

Fixers: Nameless helpers risk their lives for western journalists

DOMO



 **Ringier**

In-house journal
June 2014

In Ghana with Robin Lingg

Ringier discovers Africa



Newsweek

**Written off,
the magazine lives on**

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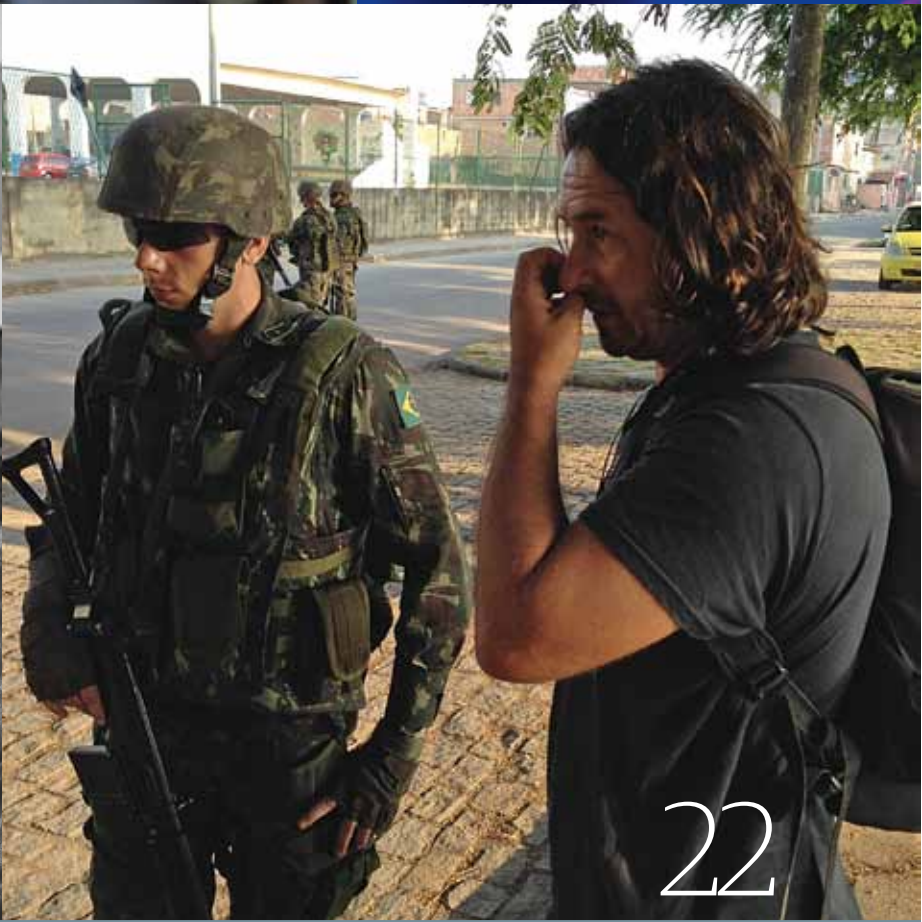
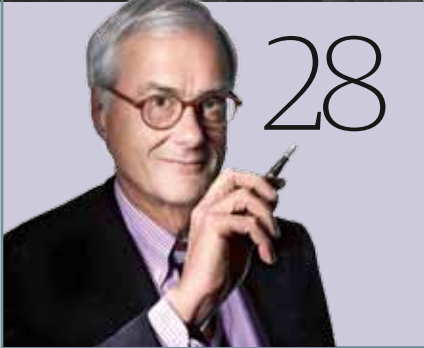


Photo: Thomas Buchwalder (2), Handout, Ullstein Bild, Regina Schmekel/SZ Photo, Márta Csorba, Regina Schmekel/SZ Photo, Paul Seewer

Here to stay

Three years ago, Ringier went into Africa. For the past year, Robin Lingg, 34, has been managing and developing business in Kenya, Ghana, Nigeria and – as of recently – in Senegal. What is Ringier doing there? Who is the publisher's nephew? Actually, all he does on his business trips is collect rubber ducks. Having doubts? Read on.

Text: Bettina Bono. Photos: Thomas Buchwalder.

Mr. Lingg, until two years ago, there was only one Ringier family photo of you from back in 1996. Are you media-shy?

Robin Lingg: I hadn't lived in Switzerland for 13 years. I was studying abroad, working in a different industry. There was never a plan for me to join Ringier on the operational level, so why should I be of any interest to anyone? I want to be known for my accomplishments, not for my background.

What childhood memories do you associate with Ringier publications?

My grandparents had them all lying around their home. I was mainly interested in «Blick» and «Schweizer Illustrierte». But I was never aware that my family was producing them. I only learned that later. From my teachers, for example, who couldn't help making silly remarks. «Blick's» sports section was very important to me. I've been a fan of the FC Lucerne soccer club since early childhood. I'd cut out all the articles about my club and file them.

When did the publishing gene first make itself known?

When I was fourteen! In high school three of us founded the student paper «Newsletter», later

renamed «Informer». We made a profit from the very first issue. I regularly sold advertising space to the flower shop and the copy shop around the corner from our high school.

What was your first cover story?

An interview with «Blick's» sex columnist, Marta Emmenegger. I was able to get in touch with her because she used to play cards with my mother.

How did your journalistic career continue?

After my graduation I spent a few months in Madrid studying the Spanish language and culture. I came back to Zurich because my father fell very ill and I wanted to be near my family. At that time I did an internship with Ringier TV's health program «Gesundheit Sprechstunde». And that was that.

What are the operating instructions in dealing with Robin Lingg?

Be straightforward - as much as possible. Anything else will only lead to problems. As for myself, I am highly transparent, very open and forthright. That's my management style. Anything else is unpleasant to me. I'm a workhorse, always focused on the now.



Blackberry, iPad, cigarettes - which would you give up first?

Hopefully, cigarettes. I'm working on it.

Are you also working on the lifespan of your iPads? It seems to be rather short.

True. The last one must have fallen off the roof of my car when I drove off. After five minutes' driving, my uncle, Michael Ringier, phoned and told me that he'd found a broken iPad in front of his house while he was jogging. He immediately knew it had to be mine.

What are your strengths?

I am quick to adapt to new situations and learn the ropes. Coming back to the media business was easy for me.

You spent close to seven years working for the German pharmaceutical company Boehringer, more than four years in Mexico. Do you miss your Mexican home?

I miss Latin America every day. For fifteen years I have been interested in Latin America. It's the feel-good part of my life. When I began working for Boehringer I knew they would send me to Latin America. My wife Myriam - who is German - and I were very happy in Mexico.



The family business was the only reason for me to come back. I didn't hesitate for a second, even though I would only have needed another six months to be eligible for a Mexican passport. My son William has one.

You took 120 flights during the past 16 months. You only travel with hand luggage. You have cancelled lunch from your daily agenda and replaced it with Coca Cola Light.

Only when I'm traveling. In Zurich I drink mineral water with a dash of apple juice instead of Coca Cola Light. Bolting something down at lunchtime is not my thing. I love taking my time for eating; cooking in the evenings with my wife, eating with the children - that's my way of enjoying food.

You cook?

Yes. (Laughs.) If my wife did the cooking I would be on a diet. Everyone needs a decent meal once a day.

This window of time in the evenings is a permanent fixture in your diary?

Absolutely. I'm on the road a lot, often working eighteen hours in one stretch. When I'm in Zurich I try to be home between seven and eight in the evenings. If it works

out I pick William up from daycare. Cooking, eating, playing with the children - I can't be without my family. Myriam did not hesitate to give up her job and move to Zurich with me. That's also why I want to make time for us.

Your elder son is three years old. How does he cope with his daddy's frequent traveling?

Whenever he says «Daddy, don't leave» it almost breaks my heart. William, though, knows that when I return, I'll bring back a little rubber duck for him. At the Lufthansa Lounge they always have some; that's how it started. In the meantime I have stashed some at home for emergencies, so I never have to come back empty-handed. Now, when I have to travel, I'll say: «Daddy is just off to get you another rubber ducky.»

By May 2014, you will have been Ringier's Head of Business Development for exactly one year. Looking back, what has changed?

We have settled back in Zurich wonderfully. We've had another baby, Leandro Thomas. My wife is working on her doctoral thesis, and I've deeply immersed myself in the Ringier business.

Ten years ago, the Economist was writing about a «hopeless» Africa; half a year ago the same magazine's headline read «Africa - Rising».

Ringier was already there at the time. That's true. We realized early on that there are opportunities and possibilities in Africa. Our company's history shows that we have a knack for discovering growing markets. Three years ago, when we were looking around, Africa was just emerging, and our move there was a foregone conclusion.

Africa numbers over 50 countries. Ringier is operative in Nigeria, Kenya, Ghana and now in Senegal. What do these four countries have going for them?

In Nigeria with its population of 170 million it's the scale. Kenya is the country that offers the perfect online payment method in M-Pesa. A unique asset and useful when you're starting a business - especially in e-commerce. Ghana stands for stability and a relatively large middle class. In Senegal we bought into an existing business for the first time in Africa. Prior to going in, we asked ourselves in each case what the political situation was, how stable the country was and what the economy was like. ►

1: Ringier Ghana - a building originally designed to be a residential home accommodates the 35 employees in Accra.

2: The office of General Manager Ringier Ghana, Tim Kollmann (in the background), is open to everyone. Although it occasionally doubles as a storage room, working is always possible, as shown here with Director Ringier Africa, Julian Artopé (in the foreground).

3: The good soul of this house is Cecilia Dei-Anang, President Ringier Ghana.

4: The photo studio is the domain of staff photographer Miguel Ammah.

5: Twice a month, Robin Lingg, Head of Business Development Ringier Africa, is on site. His driver is usually a member of Ringier Ghana's staff.

► Was the size of the market in Nigeria more important than the political situation?

It is indeed a country that presents a challenge, politically speaking, especially in the North. Nigeria has successfully held elections and been on a path towards democracy since 1998. The potential justified going into that market.

What kinds of business models does Ringier Africa invest in?

It's purely about digital business. A line of business that we bring experience to from our ventures in Switzerland: e-commerce, classifieds and content.

Where do we stand?

We've been able to make huge advances in the content sector very quickly and monetize it. Pulse.ng and Allsports.com.gh are already very attractive for the advertising market. Our goal for next year is to break even. In e-commerce we basically still have to convince our clientele through consistency and quality. Fraud is prevalent in these countries. Many people will drive

by our office building before buying something for the first time, just to make sure that we really exist. The traders also need to first gain confidence in us. This model is a medium-term thing. In Kenya we have come very far. Just before Christmas we were selling up to 1,000 items a day.

What is your bestseller? Is it still the hidden camera for monitoring nannies?

That's still in high demand, but it has been pushed from first place by tickets for figure skating and the Oktoberfest in Nairobi.

The situation for classifieds probably resembles that of e-commerce?

In this sector we also have yet to secure quality and penetration. A meaningful degree of monetization is still years away, in most cases. We are currently staking our claim. In Senegal there is a fantastic opportunity thanks to our investment. Expat-Dakar.com was launched seven years ago and has steadily been brought to profitability. ►



Robin Lingg studied languages, business and cultural studies at the University of Passau, Germany. He spent seven years working for the German pharmaceutical company Boehringer in Ingelheim and Mexico. From July 2011 to mid-2013, he was a member of Ringier AG's Board of Directors, and since May 2013, he has been working as Head of Business Development, with overall responsibility for developing Ringier's new markets.

«I demand excellence and loyalty towards Ringier from my team»



MISTER ALLSPORTS

In Ghana they call him their superstar: **Godfred Akoto Bofo**. The editor-in-chief of Allsports.com.gh is an Accra City boy. Always online, he speaks three African dialects and is fluent in both English and Chinese.



The drive from Godfred's house to his office takes an hour. There is a big market located near the Ringier building.

Boafo, his last name, translates as «helper», was born and raised in Ghana's capital, Accra, the second of five children. His father is a lawyer and works for parliament. His mother once had her own chicken farm and is now a housewife. Godfred, 31, speaks about his family and his background with great pride.

He is similarly proud of his team and Allsports.com.gh, Ringier Ghana's successful online sports platform. Here, people have faith in his approach to journalism. «When I joined Ringier I had a plan: I want to be allowed to write what I think, even if that isn't always to the advantage of my interview partners. Because I'm convinced that I will nevertheless have their respect and that I can have a good relationship with those people.» In Ghana, sports are a male preserve. There are virtually no other sports apart from soccer and boxing. That is why Godfred Akoto Boafo doesn't merely want to report results. Women are also attracted to Allsports.com.gh for the humor, gossip and lifestyle. While covering the affairs and faux pas of international star athletes is not a novelty, writing about the private lives of national professional soccer play-

ers and boxers is however, something new. «In our culture, it is taboo to speak about someone else's marriage. But the people are gradually acquiring a taste for this. Our most widely read stories are about soccer players who cheat on their wives.»

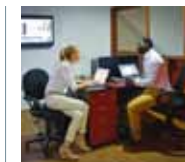
Godfred holds degrees in theater studies and political science. He studied domestic politics and law. At twenty-six he went to Beijing for three-and-a-half years to study journalism. «The first six months were horrible. Learning Mandarin involves a lot of suffering. But the three ensuing years were wonderful.» One week before he was due to return to Beijing after the Christmas holidays, a radio station made him a generous offer – and so, he remained in Accra. He still works for Citi FM, the city's biggest radio station – despite working for Ringier. From Mondays to Fridays he is a contributor on a morning talk show for an hour and a half. The fact that when it comes to social issues he tends to assume a position contrary to his father's, is occasionally cause for strife within the Boafo family. Apart from that, Godfred works «Monday to Monday». At 5 a.m.,



Trying to beat the boss: At the in-house «fitness center» the undisputed table-tennis champion is Tim Kollmann, General Manager Ringier Ghana (at the back).



The interview with the Swiss national soccer team's coach Ottmar Hitzfeld focused on the upcoming World Cup. Of course, the two don't agree on which team should win the Cup.



Godfred Akoto Bofo receives DOMO editor-in-chief Bettina Bono in his office 24 hours before the big launch date of Allsports.com.gh

he is online for Allsports.com.gh. He has a team of eight co-workers, from whom he demands excellence and loyalty towards Ringier. That is essential if the employees are to make sacrifices and go beyond the call of duty, he says.

On Saturday mornings, Godfred hands out soccer balls midfield for his soccer club. He prefers reading books on paper rather than tablets and in the evenings he likes to watch DVDs with his fiancée Maame. Godfred is convinced that Swiss people write too many emails altogether: «Never in my life have I received so many emails. You people send one every two minutes. And between the lines you hide some elegant kind of push factor. But then, we are very laid-back here.»

For one year Godfred has been living in his own apartment in Dansoman, an Accra neighborhood. He does his own laundry, by the way. «I may miss most laundry days, but when I get my turn, I really catch up.» He probably will remain in charge of his own household for a while yet. Godfred doesn't like weddings. While there is no doubt that Maame, a financial specialist, is the one for him – when it comes to getting married, even a man like Godfred Akoto Boafo needs help. How else would you explain the «Wedding for Beginners» guidebook on the passenger seat of his silver Peugeot? 🌐



Robin Lingg: Here, in the deprived neighborhood of Nima, a district of Accra, Ringier Ghana supports the charity «Books and Boots». Children come here every other week first to read and later to play soccer.

► How do you convince potential business partners that Ringier is in Africa for the long haul?

Our history helps us there, as does the fact that we're a family-run business. I always say: We've been around for 180 years, and now that we've come, we're here to stay. We want to develop local companies that we hope - in the best-case scenario - to still have in twenty-five years.

How is Ringier Africa managed?

The overall responsibility lies with me. Julian Artopé, Director Ringier Africa, is stationed in Nairobi and co-ordinates our expansion and pan-African activities with the national subsidiaries and their respective general managers. In addition, we have a team of experts for each business sector. For classified it's Stefan Häfliger in Flamatt together with several developers and project managers. Australian-born Jessica Stiles in Berlin is



Conversing colleagues: DOMO photographer Thomas Buchwalder with Miguel Ammah, a Ringier staff photographer in Accra.

an online-marketing specialist supporting the local organizations with a team of two. The driving force behind our e-commerce business and implementation strategies is Florent de Rocca Serra, a Frenchman. Martin Fessler and his team support us in our content projects. All these people help to make our learning curve steeper and to prevent mistakes from occurring more than once in Africa. Apart from that, we are positioned very locally in Africa. We have 120 staff, five or six of whom are non-Africans.

How do you recruit personnel locally?

It takes time and you have to be well connected. Otherwise, it's frustrating. For one job that we advertised, 1,700 people applied. Of 100 interviews were left with three candidates with the qualifications we required.

What is the main problem?

We won't find fully trained people. It's more like coaching talent. Some people never even show up, like one head of sales that we wanted to employ in Kenya. He didn't turn up for his first day of work and we haven't been able to locate him since.

It's remarkable how many mothers in Africa are in the workplace - some of them single parents.

Working mothers are not uncommon in Africa. They work mostly part-time and are well organized. In Switzerland I would also employ far more part-time workers and single mothers, as I tend to find that they show a lot of commitment to their work.

A big part of your job is networking. How many conversations do you have to no avail?

Three out of ten conversations are absolutely pointless - and one will help us move forward.

What sorts of tribulations have you suffered during such meetings?

Beef blood with a raw egg for breakfast, in Vietnam. That's really bad. For me - I normally never eat breakfast - this was a nightmare.

Many people think of you as the heir to the throne in the Ringier family. Michael Ringier's successor.

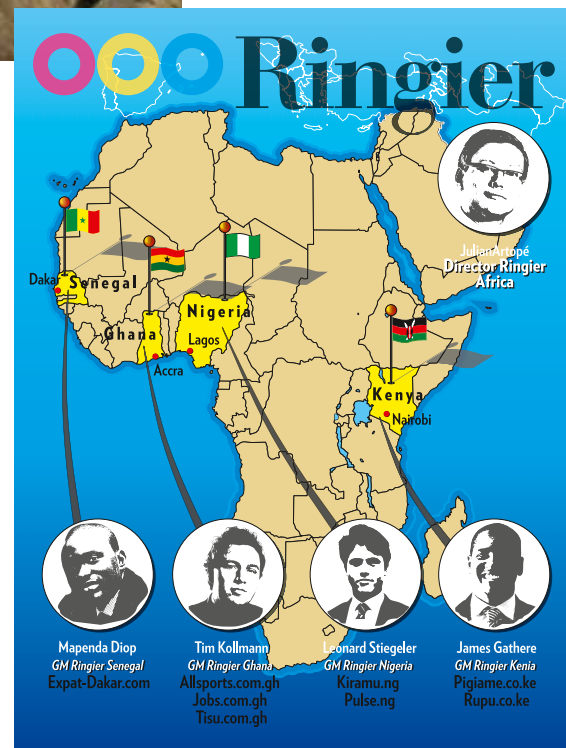
I'm a believer in the model of the family-run business, especially nowadays. If I were given the opportunity to contribute my share in further developing Ringier, I would regard that as incredibly motivating and challenging. I want to do my job well. Quite apart from that: it's not a throne...

...but a huge responsibility.

I'm a family man and am happy to bear this responsibility as long as the family or Marc Walder see me fit to do so.

Where do you see Ringier in ten years?

As a superbly positioned international media company that people like to work for and that will go on insisting on the further development of its existing and new business areas for the subsequent ten years. 🌐



Ringier Africa is operative in Kenya, Nigeria, Ghana and Senegal. Each subsidiary's local business is run by its general manager.

«Lagos didn't disappoint. Each day is an adventure.»

For three months, **Céline Krapf**, 26, a student at the Ringier school of journalism, will not be working at her usual editorial office, Blink Group's news desk, but with Ringier Nigeria. She is there to set up a sports section for Pulse.ng in time for the start of the Soccer World Cup.



«Why?» is what many of my acquaintances asked when I announced that I was going to spend three months in dangerously chaotic Nigeria. The hot and humid climate that makes your clothes stick to your body. The market stalls on every corner, recognizable from far away by the smell of meat from freshly slaughtered chickens sizzling over open fires. People scurrying in-between lines of cars, bearing snacks and refreshments for those afflicted by traffic jams. Mothers, carrying heavy loads on their heads, their babies artfully slung around their bellies. A ubiquitous cacophony of car horns, African languages and English slang, here and there the drumming of a Djembé or the rhythm of an Afrobeat.

Lagos didn't disappoint, it is a new adventure each and every day. My first mission was turning my colleagues into friends and my hotel room into a home. You wouldn't be able to tell by looking at me, but I have already become a bit of a Nigerian at heart. Of course there are things that I miss: my own apartment, my boyfriend and my motorbike. But I've already grown used to power cuts, air-conditioning and love-crazed looks.

What I miss most, though, is independence. I can't go anywhere without a driver. Sure, there are reasons for this, like the chaotic traffic infrastructure, crime and my inadequate knowledge of the geography and the culture. In addition, as a white, blonde, blue-eyed Swiss girl, I stand out as a glaring foreigner in Lagos. In this self-styled New York of Africa a woman needs to be careful of where she hangs out and when. That is an unfamiliar and tiresome restriction for an active, curious female cub reporter.

I've lost my initial insecurity vis-à-vis Nigerians. They are open, friendly and helpful. And even though my loved ones in Switzerland are worried about me, the frequent, bloody terrorist attacks don't make me doubt my own safety. Especially since, so far, only certain regions in Nigeria are affected.

Regardless of these restrictions and deprivations: all of these differences to the orderliness of Switzerland make my stay in Africa worthwhile. I'm grateful to be able to experience this, and I'm happy that I jumped at this opportunity despite the - in many cases - complete incomprehension of the people that surround me. My response to their whys didn't seem to help: «Challenges are what makes life worth living.» 🌐

Marc Walder

«Africa? A good match with our DNA!»

For Marc Walder, Africa is as fascinating as it is challenging. The CEO explains in his own words why Africa is so important to us, why «Yes-Butters» drive him up the walls, and what Ringier has in common with a millefeuille.

Text: Bettina Bono. Photos: Thomas Buchwalder.

«We arrived in Prague twenty years ago with 50,000 Swiss francs. Thomas Trüb was carrying it in a briefcase. Today, we are one of the largest media enterprises in Central Eastern Europe. That's a unique story.

Then came Asia. The dimensions there don't compare with Eastern Europe, but we have been operative on a substantial level with magazines and Internet platforms in China, Vietnam and the Philippines ever since.



An approachable CEO. Marc Walder's visit at the Ringier Office in Ghana proves popular with the employees. He is seen talking to the team of Tisu.com.gh



Top left: Ottmar Hitzfeld scouting for talent? Not quite, but the coach of Switzerland's national soccer team seems quite pleased with Marc Walder's juggling abilities. However, the soccer expert and adviser of Ringier AG has come to visit Ringier Ghana for an entirely different reason: Ottmar Hitzfeld is helping to promote Ghana's biggest sports portal, Allsports.com.gh

Top right: «That's right! We need rock stars!» CEO Marc Walder likes Ringier Ghana's mottoes.



Two years ago, we decided to expand to Africa. It was a bold decision. Ringier has always made bold decisions. Entrepreneurs are bold people, and the Ringier family are wonderful entrepreneurs. That is why we are now doing business in fourteen countries and not just between Lake Geneva and Lake Constance. With regard to media, Africa is probably the only big market in the world left to be developed. Our venture there doesn't have much to do with our core business anymore, with magazines and newspapers, that is; it is completely digitalized. Curiously enough, Africans aren't really familiar with laptops. Africa ac-



cessed the Internet directly via smartphone. When I speak of Africans, I mean the sub-Saharan zone. They've done what is called leapfrogging, a technical term meaning that an entire step in development has been skipped. In this case, the «fixed» Internet - laptops and tablets - were virtually passed over. In Ghana, everybody has a smartphone, very few people have laptops. For us, that is basically a good thing, because the types of business we're offering in Africa are wonderfully easy to manage via smartphone.

The fascinating thing about our engagement in Africa is that we have built everything from scratch. There were no offices, no employees, no telephone connections. We started from scratch. This is in our DNA. Many media companies would let others do the work for ten years and then come in and buy well-established companies for a lot of money. That is something we have done, too. Just think of Ticketcorner, jobs.ch, Scout24, Onet in Poland and E-jobs in Romania. When I look at where we now stand in Africa - five of the eight platforms have already become market leaders - we have done a good job. On the other hand we are, of course, investing substantial amounts of capital. As with any start-up, these investments grow fast, and business incurs a loss for the first few years.

The question is: Will the buying power in these countries prove big enough for us to monetize our platforms? Well, within our company we have all the expert knowledge required to make the necessary and, hopefully, the right decisions. Whenever I've arrived in Africa, I'm extremely happy to be there.

The sense of things growing, the euphoria, the motivation, the pitching-in - it's contagious and it affects me when I'm there.

It was wonderful to see how the people there express pleasure and interest in a soccer icon like Ottmar Hitzfeld. By the way: What the coach of our national soccer team was able to achieve for our company in Ghana within just two or three days, is invaluable.

Once again we were able to show that the goal of our collaboration with him is not to learn the national team's line-up on the eve of a game - as some narrow-minded journalists like to insinuate. It's about the bigger picture. Ottmar is a wonderful person. He helps us every way he can. And yet, building a business in Africa can be frustrating. Time and again we find ourselves challenged when some things just won't work; telephone lines are down, or the Internet; an urgently needed meeting room in a hotel isn't available. Robin Lingg and our managers often have to grin and bear things.

In my capacity as CEO I have acquired a certain ruthlessness when meeting other people. To put it bluntly: I divide them up into two groups. There are the «Why-Notters» and then there are the «Yes-Butters». A «Why-Notter» will say: «Yes, let's try it!» The «Yes-Butter» will take a deep breath, give a quiet moan and then say in a low voice: «Difficult, difficult...» In Africa I come across many «Why-Notters».

One should never permit inertia, even with respect to a company with many subsidiaries and 7,500 employees. I like to compare our hierarchical structure with the layers of a millefeuille: Permeability for new ideas and impulses must always be guaranteed, despite the multiple layers. On the plane on my way home I have often thought about what would happen if each Ringier employee were once to take time out and go to Africa to work there for a few weeks. 🌍

«We have made the right choice»



Martin Fessler, Head of Digital Media Blick Group, is the proverbial linchpin for all matters pertaining to the two African platforms Allsports.com.gh and Pulse.ng.

Mr. Fessler, your office is on Dufourstrasse in Zurich - your new co-workers are sitting some 3,000 miles away in Ghana and in Nigeria.

That's true. It's a completely new experience in terms of teamwork. And ever since I saw their local infrastructure in Africa, I've had even more respect for what they manage to achieve.

With regard to Allsports.com.gh and Pulse.ng, what exactly does your job involve?

Basically, it's about making the knowhow that we've developed at Blick Group available in Africa. Our Content Management System (CMS) is a perfect example of a good fit.

Meanwhile, the two platforms are being successfully operated and managed by the local teams. Mission accomplished?

Not at all. We are now setting our sights higher: new forms of advertising for our clients, new sections - it's a long wish list.

Blick.ch, Blickamabend.ch, Allsports.com.gh and Pulse.ng all run on the same basic technology. That should be an advantage when it comes to innovations, right?

That proves that we've made the right choice. A new comment function or a new picture gallery is immediately available for use to every platform. In addition, a new website like Pulse.gh could go live within a matter of weeks.

Co-operating with Africa seems to be easier than inside our Pressehaus headquarters: Schweizer Illustrierte and SI Style run on different systems. How come?

True, but that's just the way things have developed over the past years. Of course I would welcome making better use of synergies here, too. Our platform has proven very suitable for that purpose.

The magazine as a boutique product

Newsweek is enjoying a rebirth as a printed magazine on U.S. market. Editor-in-chief Jim Impoco explains the new business model: Small print run, high price.

Text: Hannes Britschgi

«Poland? The best!» Jim Impoco's entire face is beaming. The Poles are his favorite licensees. The crew at Newsweek Polska are doing a great job, he says. That is equally good news for the publishing companies Ringier and Axel Springer, as the Polish edition of Newsweek is a jewel in the crown of their print portfolio. Impoco's enthusiasm for his Polish colleagues has an economic side to it. Newsweek lives off the licensed editions abroad. Newsweek International generates twice as much turnover as Newsweek U.S. does domestically. At home, «Newsweek» had said farewell to its print edition at Christmas 2012, after the magazine's circulation had dwindled to 1.5 million, half of what it had been in 2002. The end of the printed U.S. edition of Newsweek made head-

lines around the globe: Another casualty in the long decline of print media.

That is why it came as a big surprise when, back in March, Jim Impoco, newly appointed editor-in-chief, announced his motto: Return to print! Their first cover story about the founder of Bitcoin provided a spectacular comeback. The whole world was trying to track down the inventor of this virtual currency, but only Newsweek managed to find him: «Satoshi Nakamoto». A real journalistic scoop for their premiere issue.

Impoco proudly claimed: «We broke Twitter. I love it!»

In Lucerne, where the American attended a media event in May, I asked him whether this love was still flourishing. In the meantime, after all, Impoco's big-bang story had been called into question. The alleged father of Bitcoin denied his paternity.

The story was airtight, he said, and they had not been sued. So Jim Impoco still loves it, the big revelation story of his first print issue.

In its heyday, the U.S. edition of Newsweek had a print run of 3.1 million copies. And today? Impoco only answers on the third go: «It's below 100,000.» He had started with 70,000 copies. And where will this journey lead? «Easily above 1 million!» Seeing my goggle-eyes, Impoco adds: «Worldwide.» He means to reach this goal within two years.

Where concepts for content and design are concerned, the editor-in-chief feels that magazine journalism needs to be rethought, as does its business model. Newsweek used to be the last word on last week. That is out-of-date. He wants to make a

Has Newsweek begun its return-to-print adventure with the biggest blunder in its 80-year history? Editor-in-chief Jim Impoco demurs. Reporter Leah McGrath Goodman had spent four months investigating the story, assisted by IT and forensics experts.



FACTS AND FIGURES:

1. The first issue of Newsweek appears on February 17, 1933. The cover price is 10 cents or USD 4.00 per year.
2. In December 2012, the magazine is printed for the last time. After that, it is only available online.
3. The new owner, IBT Media, and new editor-in-chief Jim Impoco take Newsweek back to the newsstand.

monthly magazine on a weekly basis. It's all about depth, background and orientation. As for the visuals, only the best will do. The covers are works of art. The layout has been defined down to the smallest detail. The magazine's rhythm is strictly formalized: It opens with a pictorial, the «Big Shots». This leads into news reports, followed by two features covering several pages, reports on science and arts - and a final chord that includes a quotation.

The new business formula is: Small print run, high price. It used to be the other way around. If the production costs for a magazine came to USD 50, you'd sell it for USD 25; advertisers would cover the difference. Today, if it costs USD 50, you ask for USD 100. Print has to generate the revenue, while digital brings in the audience. Impoco proudly mentions their two million «unique clients» per month. Does Newsweek make money? Impoco smiles: «We are breaking even - or let's put it this way: losing a tiny bit.»

Can Newsweek's back-to-print strategy work and possibly set an example for others to follow? The industry is certainly keeping close tabs on what is happening with Impoco's «boutique product». If you ask Josh Sternberg at digiday.com, Jim Impoco is in for one hell of a ride: «He is either the bravest man in journalism - or the most self-destructive.»

PERSONAL



Selfie by Hannes Britschgi (left) with Newsweek's editor-in-chief, Jim Impoco.

Jim Impoco is a seasoned magazine journalist. He started out as a Tokyo reporter with The Associated Press. Along the way he worked at Fortune Magazine, The New York Times, Condé Nast Portfolio and The New York Times Magazine.

DIGITAL GRAVEYARD

When someone dies, they leave behind their worldly goods as well as the data in electronic clouds, social networks and e-mail accounts. Their heirs will be grateful if this digital legacy is dealt with while their loved one is still alive.

Text: Peter Hossli. Photo: Jen Grantham/Getty Images

Three months ago, an acquaintance of mine that I never knew, died. His name was Holger. A year earlier he had invited me to become his friend on the online platform LinkedIn. I accepted. I never met him.

On the very day that his death notice was printed in Swiss newspapers, LinkedIn invited me to evaluate Holger's abilities - something the social network continued to do for weeks.

Stéphane was someone I knew well. I shared work with him, thoughts and laughter. We were connected on Skype and LinkedIn. He died last September. His face still smiles at me kindly from my Skype contact list. His status: offline.

Stéphane also regularly appears to me on LinkedIn. I'm supposed to appraise his journalistic skills as well as his graphic and narrative skills with a click. Stéphane's profile says that he has held his current job «since October 2010 until now».

That «now» is jarring. When someone dies, they continue to live online for months or even years, through their accounts on Twitter and Facebook, a personal website, picture galleries on Flickr or videos on YouTube. Their digital mail accounts still accept e-mails, or they spout messages like: «I'm on holiday.»

Only gradually are lawyers and social media platform providers beginning to deal with the online presence of the deceased. Basically, the digital legacy be-

longs to the closest relatives. Since often they don't address it, accounts remain active for long after a person's death. An estimated five percent of Facebook users are no longer still alive. With 1.3 billion users, that would amount to 65 million so-called zombie profiles.

Foresight can simplify things considerably. Passwords may be deposited with a notary. There are companies that draw up digital wills in which one can determine exactly what is to happen with the bits and bytes after one's demise.

Those who neglect to do so burden their bereaved with substantial hassle, in addition to a few tricky legal and ethical problems. Take e-mail accounts, for example. These go to the heirs. But are they really allowed to read messages that were meant to be private? What if a husband discovers his deceased wife's secret love e-mails? In theory, her right of privacy is protected beyond death. In practice, the heirs get access to all the e-mail accounts and will have to decide what they'll read.

What about social media? The Zurich University of Applied Sciences conducted a survey on this in 2012: «Sterben und Erben in der digitalen Welt (Dying and inheriting in the digital world).» The study's bottom line: «A majority of platform providers appear to feel that the level of suffering is not high enough to warrant addressing the issue in the form of openly communicated rules.»

Some of them do offer to release certain data, while others merely assist in completely deleting accounts.

At Facebook things move quickly, at least. Heirs are enabled not only to report the death of a user but to communicate it to all Facebook users. A death notice or an obituary in a newspaper will suffice as proof. Facebook will immediately «memorialize» the profile of the deceased.

Dates and profiles of the deceased will not be passed on by Facebook. The only option is to delete the profile entirely. In order for this to happen the heirs must submit a death certificate.

The German provider Xing has similar procedures. It does not pass on any data. When a death is reported, Xing will send an e-mail to the so-called recovery address. If the person concerned fails to respond within three months, Xing deletes the account, including the data.

Google is more difficult. The web corporation demands the gmail address of the deceased, one of their old e-mails, plus a death certificate. All these documents have to be submitted in an English translation. However, Google will pass on the data, if the legal department can approve the request. Twitter also requires a death certificate in English, or tweets will remain tweets.

Holger's profile has disappeared in the meantime, but Stéphane's is still active. ☹

Ringier's best photos of the last quarter

We feature five photographs from five areas that make our lives more beautiful – depending on one's preferences, of course. Our choices are: lifestyle, fashion, golf, cars and hearty laughter.

ZHENG BING XIAO QI

Photographer
Editor

1 The world is topsy-turvy on the far side of the globe. Where European houses would have windows made of glass, this Asian abode presents stark concrete, and where one would expect concrete floors and ceilings, the eye is tempted to look through open glass up towards the sky and – well, where, exactly? Yung Ho Chang is the architect of this unusual Shanghai house. Photographer Zheng Bing took pictures of it for the magazine **City Weekend**, published by Ringier in Shanghai. Robert Paschen, the magazine's managing editor, had seen the unique house some time ago. By the way: creating this vertical glass house, from planning to completion, took twenty-two years. The building is still cause for controversy. «It doesn't provide any privacy,» its critics say. The architect is aware of that, but not troubled by it. Chang is a visionary. He was also the first person to found a private architectural firm in China. In a sense he has simply turned a conventional house inside out. Yung Ho Chang succinctly states about his work: «With its closed walls and the transparent floors and ceilings my house opens up towards the sky as well as towards the earth.»

ALEX DOBRE CARMEN BUCUR

Photographer
Editor

2 Well, well, Mr. Secretary, Ion Rotaru, what's so funny? The words of PNL chairman Crin Antonescu seem to have thrown his interlocutor into fits of laughter. The Romanian tabloid **Libertatea** chose this snapshot for a photo spread on Crin Antonescu. The occasion was his resignation from the office of speaker of the senate. At a time of political turmoil, Antonescu and Rotaru do not seem to have lost their senses of humor. Readers may have been peeved at

this picture, because many Romanians no longer felt like laughing about certain political issues of the day.

CHRISTIAN GRUND ULLI GLANTZ

Photographer
Editor

3 «Watch the birdie!» Twice a year, **Schweizer Illustrierte** devotes a feature to golfing stars. In a special issue, the illustrated weekly publishes the handicaps of golf-happy Swiss celebrities as well as those of international top players. Ranked among the «Top 444» is the Swiss-born coach of Austria's national soccer team, Marcel Koller. At the Vienna Burgtheater he shows that not only is he comfortable on the soccer pitch or the golf course, but he cuts quite a fine figure on any terrain. «We wanted a location that is typical for Vienna,» says photographer Christian Grund. «And the Burgtheater is one of Europe's most distinguished theaters.» The Viennese lovingly nickname the place «Die Burg» (the castle). It was sheer coincidence that the stage set with its slide and countless lights was such a good match. Partition walls would not have been good. By the way, Marcel Koller didn't really tee off, even though he was itching to do so. It would only have caused problems with the lord of the castle, who as of early 2014 happens to be a lady: Following a financial scandal, Karin Bergmann will be head of the Burg until 2016.

MÁRTA CSORBA

Photographer/Editor

4 What a frenzy of color! The makers of the monthly Hungarian youth magazine **IM** for the magazine's fashion spread staged it. The monthly's journalists set the bar very high. They want to surprise and score with their young audience and do so by being creative. Photographer Marta Csorba maintains that during this unusual photo shoot one of her «dreams actually came true.» She used a special

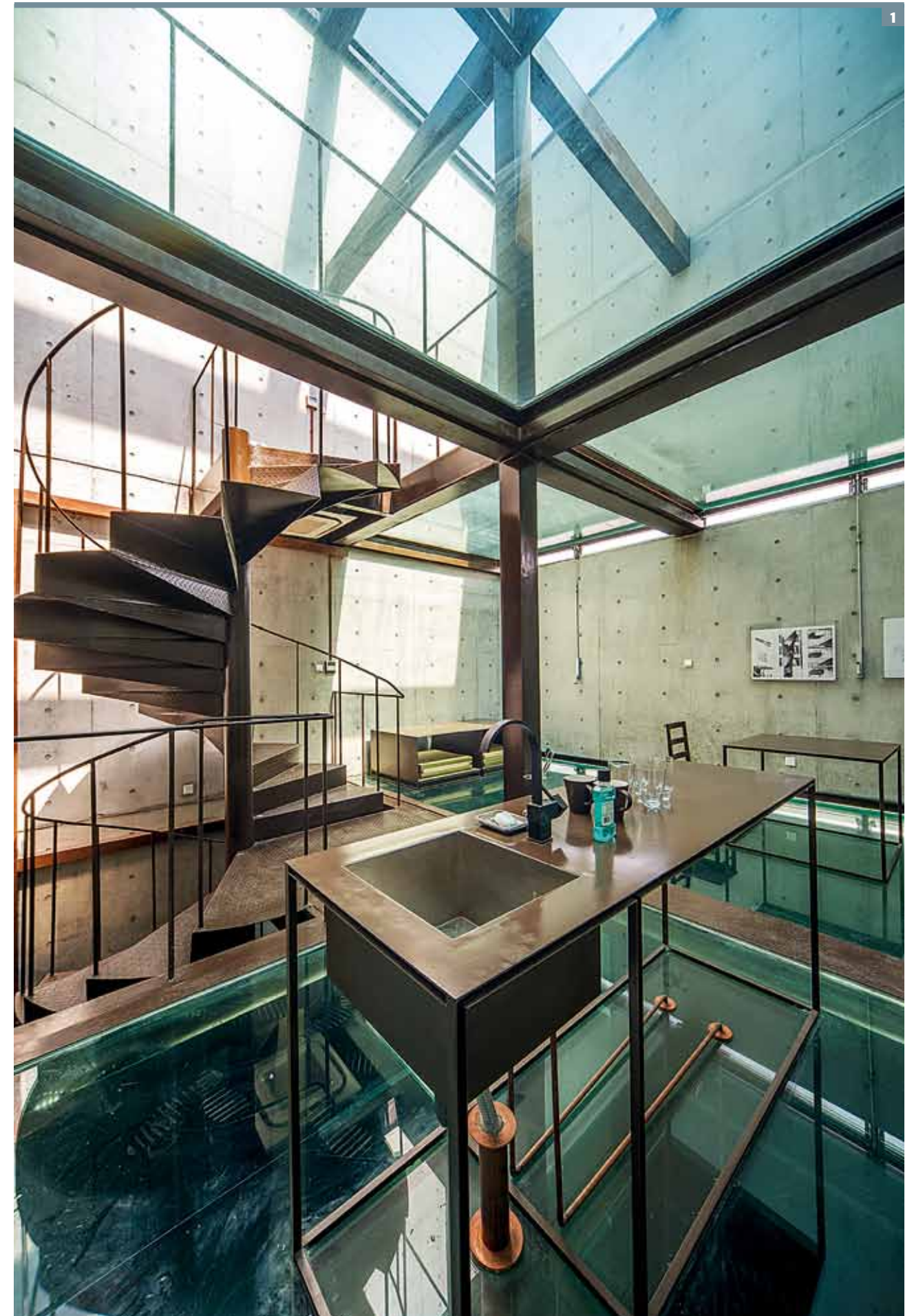
photographic technique during the session, which constituted a hefty challenge, she says. The team, comprised of hair and make-up artists, video specialists and background lighting technicians, was in great spirits. Model Zita was also having fun being presented in proper pop art lighting. To match the mood on the set with the frenzied color of the image, they played music during the shoot – also very colorful, ranging from Brit-Pop pioneer Gary Numan to New Wave by «A Flock of Seagulls», «Human League» and «Visage, and even Post Punk by «Public Image». You not only see a blur of colors in this picture, you also get to trip out on music.

ADRIAN BRETSCHER ULLI GLANTZ

Photographer
Editor

5 «Burn rubber!» That was the cue for Simona De Silvestro at the photo shoot for **Schweizer Illustrierte Auto**. The world's best female racecar driver doesn't need to be told twice. She revs up the Ferrari 458 Speciale and begins to paint wonderful, boisterous «donut» whorls on the tarmac of the Swiss Touring Club's test site Betzholz near Hinwil, Switzerland. One of the TCS representatives almost suffers a heart attack when he sees what the SI team has rubbed off onto the asphalt. «The groundskeeper, though, just acknowledged it with a grin and was quite relaxed about it,» says photographer Adrian Bretscher. «He only had eyes for the car and said that three or four downpours would make the surface look the same as before.» The actual shoot was over, the team already heading home. Bretscher suddenly wanted to know what the «donuts» looked like from a bird's-eye view, so he went back, repositioned the Ferrari and, in collaboration with a colleague, sent up a drone. «He was piloting the bird, while I was operating my camera.» On his monitor, the photographer saw the De Silvestro «work of art», and took its picture. «To me, this image looks like that of a toy car,» says a happy Adrian Bretscher.

In this feature DOMO regularly presents the best photographs published by Ringier titles in the past quarter



FOCUS ON RINGIER



In this feature DOMO regularly presents the best photographs published by Ringier titles in the past quarter

«Sometimes I sing to the dying»

She used to be a princess. Indeed, she was an adviser to the German government. **Christiane zu Salm** is a media manager, an art collector – and she provides end-of-life care for the dying. She is a lively woman who meditates while peeling potatoes.

Text: René Haenig. Photos: Regina Schmeken/ SZ Photo, Katharina Poblitzk, Action Press/Dukas, Gnoni-Press, Star Press

Little girls want to be princesses when they grow up. Christiane zu Salm, 47, was different. As a child she dreamed of being a salesgirl. In fact, she went on to become a princess at 29, by marrying Ludwig, Prince of Salm-Salm. «Which makes me a poster child for the fact that things you never even dreamed of do happen,» she says jokingly. The marriage lasted for seven years. She kept the name zu Salm – as her nom de plume. Since 2010, her passport has borne the name Christiane Kofler, that of her second husband: Georg Kofler, 57, is the former boss of Germany's pay-TV channel «Premiere». Christiane zu Salm was voted «Media Woman of the Year» in 2001. The Financial Times ranked her among the «top 25 Leaders of the new Europe». She has been a member of Ringier's board of directors since 2008. Publisher Michael Ringier places great stock in the tough Rhinelander. «I cannot imagine my board of directors without her,» he said in an interview with the Swiss women's magazine «Annabelle» in 2012. Ringier CEO Marc Walder, who exchanges ideas with Christiane zu Salm on a regular basis, describes her as having «a quick mind, an entrepreneurial spirit and a refreshing, positive and motivating attitude». Zu Salm, he says, constantly comes up with new ideas for the Swiss media company's future development. «About Change», the name of a media fund she created, reflects zu Salm's motto. «Because we are living in a time where changes are faster and more dramatic than ever before – in all areas of life.» She herself has undergone all sorts of

changes, often surprising others, as in the case of her book «Dieser Mensch war ich - Nachrufe auf das eigene Leben» (This Is Who I Used to Be - An Obituary of My Own Life). An entrepreneur rather patronizingly dubbed the «princess of pop» during her tenure as boss of MTV Central Europe, she has been providing spiritual care for the dying for four years. In collaboration with her sister, Annette Hansen, a journalist, zu Salm has spoken with over one hundred people writing down their reflections about their lives. These are touching and stirring stories of elderly, terminally ill people from Germany, Switzerland and even the USA. Christiane zu Salm herself has looked death in the face. When she was six years old, she saw her three-year-old brother die in an accident. At forty she was caught in an avalanche while skiing. «I was thinking: I'm going to die now!» The near-death experience haunts her to this day.

As often as twice a week, Salm visits hospices, nursing homes, hospitals and apartments in her hometown, Berlin quietly holding the hands of men and women during their final hours, just listening - or singing them a song. «I'm not much of a singer, mind you. That has never been my forte,» she says. But then, that's not what matters. Spiritual care for the dying is more about running the entire gamut of communication, and that includes singing. «I only learned in my volunteering work what an immense amount of power song can have.» And so we may feel free to imagine picture-book manager Christiane zu Salm sitting by a bedside humming a hymn with comforting lyrics written by the German anti-Nazi dissident and theologian Dietrich Bonhoeffer. «I was raised a protestant «light», so we'd go to church once a year. However, I attended a convent school where I was a member of the Bach choir. That's why I'm familiar with certain religious ▶

▶ When Christiane zu Salm joined MTV Germany in 1998, she was derided as the blonde princess of pop. During her first speech, one impertinent employee grumbled: «Hey, old lady, loosen up.» All of two years later, MTV had outstripped its competitor Viva in terms of success.



«Inside the avalanche I was thinking: I'm going to die now.»

◀ She, too, has looked death in the face. Seven years ago, Christiane zu Salm was caught up in an avalanche while skiing. The cascading snow dragged her along for more than 250 yards. As a six-year-old she witnessed her brother's death in an accident. «These two experiences provided me with an access to the topic of death.»

The time she spends with the dying sometimes springs to her mind when Christiane zu Salm is at home. «But it doesn't drag me down, because above all there is the joy in the eyes of those people that there is someone who is taking an interest in them at a time when they are no longer of any use to anyone and are generally considered a burden.»



«I often have to cry when I provide end-of-life care»



How do people see their life in retrospect when they know they don't have a lot of time left? Christiane zu Salm interviewed 100 dying people for that purpose. She would begin the obituary of her own life with the following words: «Peace, at last.»

▶ Lyrics and tunes.» She is also known to have sung children's songs, as she knows a number of those. Zu Salm is a mother of two daughters: Felicia, 9, and Nike, 4. «Many dying people like to look back on their happy childhoods during their final hours. To sing a nursery rhyme to an eighty-year-old at this time is anything but ridiculous, quite the opposite. To me, it's just the circle of life closing, in a way,» says zu Salm. When she first told her husband Georg about her plans to get involved in spiritual care for the dying, he was far from thrilled. It wasn't that he

didn't see the point in it. He was afraid that it would place too much of an emotional strain on his wife. «I had to promise him that I'd quit if it made me feel too depressed or down.» Zu Salm took a six-month preparatory course in care for the dying and then found herself alone for the first time, faced with a terminally ill man and his family, and introducing herself: «I'm Christiane Kofler from the outpatient hospice service.» A seemingly innocuous sentence, yet many people concerned only realize at that moment that «this is about dying, here and now.»

The entrepreneur never quit, although she openly admits having to cry every now and then. Sometimes she manages to suppress her tears, sometimes she doesn't. In the beginning she often asked herself whether she was allowed to show her emotions to the people she deals with in her function as caregiver. Her conclusion: «Yes, in fact, they appreciate it very much.» What about her husband's initial reservations? «At first, of course, I made sure that I was acting at home as if the things I'd seen or heard didn't affect me in the least.» Nowa-

«My mother told me: There is a solution for everything in life, except for death.»

days, however, she might be cooking or lying in bed at home and suddenly finds herself thinking about the people she has spent weeks or months preparing for death. Sometimes a person's fate affects her more deeply, sometimes less so. But she has never been dragged into depression, thus far.

What really annoys her is how today's European society deals with death. «It doesn't need the dying and so it treats them mercilessly. I can't approve of that.» A midwife, who helps humans come into this world, earns a salary, albeit a meager one. But at least she is paid for her services. Everything to do with death, however, is based on volunteer work. This is not a problem for zu Salm, since what matters most to her is seeing the joy in those people's eyes, «when they feel that there is someone sitting by their side who is taking an interest in them at a time when they are no longer of any use to anyone and are generally considered a burden.»

There is a piece of advice for life, a saying that she heard from her mother, shortly after Christiane had witnessed her little brother's accidental death. «My mother said that there is a solution for everything in life, but not for death.» It was years before zu Salm fully understood these words. Eventually, though, this saying also helped her professionally – to be without fear. «Because I knew that you have so much more to lose than your good reputation or money. And because I knew that there will always be a solution, especially if you talk to each other.»

Christiane zu Salm was quite clear when she was put in charge of MTV Central Europe in 1998. «When I came to Hamburg, I was the oldest

person there at thirty-one. The average age was twenty – and that was a problem. Because you cannot lead a successful company listed on the New York stock exchange exclusively with stoned, tattooed and pierced music programmers.»

In an anecdote about zu Salm's first speech to the MTV staff, one man is said to have grumbled: «Hey, old lady, loosen up.» Zu Salm still chuckles whenever this is brought up. «Yes, this guy actually kept his job,» she assures me. «I'm still in touch with him, because after a short detour to Microsoft in Seattle he has recently moved back to Berlin.»

The «blonde, cardigan-clad princess of pop» (as she was dubbed by Dieter Gorny, head of Germany's rival music-TV channel Viva), derided by many, raised the quota of German-language broadcasts to nearly eighty percent, ensured a major increase in advertising revenue, and in summer of 2000 achieved an all-time record in absolute viewing figures for her spin-off of the US music channel: three million people tuned into MTV Germany every day. The competing video-clip channel Viva was no longer market leader.

Zu Salm's «masterpiece», however, – at least according to the German financial journal Handelsblatt – was the not entirely uncontroversial commercial channel «9Live», which made tons of money broadcasting soft-porn clips at night and phone-in quiz shows by day.

Christiane zu Salm has been good for many a surprise, not only on a professional level but also in her private life. In 2008, she left her partner of seven years, Georg Kofler. Society was even more baffled when, in 2010, she not only married him but also took his name. How did it come to

Left: Christiane zu Salm with her second husband, former media manager and entrepreneur Georg Kofler. The couple married in 2010, after having been separated for a year.

Right: In a party mood at an award ceremony in Berlin (from left): actress Natalia Wörner, «Die Zeit» editor-in-chief Giovanni di Lorenzo and Christiane zu Salm.



this? Zu Salm laughs: «I'll have to quote a great king now. I think it was Frederick the Great who liked to say: Through hardships to the stars.» She says that in her case it had been necessary for her to first experience life without him in order to appreciate how good it was with him. «If we hadn't separated and taken this slight detour, we would certainly not be as close and happy together as we are today.» And then the tough entrepreneur surprises us with a declaration of love: «I know that I never want to spend another day without my husband.»

PERSONAL

Christiane zu Salm

Christiane Hansen was born on October 2, 1966, in Mainz, Germany. She attended a convent school. Following her graduation she trained as a publishing assistant and subsequently studied management and marketing in Munich. She is not to be found in any social media, because she doesn't «feel like being transparent online.» A passionate art collector, she wears her black ICE watch on her right wrist, because she is «left-handed, like Goethe and Michelangelo.» She acquired her first experience as an entrepreneur as a child at her parent's holiday home in Portugal selling figs far below the market price. She learned the hard way that if you don't have a set of scales you cannot count on the customers' good will, even if you're a little blonde girl.

Helpers in the background

They are nameless and they have the foreign correspondents' backs. Many stories would never be written if not for **local fixers**, who are often paid a pittance for their bravery and their invaluable knowledge.

Text and photo: Peter Hossli

Aggressively, the soldiers thrust their machine guns towards the sky, fingers on the triggers. A dozen are guarding the boundary of violence in the Favela Maré in Rio de Janeiro. North of this line dealers sell cheap, highly addictive crack; south of it they sell the pure, more expensive cocaine. «Stop!» one of the soldiers calls out to a passer-by. «Pull up your shirt, put your hands up in the air, turn around,» he says in Portuguese. «Hurry up!»

The Swiss journalist observing the scene and aiming to report on it doesn't understand a word. And yet he is taking notes, because Dado Galdieri is translating for him while simultaneously taking pictures of the soldiers and the passer-by.

Galdieri is a photographer, a fixer – and a driver. He's wearing a pair of shorts and his hair is shoulder-length. A native of Rio, he knows this metropolis of 11 million very well, her stories, the people; he owns a car and can find his way through the creeping traffic.

The forty-year-old is a quick networker, to the benefit of the journalist flown in from Europe for his investigative piece on the social divide in Brazil. On the outskirts of the favela, Galdieri finds the fisherman Gabriel. He lives under a bridge, and because of the Soccer World Cup he will lose all of his belongings. Galdieri translates the reporter's questions and dictates what Gabriel tells him. The following day he will drive the journalist to the marina in Rio and translate during his interviews with Brazilian millionaires.

Long before flying to Brazil, the journalist contacted the fixer, describing what he was looking for, whom he wanted to talk to, explaining the images he needed. But for the fixer he

would have been lost in the foreign city. Now, he will go home with a good story.

Fixers – they are nameless and they have the foreign correspondents' and reporters' backs. If not for them, many stories would never be written. Unlike the foreign journalists they know the country, speak the language and are aware of possible dangers. Fixers frequently make the journalists' travel arrangements.

They offer their services online. If a reporter wants to travel to Syria, he places a search on Facebook, specifying the city he wants to go to, and when. He will immediately receive the telephone numbers of many fixers and subsequently evaluate: Who is reliable? Who is still alive? Who can do what? Fixer and reporter will agree on a fee via e-mail, discuss travel details and arrange a meeting point.

Some fixers offer their services in hotels where Western correspondents stay. «Need a fixer?», they will ask outright. Supply and demand dictate the price. If the journalists are mostly freelancers, the fixers come cheap. As soon as the American TV channels arrive – CNN, FOX, ABC – prices soar. «When the Arab Spring began, my fixer didn't want any money,» says a photographer who was working in Libya in 2011. «Half a year later he asked for 350 dollars a day.» Journalists pay in US dollars around the world; the rates are between 50 and 600 dollars, cash only. A good fixer is impartial, which is difficult in regions of conflict. They often belong to a group that is at odds with another group. If the fixer is bad, he will take sides and translate with bias.

Fixers have been shaping the media for a long time. During the wars in Vietnam and Cambodia, American and French reporters employed local helpers to lead them through the

jungle. When Yugoslavia fell apart in the 1990's, fixers showed foreign reporters the way past the snipers. In 2003, fixers were a major influence on the reporting from the war in Iraq. Sometimes the political situation will determine the fixers' freedom of movement. Right now, very few fixers in Egypt are willing to work for foreign journalists, for fear of government repression.

Fixers are mostly male, young, lack a family and like to take risks. «It's Always the Fixer Who Dies» was the title of a 2009 New Yorker article by George Packer. Fixers are quickly accused of being spies and traitors for working with the foreign media and thus with the enemy.

When things get tough, foreign reporters survive. Their fixers die. In 2007, the Taliban kidnapped an Italian journalist in Afghanistan. They beheaded his driver and killed the translator. The journalist was released.

On January 7, 2006, American journalist Jill Carroll was taken hostage in Iraq. Her driver and translator, Alan Enwiya, was shot dead. Carroll was released. In March 2012, Libyans released four New York Times journalists they had held hostage. Their driver, however, Mohamed Shaglouf, was shot.

Every year, the organization Reporters Without Borders publishes a list of journalists killed in action. We know nothing about the fixers killed in action. Only the tragic cases make it into the media. In late December 2013, 17-year-old photographer Molhem Barakat died in Aleppo. He was working for Reuters. The agency deplored his death and there was subsequent criticism about deploying underage amateurs in such dangerous regions. Especially since many media companies don't insure their fixers and don't take care of them in case of accidents. 📍



Brazilian photographer Dado Galdieri taking pictures at the Favela Maré in Rio de Janeiro. He arranged for a European reporter's access to the slum.



L'HEBDO
N° 12 Semaine du 17 mai 2014 - 11,50€ - www.hebdo.ch

Portrait
BAS LES MASQUES,
VINCENT KUCHOLL

Attaque sur le français
La guerre des langues est déclarée

Scheiss Französisch!

POLARS
Les Romands voient la ville en noir

INTERVIEW
«La Suisse est prise en otage par un vieux monsieur»
Joscha Fischer

L'HEBDO
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MÉDITATION
COMMENT GOOGLE PROPAGÈ LA BONNE PAROLE

Chiffres exclusifs
La Suisse qu'on ne veut pas voir

MARIE PERNY
Romancière de fl en aiguille

INTERVIEW
«Le respect est un ciment bien plus fiable que l'amour»
Adolf Muschg

L'HEBDO
N° 12 Semaine du 15 mai 2014 - 11,50€ - www.hebdo.ch

REPORTAGE
LA GENÈVE INTIME
DE PAULO COELHO

APPRENTISSAGE
L'HEURE DE LA REMISE
EN QUESTION

Forum des 100
NUMÉRO SPÉCIAL
10^e ANNIVERSAIRE

101 idées qui feront la Suisse de demain

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ENQUÊTE
KOLOMOISKY, L'OLIGARQUE UKRAÏNIEN DE GENÈVE

LITTÉRATURE
LES MEILLEURS ROMANS DE L'ÉTÉ

MARIA, NOUNOU SANS PAPIERS

Ces esclaves qui gardent nos enfants

Exposition
La marque Ballhaus

REPORTAGE
APRÈS LE GRIPEN, LE CRASH D'UELI MAURER

Inventing the magazine of the future. The only news magazine in French-speaking Switzerland has always been more of a player than a mere observer of our country. The world is changing. Today, Switzerland needs publications that ask the right questions, dare to be innovative and sometimes, go against the grain. This is the aim of the new L'Hebdo.

- ▶ French-language news magazine
- ▶ Published on Thursdays
- ▶ Circulation: 40,403 copies
- ▶ The magazine is gradually conquering its market. It numbers 181,000 readers, or more than a third of the French-language market leaders.
- ▶ The only news magazine of the French-speaking part of Switzerland, L'Hebdo covers current domestic and international political affairs as well as important social issues. In addition, L'Hebdo offers news and a wide range of cultural articles. As a curator of ideas, the magazine works in close collaboration with approximately 60 professional bloggers.

www.hebdo.ch



The new L'Hebdo layout was created in association with Parisian agency Rampazzo & Associés. New features include information that is clearly categorized, bold use of typography and greater emphasis on imagery (From left: Marc Borboën, editor-in-chief Alain Jeannet, Nata Rampazzo, Chantal Tauxe, Anna Lietti and Christophe Passer).

«Madame lets it be known that she is in the pool»



DOMO contributor Helmut-Maria Glogger is a seasoned ghostwriter. He also helped **Eliette von Karajan**, the widow of fabled conductor Herbert von Karajan, land a bestseller with «Mein Leben an seiner Seite» («My Life by His Side»). A memorable experience.

Photos: Wolfgang Wilde/Roba Images, Ullstein Bild

Well, how do you present yourself to the Southern-French widow of a once-in-a-century Austrian conductor? In Saint-Tropez-style department-store jeans and a white shirt with an unbuttoned collar? Would that appeal to Eliette von Karajan? I am to be introduced to Madame at Karajan Headquarters in Anif near Salzburg by the head of the publishing house, flown in especially from Berlin, and an Eliette adviser from Vienna.

Or would it be more suitable - given the political leanings of the brilliant baton-wielder that was - to turn up in a brown Tyrolean jacket, the traditional attire of Obersalzberg? I finally opted for a St. Moritz look: flannel pants, a midnight-blue blazer, faux wingtips and a black turtle-neck - basically a clone of the maestro's own outfits.

Ghostwriters like me are only called in when «artistic need for material» has arisen, i.e. previous attempts have failed. The capricious Eliette had terminated several of them:

A member of the Académie Française made the mistake of asking for a horrendous fee and only delivering 50 pages, which were more about himself than Eliette and her beloved Herbert.

Two respected German journalists erred in that they, as homosexuals themselves, banked on Eliette's affection for gay fashion designers.

Taking a bead on Eliette's fortune (200 million plus Japanese royalties) and, having grown up in Lower Saxony, they

thought they could fleece the Provençal financial whiz.

«Madame is still in the pool,» were the first words from Eliette's on-again-off-again housekeeper, driver and factotum Maria («Fired yesterday, re-hired today»). «Madame is still in the pool» - a phrase that I would feel dangling over my head like the Sword of Damocles, in Anif as well as in Saint-Tropez.

And so, I found myself standing in «Karajan Castle» staring at a huge painting of a hugely nude Helmut Berger: Visconti's lover in bulging beauty, parading his privates, next to a window facing the grazing cows - all of this under the gaze of a baby Jesus in the upper corner of the room. It would not be Visconti's lover Helmut Berger (who lived around the corner with his mother) or the Aga Khan's gorgeous wife, Begum Inaara Aga Khan (whom I knew from my days in Munich, when she was still simply Gabriele Renate Homey) that would come to my aid. It was Vienna-born Ewald Markl, Karajan's alter ego at the Deutsche Grammophon record company, a verbal artiste in major as well as minor keys, with heaps of heart, wit, charm and chutzpah and, infinite patience. Between the two of us we managed to rein in Eliette and achieve the impossible: getting Eliette's memories of «My Life by His Side» down on paper.

I knew, of course, that once TV channels like ARD, ZDF and RTL and magazines like Stern, Bunte and Spiegel turned up, celebrities had invariably written their book all by themselves, be it on the back of a serving tray, in a hospital bed or a New York loft.

In this business I am known as the «last lifeline», a hard-working, disciplined writer who is able to order and reshape the mess created by overpaid hacks in sufficiently short time to meet the printers' deadline, at least. Deadlines? A word that is not in the vocabulary of Eliette von Karajan, née Mouret and born on August 13th of an undisclosed year. This latter fact led to the following humorous



Classy and classical: Herbert von Karajan (1908-1989) and his wife Eliette, née Mouret. They first met in Saint-Tropez, fell in love in London and were married in the French ski resort of Mégeve. The couple had two daughters: Isabel (born 1960) and Arabel (born 1964).

exchange between us at her «Villa Palme» in Saint-Tropez:

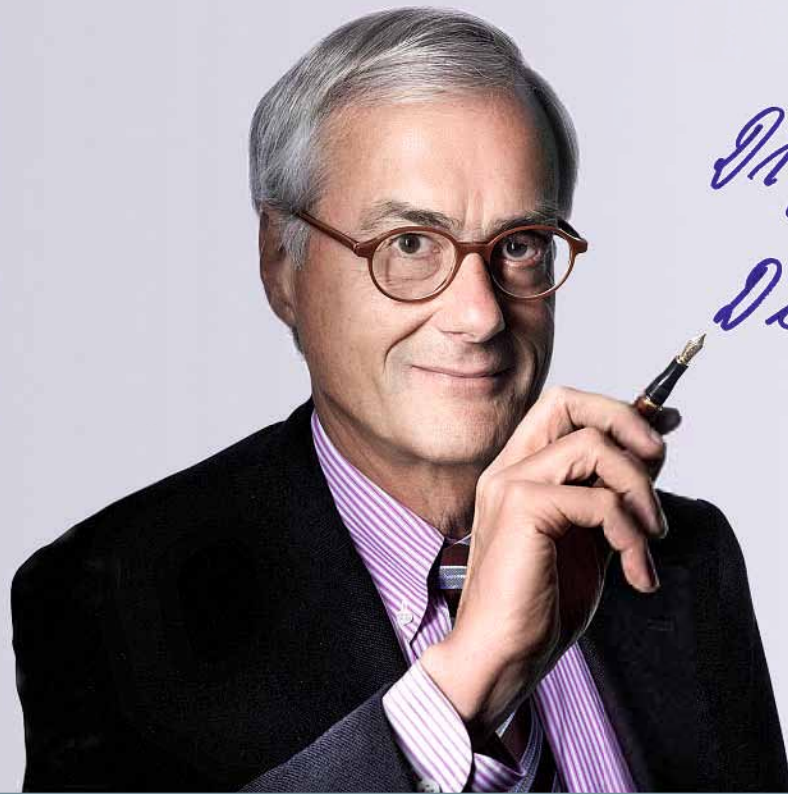
Me: «Eliette, I can't prolong the Second World War by ten years just for your sake!»

Eliette: «Chéri. Tomorrow we'll get a visit from Albert Camus's daughter. He lives on in us. Like Herbert. N'est-ce pas?»

My time with Eliette was very much what Albert Camus, winner of the Nobel Prize for Literature, made clear in his book «The Myth of Sisyphus»: There is no getting away from the absurd.

Working with Eliette was a kamikaze mission - sometimes incredibly glorious, sometimes unbearable if you didn't have a great sense of gallows humor. Case in point: her visits to the dentist in Saint-Tropez, for which I was Eliette's driver as a matter of course. We would subsequently meet at Sénéquier's on Quai Jean Jaurès, where she would appear like a mythical creature, a star through and through. Everyone knew her, and they would always hug and cosset her. Here, she was very much «Madame». I would not have missed a single second with Eliette - not even the dreadful ones. Eliette was and remains to me that androgynous nymph from Nice, that top model for hats and bridal gowns from Dior; the woman who turned a British lord's head and could have married über-playboys like Rubirosa and Thyssen but who had really set her heart on the amateur organ player and Lambaréné preacher Albert Schweitzer - until androgynous Herbert von Karajan found in gamine Eliette the one woman who essentially refused to be conducted by him.

The end, however, was inglorious for both of us: I called Maria at Anif about some ridiculous details and asked: «Is Madame in the pool?» That was one question too far. Because she was - together with her bosom buddy Bianca Jagger (Rolling Stone Mick Jagger's ex). They were both floating in the pool with inflatable rings around their necks, so they could keep their head above water - at least in this environment. ☹



Artrank.com is the new hot spot for art collectors - or those who aspire to becoming one. This website claims to know, based on an algorithm, which ten artists one should «Buy Now». These selections of artists are categorized according to price brackets ranging from up to USD 10,000, up to USD 30,000 and up to USD 100,000. As I hardly know any of these 30 «to buy» artists, artrank.com is quasi-algorithmically pointing out my cluelessness as a collector.

Things look even worse when I consult the ten names in the «Sell Now» or «Liquidate» categories. They include four artists whose works I intend to buy more of. I am, incidentally, energetically encouraged in my art market dabbling by my collections expert Beatrix Ruf, recently appointed Director of the Stedelijk Museum. I wonder: Have the people in charge of this world-famous Amsterdam institution failed to grasp that a USD 3,500 subscription to artrank.com would allow them to manage their collection more economically and professionally than with an expensive director? Somehow, the whole thing feels all too familiar. A few years ago there were quite a few believers in the financial universe who seriously claimed to have a newly developed mathematical formula at their disposal. This apparently allowed the masters of volatile money - the ladies were completely underrepresented at the time - to get everything right and to keep the system under control. This wholly-new safety net eventually led to mortgages with utterly insolvent debtors. These, in turn, suddenly became part of a triple-A-rated grab bag on the balance sheets of international banks. Swiss cantonal banks and German Landesbanks had finally secured a slice of the globalization pie and were now proud owners of the mortgage on a piece of real estate in Mississippi or Alabama.

We know what that led to: the financial crisis with all its catastrophic consequences along with write-offs and losses on unimaginable scales. I, being incurably old-fashioned, shall continue to make my decisions as an entrepreneur and as a collector by listening to my instinct and to the advice as well as the hunches of my colleagues and co-workers. Although that may not be infallible either, since I can't travel, discuss or have a drink with an algorithm, my traditional form of digital-free decision-making is at least bound to be more fun.

Michael Ringier

*Digital-free
Decision-making*



Please send your questions to:
domo@ringier.com

Employee questions



Michael Voss,
COO Ringier AG
and Head of
Entertainment

«Radio Energy is expected to move in next winter.»

Radio Energy is apparently about to move into Ringier's Pressehaus 1 in Zürich. What is the thinking behind this move? Is there enough space at the Ringier headquarters?

«Energy Zürich will set up a so-called flagship studio on the first floor of Ringier's Pressehaus, complete with its own café and an integrated newsstand. Building permit procedures are underway with the Zurich building authorities. The relevant bodies within the company have already signed off on it. The move is planned for next winter. It will enable people to watch and hear our radio hosts at work from the street and from the café. A small stage will provide a venue for occasional live performances, concerts, readings and similar events. To accommodate the Radio Energy crew at Ringier headquarters we have come up with a new interior design concept for the first and second floors of Pressehaus 1. This will allow us to further expand on the collaboration we have enjoyed thus far.»



Florian Fels,
CEO Publishing
Ringier AG

«We won't be running out of ideas any time soon.»

The Blick Group is really stepping up its game these days: Blick.ch and Blick am Abend are collaborating with the Swiss federal railways, SBB; the SonntagsBlick and its magazine supplement are getting new layouts and TV ads. What's next?

«We have decided to reinforce the Blick Group's titles in terms of content and as a brand and are now seeing some of the first successes. With 573,000 visitors Blick.ch is Switzerland's most frequented news portal, Blick's 705,000 readers make it the largest paid newspaper and SonntagsBlick with its magazine supplement with 1,063,000 readers the biggest Sunday publication in Switzerland. Our new platform Blickamabend.ch is also developing very well. Every week, the Blick Group allows us to reach 3 million readers, and monetization has also picked up, thanks to our new sales organization. Blick.ch is currently working on a new project for embedding videos produced by Swiss Television. Blick and its readers recently elected an eighth member to Switzerland's Federal Council, and we are making our newsroom even more digital in terms of its organization. We won't be running out of ideas any time soon...»



Marcus Dauck,
CIO Ringier AG

«For now we are focusing on publications in Switzerland.»

We hear that there is a project to integrate the existing image databases at Ringier. What can you tell us about that?

«Ringier is currently operating diverse and distinct image databases for its individual publishing divisions as well as for online and print. Our site in Lausanne does not even have a central archive. Future viability and integrated workflows can no longer be guaranteed. What's more, our current central archive is ten years old and has reached the end of its life cycle. Central usage lists and a comprehensive rights management cannot be maintained. The idea now is to simplify and streamline all this by implementing a 'Single Point of Search'. Media assets - including videos - may henceforth be searched and found efficiently and with ease. Florian Fels, CEO Publishing, has initiated this project, so for now we are focusing on publications in Switzerland. As soon as the detailed concept has successfully been completed and we have run preliminary integration tests, the rollout should begin in October 2014 with SI Style, and the whole project should be concluded by July 2015.»



Tom Kaiser,
CEO Ringier Digital

«This merger will provide the basis for further growth.»

Ringier Digital AG has streamlined the structure of its organization by merging five subsidiaries. To what end?

«This merger is the logical result of the close collaboration that already existed between the companies at the Flamatt site. The complete takeover of Scout24 Switzerland by Ringier Digital AG in early 2014 made it clear that we should pool our resources. Merging anibis gmbh with Xmedia AG will permit Scout24 Switzerland to set itself up even more efficiently, to abbreviate certain transactions and to put the strategic focus of the vertical platforms AutoScout24, Mo-toScout24 and ImmoScout24 in sync with that of the horizontal classifieds platform anibis.ch. At the same time, the IT knowhow of the newly integrated Xmedia will be completely aligned with the strategic requirements of Scout24. In a nutshell: This merger will provide the basis for further growth of what is already the biggest classifieds network in Switzerland.»

10 YEARS:

Olivia Meier, Ringier AG.
Roy Bühler, Ringier Print.
Hugo Rust, Ringier Print.
Jean-Luc Iseli, Ringier Romandy.
Kathy Wang, Ringier China.
Julia Zhou, Ringier China.
Gao Junqiang, Ringier China.
Maggie Chen, Ringier China.
Anthea Zhang, Ringier China.
Hrdinová Dagmar, RASMAG.
Nespěšná Martina, RASMAG.
Sokolová Monika, RASMAG.
Fantová Helena, RASMAG.
Stránský Tomáš, RASMAG.
Visan Viorica, Ringier Romania.
Colan Irina, Ringier Romania.
Fekete Andrea, Ringier Hungary.
Piszer-Domán Éva Judit, Ringier Hungary.
Vermes Judit, Ringier Hungary.
Kéner Viktória, Ringier Hungary.
Pálszabó Zoltán, Ringier Hungary.
Illés Csaba, Ringier Hungary.
Jánosi Edina, Ringier Hungary.
Turcsányné Szolcsányi Ildikó, Ringier Hungary.
Miklós Tamás, Ringier Hungary.
Radó Norbert, Ringier Hungary.
Wappler Tibor, Ringier Hungary.
Almási János, Ringier Hungary.
Borsos Károly, Ringier Hungary.
Pusztai-Farkas Mónika, Ringier Hungary.
Schwanner Márton, Ringier Hungary.
Tillhoff Zoltán, Ringier Hungary.
Vizniczki József, Ringier Hungary.
Balázs Béla, Ringier Hungary.
Paulin Béla, Ringier Hungary.
Várhelyi Zoltán, Ringier Hungary.
Karádi János, Ringier Hungary.
Gyugyi Tibor, Ringier Hungary.

20 YEARS:

Fiala Vladimír, RASMAG.

25 YEARS:

Peter Clerici, Ringier AG.
Antoine Paillette, Ringier AG.
Victor De Col, Ringier Print.
René Achermann, Ringier Print.
Agnes Brücker, Ringier Print.

30 YEARS:

Oliver Egli, Ringier AG.
Peter Korner, Ringier Print.
Loris Zanolla, Ringier Print.

35 YEARS:

Bernhard Blum, Ringier AG.
Jost Keiser, Ringier Print.
Rita Purtschert, Ringier Print.
Thomas Blättler, Ringier Print.

RETIREMENTS:

Ulrich Baltisberger, Ringier AG.
Laurent Rochat, Ringier Romandy.
Klaus Lange, Ringier AG.
Mireille Descombes Colliander, Ringier AG.
Catherine Wacker, Ringier Romandy.

«Sometimes I feel antisocial»

Agnes Brücker works when other people knock off for the day. Who needs barbecues with friends if your great love awaits you at your workplace?

Photos: Tim X. Fischer/timxfischer.com, Handout (2)

When Agnes Brücker, 53, began working for Ringier twenty-five years ago, she was a mother of two, who was just out «to earn a bit of pocket money». Her brother-in-law, a printer at the Ringier plant in Adligenswil, arranged for her job. «At first I only worked two Sundays a month, sticking supplements into the freshly printed newspapers at night.» When she came home she would care for her children and catch up on her sleep while they were at school. «When you're young, you can handle that. Today, I couldn't imagine doing it anymore.»

She still works night shifts, though. Meanwhile, she's in charge of the loading ramp, coordinating - among other things - the vans shipping «Blick» and «Schweizer Illustrierte» to the Ticino, the Valais, the Grisons or the Eastern part of Switzerland, so readers in those regions will find them in their letterboxes or at the newsstand. If a driver gets stuck in snow in winter - or in a traffic jam caused by an accident in summer - Agnes Brücker is called to the rescue. She will make sure the newspapers reach their destination more or less on time. «No night is the same. There is always something going on.» Every now and then she has thought about quitting although not because she didn't enjoy her



Agnes Brücker is in charge of the loading ramp; she drives a forklift and works while other people are sleeping.

job. «Sometimes I feel antisocial. I can't be in a gym club or go to a barbecue when my friends have one on a Saturday or Sunday evening.» The first thing she aims to do after her retirement is to join a gymnastics club. Then again, ten years ago she met her great love at work - not at a barbecue. She and Martin have two big passions in common: camping and motorcycling. In summer the two ride their Honda VFR 750s across the Brünig Pass or to Möriälp in Central Switzerland. «But only when the sun is shining, I'm a fair-weather biker.» On the 19-mile commute from her home to work she foregoes the motorbike, though. It's because of her hairdo. «It wouldn't hold up.»

R.H.



With her partner Martin (at far right) Agnes Brücker shares two big passions: camping all over Europe and motorcycling.



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by Marc Walder

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Malcolm Gladwell

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Publisher:

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M. Brückner/A. Przyklenk

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ISBN: 978-3834928207

Publisher: Springer Gabler Verlag

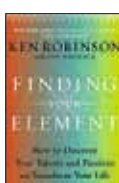
Ken Robinson

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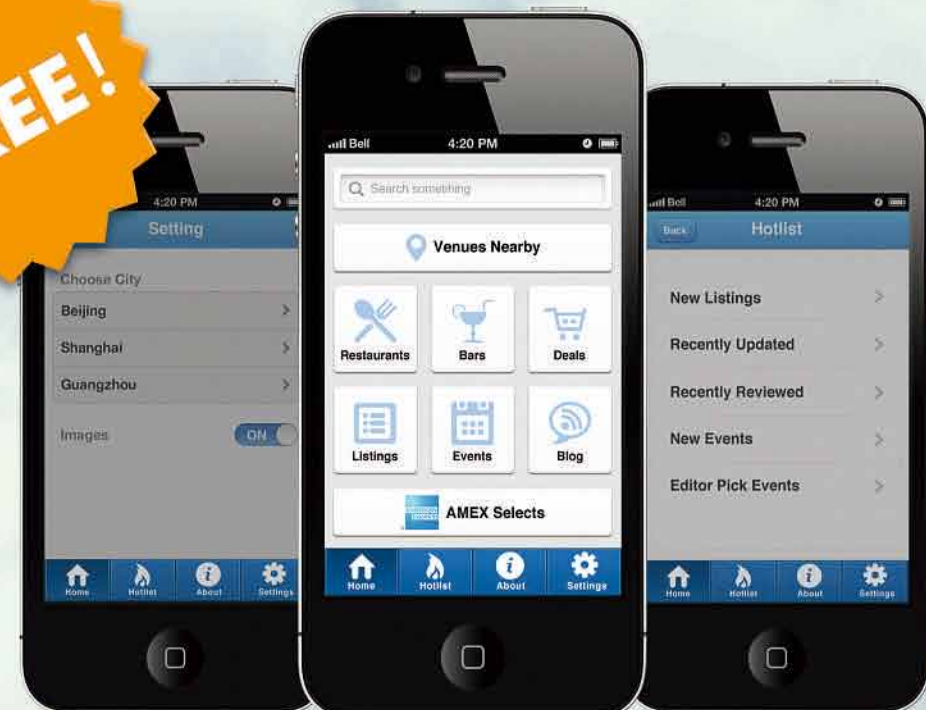


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