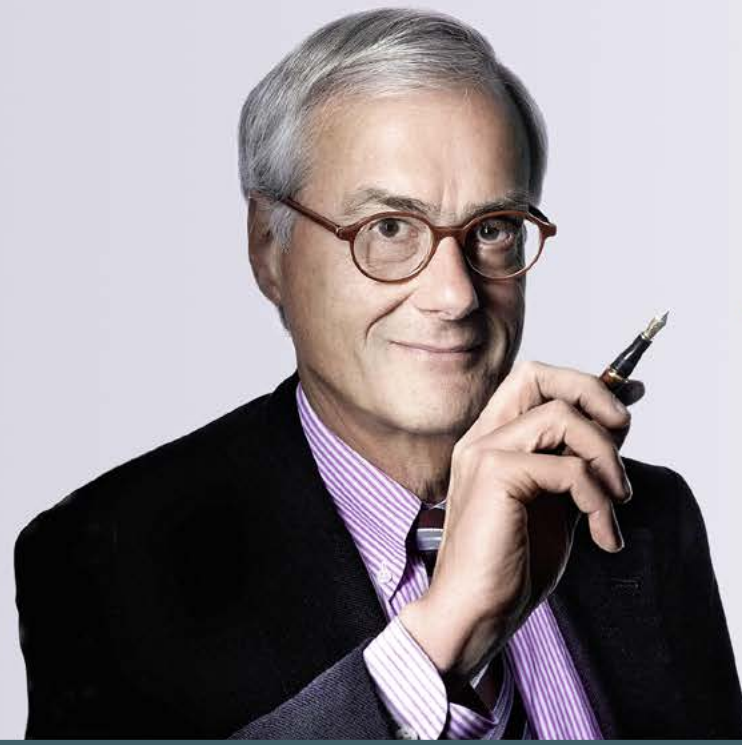
Anna publicly played with her unattainability. One of her legendary lines was: «I'm like an expensive menu: You can look but you can't afford.»

Anna's goodbye kiss

Faced with this «menu» at the luxurious Le Meridien hotel in Rio in December 2005 I did not feel any of this unattainability. Martina Hingis introduced us – and Anna smiled and chatted casually about the upcoming exhibition match with Martina and even about her boyfriend, whom most of the world's women envied her for: Spanish pop star Enrique Iglesias, son of crooner Julio Iglesias. He had hired her to appear as a model in the video he was shooting for his single «Escape» in 2001, only to fall head over heels in love with this blonde.

We were sitting at the bar of Le Meridien. Anna was wearing her hair loose and kept brushing a stray strand out of her face. Sipping her still water she beamed at me, thanking me for the chocolate I'd brought. When I took my leave and tried to impress her with my clumsy schoolboy Russian she burst out laughing – and planted a kiss on my cheek.

Hours later the exhibition match ended with a 6:1 win for Hingis. Anna gave up because of blisters on her hand. Had she gotten those wiping the court earlier? Who cares. Anna Diva. What was that other line of hers? «When I play, I feel like I'm in a theater, why should I look ugly then, because I'm a tennis player?» Her star turn in Rio was definitely a showstopper. 🌟



*a future we
can't afford*

The term «vision» was obviously not coined in Switzerland. It's more likely that the Swiss invented the concept of the slide-rule, which wouldn't exist if not for the system of logarithmic calculation. And Swiss clockmaker Jost Bürgi certainly made essential contributions to that, back in the 16th century. However, in early June we did vote on a vision: an unconditional basic income that would give every citizen 2,500 Swiss francs per month, regardless of whether they were working or not. The bare necessities for every Swiss would thus be provided for, according to those who launched the referendum.

Inevitably, the rest of the world had to join in the debate and quite seriously propose other ways of distributing money to the people. Last year, nineteen professors, some of them highly reputable, wrote a manifesto saying how: by helicopter. Instead of pumping huge amounts of money into the economy the central banks had better transfer these funds directly to consumers in the form of helicopter money, thereby spurring consumption. According to the professors, monthly payments of 175 euros for a year-and-a-half would stimulate the economy far more than the glut of money invested so far.

My father felt that mortgages were meant for con men and credit cards catered to gamblers. I wouldn't go that far, but maybe we should give another question some thought before handing out money: Who will provide the taxes essential to any government in the future? In Switzerland, for example, the income tax paid by private households is about three times as high as levies on companies. And a lot higher than VAT.

So what we primarily need as taxpayers is employed people working in profitable companies. However, in this digital world, these are increasingly being culled and replaced. Even one employed as a taxi driver is now mutating into an independent Uber app user who is kindly expected to cover his own social security contributions and will scarcely be paying a lot of taxes on his entrepreneurial income. On the other hand, government employees are predicted to be growing in numbers. They, however, are funded by means of taxes.

According to a study by the Federal Reserve Bank current salaries in the U.S. are now at the same level they were 40 years ago. And one in two Americans would not be able to raise 400 dollars in an emergency. The only thing that has really grown is debt. As a Swiss I can only quote German satirist Kurt Tucholsky: «I wish I had my problems.»

Michael Ringier

Employee questions

Send your questions to:
domo@ringier.com



Verena Vonarburg
Head of Public Affairs
Ringier Group

«Those who don't stay abreast of politics are left in the dust. I keep track of things and bringing our concerns to the table in the right places.»

You are the newly appointed Head of Public Affairs of the Ringier Group - what does this job involve and what is the benefit of this new position?

«Public Affairs constitutes the interface between politics and business. What I do - keeping track of what is happening in Brussels and in our federal government in Bern and bringing issues that concern the Ringier publishing house to the table in the right places - is something that hadn't existed in our company until now. Is it necessary? Yes, absolutely, because those who don't stay abreast of politics are left in the dust. Thanks to my contacts, for example, I learned in time that the Swiss Lottery wanted to ban the media from organizing sweepstakes, in order to eliminate the competition. If the Blick Group could no longer offer those kinds of games, we would lose an important instrument for promoting customer loyalty and an even more important source of revenue. Today that would be a bigger problem than ever. Apart from that we are also striving to maintain our position as a strong, independent media company in Poland. The current government does not welcome foreign enterprises. We aim to prove ourselves an asset for Poland.»



Xiaoqun Clever
Chief Technology and
Data Officer Ringier
Group

«We are experimenting with data and cutting-edge technology to drive innovation.»

At the beginning of this year you set out on your mission to create a technological basis for data application at Ringier and its subsidiaries. How are you progressing?

«Creating a technological basis for the targeted application of data is a marathon run, not a sprint. We are making very good progress. On April 18th we got the go-ahead for our proposal and our procedure. The associated program was initiated and all the projects of Phase I have been successful and are on track. This program is what we are using to create that basis. There are any number of use cases for the application of data. We need to get together with the business units and define which use cases yield the greatest benefits. There are some use cases that we have already identified and begun to implement. At the same time we are experimenting with data and cutting-edge technology to drive innovation. We want to get you excited about data and urge you to join us in answering the following questions: What can we do with data? How does data help us to better understand and manage our business? How can data contribute to making better decisions? And how can we use data to establish successful business models?»



Robin Lingg
CEO Ringier Africa &
Asia

«This joint venture in Africa will lead to faster growth and early profitability, so it is a golden opportunity for us.»

Ringier recently announced a joint venture in classifieds with another company in Africa. What prompted this partnership?

«Ringier Africa has built a number of classifieds platforms such as Expat-Dakar, ZoomTanzania and PigiaMe and quickly attained market leadership in Senegal, Tanzania and Kenya with respect to so-called Horizontal Classifieds - that is marketplaces with multiple categories. The largest African classifieds network, One Africa Media (OAM), however, has been focusing on Vertical Classifieds - in the markets for jobs, cars and real estate. What's more, OAM and its portals are active in Kenya and Tanzania, as we are, but in addition they are also established in important markets like Nigeria, Ghana and Uganda. Together we can now exploit synergies between horizontal and vertical platforms, open up new markets and create even better offers with greater penetration for our users. That is why Ringier One Africa Media (ROAM) will now become the leading classifieds group in sub-Saharan Africa. This joint venture will lead to faster growth and early profitability, so it is a golden opportunity for us.»



Thomas Kaiser
CEO Ringier Digital

«You can only collaborate with people you know. And you can only learn if you encounter new knowledge.»

Just before this year's Ringier Management Conference there was a premiere of another event, the Ringier Digital Summit. What was its goal and what was it achieved?

«We deliberately chose the format of a Ringier Digital Summit in order to promote collaboration and the exchange of knowledge between Ringier's various enterprises. You can only collaborate with people you know. And you can only learn if you encounter new knowledge. This year we focused on the subject of marketing efficiency. The enterprises within the Ringier Group are jointly spending in the upper double digits of millions of dollars on marketing activities. This means that Ringier itself is commissioning a lot of advertising in the countries where we operate. The methods and possibilities of modern marketing have evolved apace within the past 24 months. Technology, data models and innovative tools now permit a new degree of efficiency in terms of implementing marketing measures. Our societies have attained different levels of sophistication in adapting these possibilities. The Ringier Digital Summit provided a first platform for discussing actual examples of usage, modern forms of organization and success stories.»

ANNIVERSARIES

The last witch's redeemer

He is a lawyer and a journalist. **Walter Hauser** cleared the name of Europe's last witch and made sure that Anna Göldi was rehabilitated 226 years after her execution. The man from Glarus will keep fighting wanton injustice. To stay in shape for this struggle he does sports. He used to play soccer. Today he skis and bikes.

Photos: Geri Born, Private

A witch is Walter Hauser's great passion. The 59-year-old studied law. As a journalist for SonntagsBlick he spent years investigating and rifling through archives to clear the name of a woman who was executed as Europe's last witch in his home canton of Glarus: Anna Göldi. This is a dark chapter in Swiss history, an inglorious one. Göldi died by the executioner's sword in Glarus in 1782. «A judicial murder», says Walter Hauser. His book «Der Justizmord an Anna Göldi» (The judicial murder of Anna Göldi) becomes a bestseller. It makes Hauser the driving force behind Göldi's belated rehabilitation in 2008.

The man from Glarus still fights against the abuse of power and the despotism of public authorities. He spent five years sitting on the Glarus Cantonal Court, ruling on divorce cases and sentencing criminals. Interestingly, he had studied law only «from boredom». Growing up in Näfels, he got his high school diploma from the Schiers Boarding School, along with Swiss film star Stefan Gubser. Walter Hauser started rubbing his



Glarus bedrock: Walter Hauser studied law, because he was bored. Today the SonntagsBlick editor speaks up for victims of judicial proceedings.

fellow citizens the wrong way at an early age, writing critical articles for «Glerner Nachrichten» and «Glerner Volksblatt». Thanks to him readers learned that their

Landammann (the president of the Cantonal Council) was driving his car without the benefit of a license. As a local reporter Hauser not only made political emotions run high, he also attracted the national media's attention. Ringier hired him for the business weekly Cash; later he switched to the competition's news magazine «Facts», only to return to Ringier in 2006 to work for SonntagsBlick. In 1992 he won the prestigious «Swiss Press Award». When he is not busy investigating mysterious murder cases in Switzerland, «Walti» - as his friends call him - is out and about in the Glarus Alps on skis or his bicycle. «I need the exercise and the fresh air.» For decades he wouldn't leave his hometown. He commuted to work in Zurich for forty years. «In all those years I only spent the night in Zurich four or five times,» he laughs. «I need to go back to my own nest.» So there's no need to make a big deal of the fact that he and his family recently moved to the region of Lake Walensee, in the neighboring Canton of St. Gallen.

RH



Even as a young man, Walter Hauser (left) ruffled feathers as a reporter. Apart from sports (skiing in the Flums mountains) he is passionate about Europe's last witch, Anna Göldi, who lived for six years at the Zwickyhaus (right) in Mollis.



Editor's Choice

by Marc Walder

Are you familiar with this title? Marc Walder tells you which book he's reading and why it fascinates him.

Gregor Schöllgen

GERHARD SCHRÖDER DIE BIOGRAPHIE



A dramatic family history, an extraordinary political career and a colorful personal life - it's no wonder this biography of former German Federal Chancellor Gerhard Schröder fills more than 1,000 pages. With access to all of Schröder's documents, writer, journalist and historian Gregor Schöllgen talked with Schröder's companions, friends and enemies. The result is a fascinating book that sometimes reads like a political thriller. Gerhard Schröder's father was an itinerant laborer; he was incarcerated for theft and was ultimately killed in action in World War II without ever having met his child. Schröder's mother later married her mother-in-law's husband and the family lived in poverty. Schröder was nicknamed «Acker» in the local soccer club - the agricultural term for «field». By way of second-chance education he managed to graduate and go on to study law. Schröder's gradual ascent in politics and society met with a good deal of resistance, sometimes from within his own ranks. Even his first term as Chancellor (starting in 1998) began with a harrowing power struggle against fellow Social Democrat Oskar Lafontaine. And yet, the Federal Republic of Germany's seventh Chancellor never backed down from a fight, even if it meant angering the United States with his clear stance against the Iraq War. The most important project of his Chancellorship, Agenda 2010 (a series of measures designed to reform the German welfare system and labor relations), also caused controversy within the party, as did his bromance with Vladimir Putin.

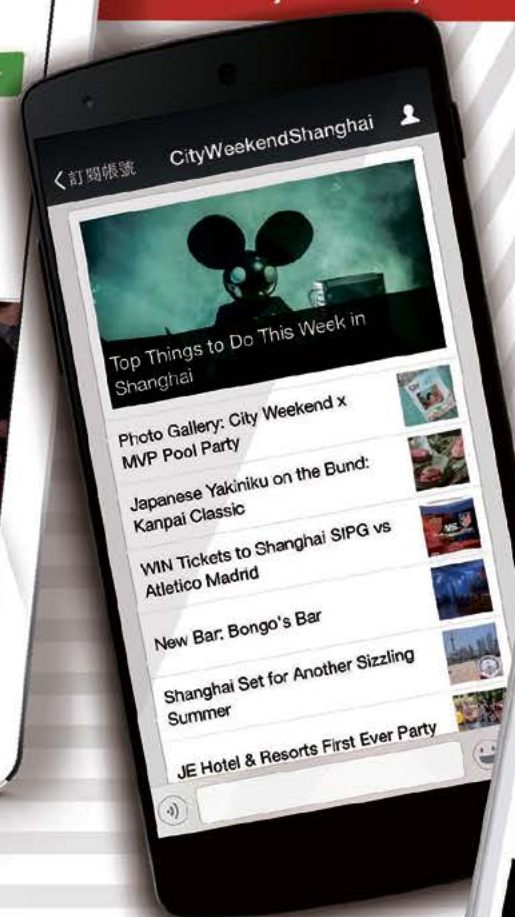
At the end of the day, however, Schröder's steadfastness and his work would earn him a great deal of respect. It was current Federal Chancellor Angela Merkel, no less, who in autumn of 2015 presented this biography of her predecessor, who now serves as a political advisor to Ringier's Board of Directors. Merkel's verdict: «This book is worth reading from cover to cover. It is the definitive biography.» And she's right.

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