

Aleksandra Karasinska, editor-in-chief Forbes Women Poland: A female view of the economy

DOMMO

Ringier

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December 2021

Reeta Roy, CEO
Mastercard Foundation:
**«The workforce
of the future will
come from Africa.»**

Success begins with listening

CONTENTS

4 «The future is female»

An interview with Aleksandra Karasinska, editor-in-chief of «Forbes Women» Poland, about the political pressure on the media, the harsh abortion law and Equal-Voice.

8 Changing 45 million lives

With the Mastercard Foundation, CEO Reeta Roy promotes a Jobberman Nigeria project supporting women in the job market. A conversation about the future of world economics, big goals and fulfilment in one's job.

11 Starcatcher

Anniversary: Joel Salzmann

Recommended Reading by Marc Walder: «Start With Why»

12 Focus on Ringier

Ringier's best photos of the last quarter.

14 The core of the poodle

Ringier Axel Springer Switzerland presents a new magazine. What makes «Interview by Ringier» so special – and what the logo with the two prancing poodles is all about.

20 Hello Bucharest

In her week, Laura Crimmons, Acting Group Chief Marketing Officer, plans her first trip to Romania.

22 Commerce without qualms

In his column, publisher Michael Ringier draws a line from gutter journalism to Facebook.

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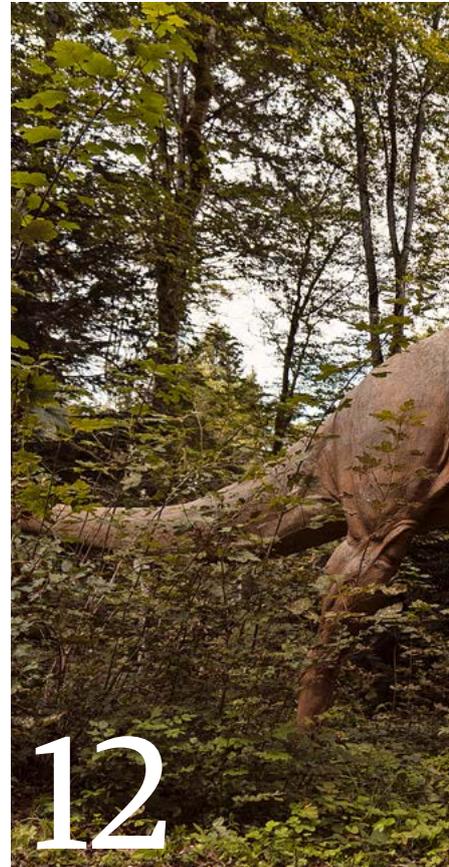
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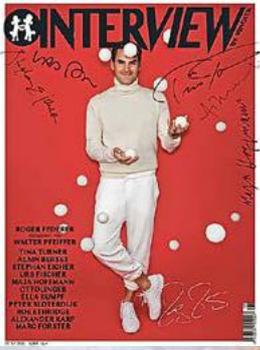
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14



8



11



«The future is female»

Aleksandra Karasinska, editor-in-chief of «Forbes Women» in Poland, talks about the huge political pressure on Polish media, heroines of our time and the relevance of data.

Interview: Nina Huber | Photos: Thomas Buchwalder

INTERVIEW FORBES WOMEN

Aleksandra Karasinska, since June, you have been editor-in-chief of Forbes Women in Poland, a monthly that has existed for three years. Why is this magazine necessary?

I worked on many titles at Ringier Axel Springer (RAS) Poland and supported the process to digitize Forbes magazine. In doing so, I realized that in all these publications, but especially in business media, there was a lack of female experts and there was a big gap when it came to women-specific content. In the US, «Forbes Women» has been around for a while. When we launched it in Poland as an online edition, we had so much success that we decided to publish the magazine in a print version, eventually even monthly.

The situation of the media industry in Poland is tense. The autocratic national populists seek control over all media. What does that entail for your work?

I always say - not without sarcasm - that these are interesting times for media professionals in Poland. On top of the economic pressure caused by the pandemic and technological change, the industry is also feeling huge political pressure.

A controversial law intends to ban companies outside the European Economic Area in Poland from owning TV and radio stations. This is aimed primarily at the US company Discovery.

This bill has not yet passed in the Senate, i.e. the second chamber. Poles love this channel, not only the news programs, but also the soap operas and the morning show. In the past forty years, the government has always been very pro-America, many US companies have invested massively in Polish companies. There is a powerful lobby on this side. And there is also resistance in civil society and among media professionals. Many people have signed a letter of protest.

According to a Reuters study, only 36 percent of respondents consider the news broadcasts of Polish state television to be credible. You yourself worked for TVN24, which belongs to Discovery. What is your opinion about that?

I was a foreign news producer for four years and I suffer with my

former colleagues. It is very hard to have to work under so much pressure and criticism. All these efforts to discriminate and discredit them are purely politically motivated.

How do you personally inform yourself?

I have digital subscriptions to the Financial Times, The Economist, Bloomberg, and The New York Times, and I regularly read The Guardian. From the Polish press, I read business media as well as Gazeta Wyborcza and Onet, which is part of our group. The latter offers excellent political and investigative journalism.



Forbes Women in Poland

This business magazine, famous for its rankings, is published twelve times a year. Around 10,000 copies are sold at newsstands, in addition to several thousand digital and print subscriptions. Its major topics concern artificial intelligence, robotization, the future of the workplace, blockchain, quantum computing, 5G, climate change and sustainability. Editor-in-chief Aleksandra Karasinska's favorite cover is the December 2020 issue (top left), dedicated to Poland's 100 most remarkable women. The cover shows a nurse from a hospital, symbolizing all the heroines who had to take on a lot of unpaid work such as childcare and homeschooling during the pandemic.

As Forbes Women editor-in-chief, are you free to report on anything?

Yes, I work for an independent international media group. This attack on American broadcasting is part of a larger problem, which is that democratic gains are being dismantled. The government is trying to influence independent judges and attack NGOs and other institutions. Typically, this affects minorities and weaker parts of society like the LGBTQ community and women. Poland has introduced one of the toughest contemporary abortion laws.

Is Forbes Women taking a stand on this abortion ban?

Absolutely, we are feminist. Forbes is a business magazine, but business is not just about banking and finance, it's also about the structure of our society. With Forbes Women, I want to inform and give a perspective that is otherwise lacking in the media landscape, namely the female perspective on all these topics.

How do you address the abortion ban in concrete terms?

We talk to many successful business people about how companies can help stop gender bias and discrimination. It is always refreshing to see that even CEOs of big companies express their opinions freely with us, as the co-chief executive of Siemens Poland did recently: Dominika Bettmann said in an interview that she gave all her employees a day off so they could protest against the abortion ban.

And you don't need to fear a call from the government telling you to write less critically?

No. And that would be quite pointless. If I received such a call, I would immediately post that on Twitter and Facebook. It would cause a huge scandal.

So, your community gives you quite a lot of power?

Yes, of course. We have now begun to ride this wave of women's empowerment that has been going on for some time in the US and in the western part of Europe. Generation Z here has brought us young women who were raised differently and are often very well educated - in Poland, more women hold master's degrees than men.

The roll-out of Ringier's EqualVoice initiative recently also reached Poland. How was it received?

The initiative came at the right moment. Fifty percent of the potential readership is female, you can't ignore them. EqualVoice is a tool to make journalism even more attractive for these 50 percent. We've implemented the EqualVoice factor in all our newsrooms, and it's very helpful. I work in a data-driven business, we spend all day looking at numbers and statistics. Usually, data is straightforward, it is unbiased. Many people believe they are already reporting neutrally, and then they're shocked when they see the stark numbers.

Because only then do you become aware of your own «blind spots»?

Exactly. I like to tell a certain joke when it comes to explaining wage inequality: Men simply choose better-paying jobs like doctor, lawyer or engineer, while women choose lower-paying jobs like doctor, lawyer or engineer.

What is the situation in Poland regarding equality between women and men?

Wage inequality exists all over the world, but in Poland, the difference is around 20 percent, which is high. So, compared to a man, an equally qualified woman in the same job works two and a half months a year for free! One of our big goals at Forbes Women is to spread knowledge about this. Together with the United Nations Global Compact Network, we have launched a campaign for a fair working environment: This includes equal pay, better representation of women in management, maternity and paternity leave. Many large partner companies are on board, such as Orange Poland, Pepsi Poland, Mastercard Europe, Henkel, Pfizer.

What do such campaigns achieve?

Diversity is proven to be profitable; companies with diverse teams are more creative and innovative. That's the narrative we tell in Forbes Women, not only to our readership, but also to businesses and government.

Are you optimistic regarding equality?

I was born an optimist! Recently I heard a statement by the Israeli

historian Yuval Harari. He described the feminist revolution as one of the greatest revolutions in history, and that it took place entirely without violence - and in a very short time. I am convinced that the future is female!

Forbes Women has a strong digital presence, with video and podcast

Aleksandra (Ola) Karasinska is co-founder and editor-in-chief of Forbes Women in Poland and Programming Director Paid Content at RAS Poland.



offerings. What sense do you have of the change in reading behavior and how do you react to it?

When the Internet came along, everything was free - not a very good business model. Meanwhile, even YouTube has started generating paid content. I am convinced that quality journalism should be behind a paywall. The pandemic has helped journalism, people were looking for reliable sources for their information. According to the Reuters digital report, willingness to pay has grown, to 21 percent in Norway, Sweden and the US, and to 17 percent in Finland, the Netherlands and Switzerland.

And what about Poland?

We are seeing a sharp increase in registrations. Forbes, Newsweek, the sports daily Przegląd Sportowy and the car magazine Auto Świat have jointly created a media club: A one-time registration is the gateway to all these titles. We produce premium podcasts that are really worth your while. Media will be financed by a mix of advertising and digital subscriptions. However, we are still in a very difficult situation because of the dominance of Google, Amazon, Facebook and the other big platforms. That is the big issue we are struggling with.

You teach online journalism at the Warsaw University of Social Sciences and Humanities (SWPS). What do you observe in your students?

Young people want information delivered immediately. They're not so good at spotting the sources. But they are absolutely willing to delve into topics, read in-depth articles or watch long documentaries if the topic matters to them.

What is the most important thing you would like to teach students?

I try to prepare them for the fact that the market is tough and not all of them will become stars. But that they can all contribute to society, whether they will be in charge of social media or working in marketing or tabloid journalism. I want them to be aware of their moral responsibility. But most of all, I want them to be proud of being journalists. 🌐

Changing 45 million lives

With the Mastercard Foundation, CEO Reeta Roy promotes the education of young people in Africa. A conversation with an excellent listener and a glimpse of the future of the global economy.

Interview: Rahel Zingg

By 2050, Africa will account for a quarter of the world's population if the continent continues to grow at this rate. What does that entail for the economy?

It was not so long ago that Africa established a pan-continental single market. The African Continental Free Trade Agreement, the free-trade agreement of 2019, is designed to facilitate the movement of goods between countries. It allows the continent to meet a massively growing market - and to become increasingly important. Globally, too. And here come the young people. These young people are full of aspiration and energy. They are poised to drive innovation in Africa to address many pressing challenges - climate change, education, healthcare. They also represent the workforce of the future, not just for Africa but for the world.

And the Mastercard Foundation is «driving» these young people?

Right now, the foundation is guided by a major strategy called «Young Africa Works». In macroeconomic terms, however, this does not mean that we approach young people with ideas and solutions, but rather that we provide the means. For example,

platforms where people can network, where employers can find talent, where talent can find the right places to start businesses. We asked questions to understand how the system works, in what ways it is broken.

What questions?

We wanted to determine which sectors of the economy were growing, which needed skilled young workers. What are the biggest barriers for people living in very rural, remote, and excluded communities? And what can we do to remove the obstacles that make it difficult for young people to access education - is it the dangerous roads they have to travel, or does someone have to work instead of going to school? What programs can be developed to help with that? Other means of transportation, for

Prior to joining the Mastercard Foundation, which is headquartered in Canada, Dr. Reeta Roy, had worked at Abbott, a global healthcare company, studied law and diplomacy in the United States, and grown up in Malaysia. She currently resides in Kigali, Rwanda with her husband.

example? Or what if the schooling could come to them? That's how we started to develop Young Africa Works. I think it always starts with listening.

How did you come to realize that listening was so important?

My mother was an important force in my life. She grew up in difficult circumstances, in a difficult time when women were not valued. She never received a regular school education. But she eventually trained as a nurse and midwife. She used to say, «You know, sometimes when you don't know what to do, the best thing you can do is just listen to what people are saying.» She didn't just mean with your ears, but to really pay attention, to observe, to understand what is being said and what is not being said. Great advice. ▶

«We need to provide solutions that come from young people - not to impose solutions we have constructed.»

Reeta Roy



Advice that helps you in your personal life as well as in your work?

Advice that helped me when I left Malaysia to go to school in the US. I lived with two different families at the time and later went to college - it was an adventure. But I learned a lot by listening and trying to understand the social cues.

You mentioned the questions with which you start a project. What was the answer that most impressed you?

I once asked a boy who was training within our program, «If you could do one thing, what would you do?» «I would help someone else.» I've never forgotten that. Despite his limited means, he had great generosity. We see this in many communities. Also, I've always wondered why those people who seem to have the fewest material resources are the ones who seem the most generous. Generous in the sense of sharing what they have. But also, in welcoming someone's other thoughts. Many years ago, I visited a small village in Burkina Faso. We had to walk there in the heat for two days. We met a single mother with two children. She welcomed us with hollow shells of calabash fruit - filled with water. I looked around and thought: Where did she get this water? That sums up this kind of generosity.

The foundation is also collaborating with the private sector. Why is it worthwhile for them to support your social commitment?

I have a wonderful example. In Rwanda, we work in the hospitality and tourism sector. A business which, despite Covid, is bound to grow. It's a small country - beautiful - you find gorillas there, stunning scenery, phenomenal art. And so, tourism is a huge source of revenue. But one of the biggest obstacles was that there weren't enough qualified people. Our program, in which we work with a lot of hotels, is making the industry more competitive. So, it's not about favoring any one company, it's about building a pipeline of talent.

With Jobberman, you are also looking for talent, together with Ringier One Africa Media (ROAM)?

Platforms like this one in Nigeria,



which intend to promote women in Africa, are the future. Its creators had identified a need on the companies' side: a place where job seekers and employers can meet. We use this collaboration to determine: What skills are being sought and what skills are being offered - and how can we close the gap in between? So, this collaboration is helping millions of young people get trained. There is a special focus on women. Our goal is to have a 70 percent focus on female trainees or employees in all our engagements.

These have already improved the lives of 45 million people, according to one article.

This figure covers many aspects: Someone who has opened a savings account. Someone who has gone to school for four years. Someone who has started a business. We think about change on several levels. On the individual level, for one: each person's situation. We're also looking at change at the institutional level. So, we collaborate with universities and schools. And we pay attention to what is improving in their processes - in recruitment, how they support students. Both levels are important. The institutional level, improving the whole ecosystem, constitutes the overriding task. The «holy grail», you know?

Are you getting close?

We are definitely asking the right questions. But it takes time.

Solar-powered transportation. Many of the drivers are women: Solar Taxi in Kumasi, Ghana, is one of the initiatives created in partnership with the Foundation. Started at USD 60,000, valued today at USD 9.5 million.

It's not only the job seekers who need educating, right? There are still a lot of prejudices about certain parts of Africa...

Prejudices arise from a lack of contact and a lack of understanding. One way to overcome this is by exposure to other ideas, other ways of working. Technology certainly has its downsides - its upside is that people can connect with each other all around the world. We are more connected than ever before. That is why we've also published a series of reports, «Youth Voices»: young people talking about how they see the world, what challenges they face, what they're working on, what ideas they have. The moment someone thinks, «Wow, that's not how I imagined it,» true understanding begins - or so I hope.

Your goal is to provide employment for 30 million people by 2030. This work should also be fulfilling. Do you believe that people who feel a vocation for their work are happier?

When we launched «Young Africa Works», we conducted a small research study in three countries. The participants had to answer what they were striving for. Their answers were: «To be able to support myself and my family». But also, «To be respected», «To develop my skills and to learn». And for what it's worth, I think there's value in seeing your work as more than just a job. It's important that what you do is connected to something you stand for. 🌍

Starcatcher

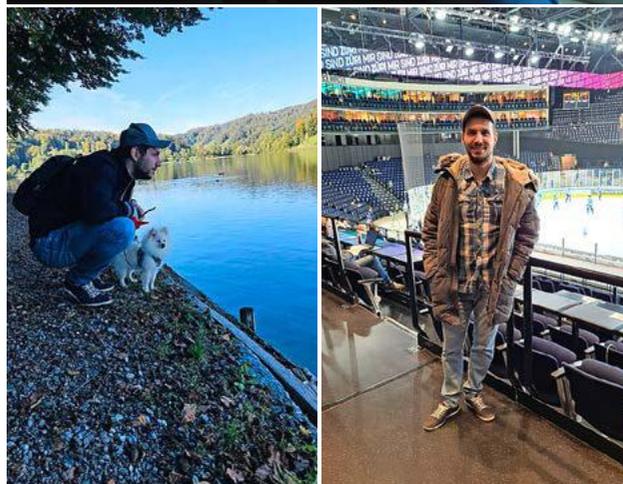
Stars are the currency of virtual rating, but disappointed customers are ruthlessly stingy in awarding them. Joel Salzmann, Customer Experience Manager at [geschenkidee.ch](https://www.geschenkidee.ch), values criticism.

Photos: Paul Seewer, private

How happy were you with your order? For Joel Salzmann, this question is crucial to his job, each and every day. He is Customer Experience Manager for the online shop [geschenkidee.ch](https://www.geschenkidee.ch). «To me, customer-oriented work means taking each item of feedback seriously and always replying in person. Some people shy away from criticism. I love it, because it helps us improve our shop constantly.» Customers actually wield a fair amount of power with their ratings. And there lies the crux of the matter: When everything goes well, it is taken for granted. If something goes wrong, customers freely vent their displeasure. «There's no way for us to carry out thousands of deliveries a year without a hitch, but thirty bad experiences can decide our overall rating,» Joel Salzmann says. This is why [geschenkidee.ch](https://www.geschenkidee.ch) has begun to send out e-mails asking for reviews after every delivery, and to perform regular customer surveys.

Since he started working as a customer experience manager, Joel Salzmann has changed his own practice of rating. Whenever he has a good experience - especially when employing a service for the first time - he writes a positive review on Google or Trustpilot. Joel Salzmann originally joined [geschenkidee.ch](https://www.geschenkidee.ch) for a one-year internship as part of his business-school training, having dropped out of his apprenticeship as an auto mechanic. After that, he spent four years working in customer service before undergoing further training as an IT supporter and finally as a customer experience manager. Meanwhile, he can celebrate his ten-year anniversary with Ringier. The last item he ordered from [geschenkidee.ch](https://www.geschenkidee.ch) was a Meater, a barbecue thermometer. Because after work, he likes to go home to Glattbrugg near Zurich to indulge his passion, cooking. His wife awards him five stars.

NH 



The pre-Christmas season is particularly work-intensive at [geschenkidee.ch](https://www.geschenkidee.ch). Joel Salzmann is Customer Experience Manager at this online shop (top). In his spare time, he likes to walk his dog, a male Pomeranian (left), and as an ice-hockeyfan, he supports the Zurich club ZSC (right). «It's great to finally feel the live atmosphere in the stadium again,» he says.

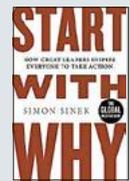


Editor's Choice
by Marc Walder

Ringier CEO Marc Walder tells you which books he is reading and why they fascinate him.

Simon Sinek

START WITH WHY



Simon Sinek's successful career as a business consultant began with failure. In 2002, he founded his own consultancy firm only to give it up three years later - the thrill was gone. He asked himself why some entrepreneurs are successful, and others are not and found that those who succeed have something in common: They know why they are doing what they are doing.

Sinek develops the model of The Golden Circle: At its center is «Why», which stands for the vision. It is enclosed in a second circle, the «How», i.e. the implementation of the vision. The outermost circle is the «What», which describes the product or the service the company provides. The key to success, Sinek says in his best-seller «Start With Why» (Penguin Books), is to derive from the vision how you act and what you do. «Imagine if every organization started with WHY. Decisions would be simpler. Loyalties would be greater. Trust would be a common currency.» The British-American author is a member of the renowned US think tank RAND Corporation.

Why is it so important that leaders identify with their company's mission? They pass on their passion by hiring the right people: those who believe in the same mission. Because people perform best if they are part of a culture that matches their values and convictions.

This insight of Sinek's is something I fully agree with.

FOCUS ON RINGIER

RINGIER'S BEST PHOTOS OF THE LAST QUARTER



DIGITAL SHAPERS (BILANZ/HANDELSZEITUNG) Illustration: Anne-Marie Pappas, AD: Wernie Baumeier, Editor: Cara Anne Specker. Over the past six years, Bilanz, Handelszeitung, PME magazine and digitalswitzerland have annually nominated the 100 most important people in Switzerland driving digitalization. Anne-Marie Pappas illustrated the content sections and the cover (picture) of this year's special issue.



SCHWEIZER ILLUSTRIERTE Photographer: Kurt Reichenbach, Editor: Nicole Spiess.
It was a summer of extremes. While Greece, Turkey and the U.S. baked in big heat, Western and Central Europe were engulfed by flooding. This photo depicts the weir of the Simme river in the Bernese Oberland.

FOCUS ON RINGIER



SI GRÜN Photographer: Olivia Pulver, Editor: Ralf Jost.

«Jurassic Park»: Sustainable fashion, presented in the setting of a prehistoric theme park in the Jura mountains near the French border.



BLIKK Photographer: Imre Varga, Editor: Erika Kiss.

Acrobatic basketball was part of a spectacular show by the Face Team athletic theater company on Bucharest's Heroes' Square.

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



BLIC Photographer and editor: Mladen Surjanac.

Last August, a huge fire broke out late at night in a Chinese shopping mall in the New Belgrade district burning down everything within an area of 4000 square meters. Almost all of the 340 shops were destroyed. Mladen Surjanac captured this scene the morning after.



SISPORT Photographer: Adrian Bretscher, Editor: Ulli Glantz
18-year-old Nora Meister, wheelchair-bound due to congenital ankylosis, swam her way to winning the bronze medal in the 400-meter freestyle competition at the Tokyo Paralympics.



The team at Studio Achermann, shortly before the printing deadline: Susanne Walder and Werner De Schepper, Kristin Müller, Beda Achermann and Helen Pombo (from left).

The core of the poodle

In Goethe's classic drama «Faust», a friendly poodle turns out to be Mephistopheles in disguise. «Interview by Ringier», the new print product from Ringier Axel Springer Switzerland, similarly looks appealing but has hidden depths.

Text: René Haenig Photo: Pierluigi Macor



INTERVIEW

In the middle of Zurich's fabled and notorious red-light district, Roger Federer is lying on the ground on the first floor of Langstrasse 94. Here, directly above the legendary Piranha Bar, the makers of «Interview by Ringier» are bending over the tennis maestro. The Swiss superstar's likeness is to grace the first issue of the new magazine. A variety of potential cover photographs are spread out side by side on the floor: Roger Federer with a kind of blue pointed beanie on his head, Roger juggling tennis balls, Federer in a cream-colored cozy sweater. Beda Achermann, 66, Susanne Walder, 52, and Werner De Schepper, 56, are engaged in a passionate discussion. They are the brains behind «Interview by Ringier» and the magazine's headquarters is located in Beda's «Studio Achermann» on Langstrasse - in Zurich's most colorful neighborhood.

Swiss creative director Beda Achermann is considered the go-to guy for cutting-edge design, worldwide. And Achermann has given the new magazine from Ringier Axel Springer Schweiz (RASCH) his signature touch. Quite literally, too: The magazine's eye-catching typography includes the handwriting of the protagonists who speak out on 156 pages. «In this magazine, the focus is on interviews, i.e. direct quotes. So, it makes sense to use simple symbols. On the one hand, there are the quotation marks, on the other hand, it is the signatures of the interviewed celebrities. You can't get more personal than that,» Achermann says with conviction.

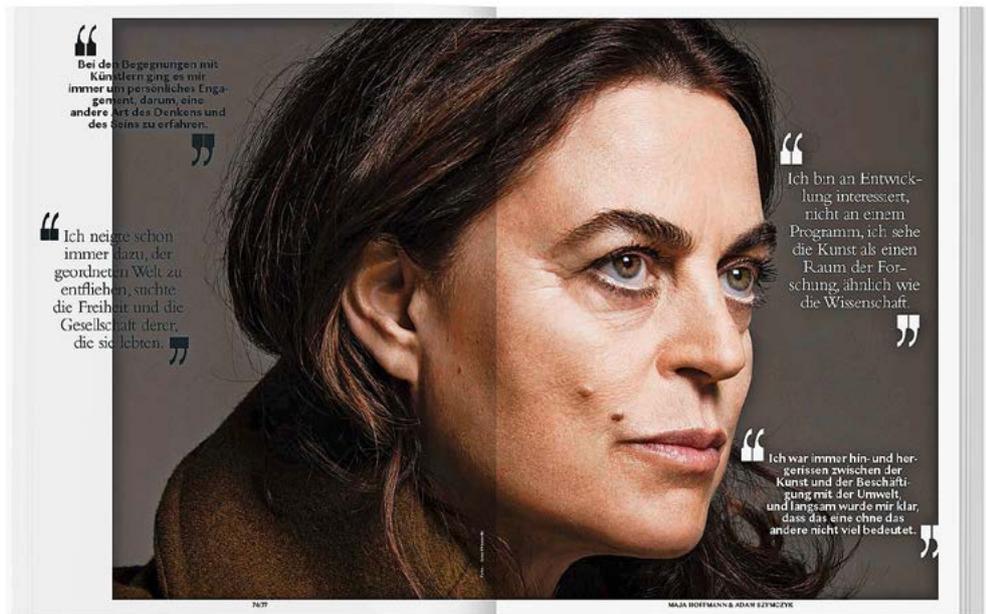
Ten years after the launch of «Schweizer LandLiebe», an incredible success story, RASCH brings a new print product to Swiss newsstands. From the original concept to the printing of the first issue took all of six months. The idea for «Interview by Ringier» was born out of a newsflash from the German publishing house Burda. «It popped up on my smartphone at the beginning of March,» recalls Werner De Schepper. Burda was announcing the launch of its magazine «Bunte Quarterly». De Schepper immediately forwarded the news to Ringier CEO Marc Walder, 56, with the question: «Shouldn't we do something like

that?» Shortly afterwards, the Swiss were allowed to take a look at the layout of the new Bunte publication in Germany.

However, they soon realized that for RASCH they wanted something different from what they saw there. «We had in mind a pure interview magazine, nothing but dialogue with Swiss people of international stature,» says Susanne Walder. In other

Roger Federer, cover star of the first issue, was photographed by Walter Pfeiffer. Patron of the arts Maja Hoffmann gave a rare interview.

words, not necessarily with people who already have a large media presence, but with personalities such as Basel-based billionaire Roche heiress Maja Hoffmann, 65, who has created one of Europe's largest private art and culture projects on eleven hectares of land in Arles in the south of France. She is considered a mystery woman and hardly ever gives interviews. Another name mentioned by





«The conversation with the musician Stephan Eicher took place on a beautiful afternoon in the Lavaux region on Lake Geneva. It was very spontaneous, like a chat among friends - and of course completely unstructured. I admire how the editors gave it a journalistic form.»

Federal Councilor Alain Berset



wing Federer. Overall, the tennis superstar took two days for this; he arrived alone for the shoot and displayed no airs and graces. «He brought clothes, tennis balls and other props, lugged his full bags himself and was delighted with the concept of the new magazine,» says Walder. The sports star was photographed by another star. That's also part of the magazine's concept: the best, photographed by the best. In the case of Roger Federer, it was none other than Walter Pfeiffer, 75, whose work can be found at the Kunsthaus Zürich, the Windsor Collection, and the Sir Elton John Photography Collection, among others. The Swiss photo artist, abroad for an exhibition, flew in to his Swiss homeland especially to put the spotlight on Federer.

It is not only the best photo artists who work for «Interview by Ringier» but also the best journalists - including some in-house top shots. Frank A. Meyer, 77, for example, philosophizes with one of the most influential thinkers of our time, cultural scientist and publicist Peter Sloterdijk, 74, while publisher Michael Ringier, 72, personally conducts an interview with Urs Fischer and puts down on paper what he, as an art collector, has learned from this exceptional artist. The fact that the two are photographed by Roe Ethridge, ▶

Susanne Walder, who jointly manages the new magazine with Werner De Schepper as co-chief editor, is that of Urs Fischer, 48, a Swiss artist living in New York. A former doorman at Zurich's Kaufleuten club, he is now one of the most successful artists on the international stage.

Susanne Walder is known for her intimate conversations under the label «Mensch» in «Schweizer Illust-

rierte» and for this section recently interviewed such well-known personalities as former German Chancellor Gerhard Schröder, 77, with his wife So-yeon Schröder-Kim, 53, the Swiss showbiz legend Paola Felix, 71, or Sergio Ermotti, 61, former CEO of one of the largest banks in the world, UBS.

For «Interview by Ringier», she spent more than two hours interview-

Philosophical fare with writers Peter Sloterdijk and Frank A. Meyer with musician Stephan Eicher and Federal Councilor Alain Berset.

«Never before have there been such pictures of tennis player Roger Federer or of Federal Councilor Alain Berset. In this magazine, it's not only the people portrayed who are stars, but also the photographers behind the camera.»

Beda Achermann, Creative Director



52, during their conversation in New York is the icing on the cake, as this American's pictures are themselves traded as prized works on the international art market. «To have Michael Ringier working as a journalist again after more than 30 years is special,» the magazine's creators are happy to say. Michael Ringier flew to the USA for his appointment with Fischer, did the interview, then typed it up and handed in the requested number of words.

But how did the makers manage to get such a publicity-shy and reclusive patron of the arts as Maja Hoffmann to talk about herself and her work in an extensive and very personal interview? «Beda played a big part in that. He has not only known Maja Hoffmann for many years but has also cultivated a close friendship with her,» says De Schepper. Achermann also arranged for the Basel-based Hoffmann to be interviewed by a no less renowned former neighbor: Adam Szymczyk, 51, former di-

rector of the Kunsthalle Basel and artistic director of Documenta 2017 in Kassel. Interviewer and interviewee could not have been matched more perfectly. «It is not enough to make contacts like these, above all, you need to cultivate them,» says Achermann. Only for this reason can he simply call up an icon like Tina Turner, for example - she's also featured in the first issue.

The designer duo Ottolinger talk about values in fashion, artist Beni Bischof discusses the cars of the future.

Walder and De Schepper describe the target audience of «Interview by Ringier» as «people who want to make a difference in society and be well informed about the issues of our time.» They promise their readers «good, in-depth and exciting conversations.» The first issue will be enclosed with «Schweizer Illustrierte» and sent in a special mailing to subscribers of the business magazine





«Journalism is like riding a bike. Once you've learned it, you never forget how to do it. Another parallel is the high speed that cyclists often can't handle. Because many bicycles are now battery-powered. In journalism, the battery is called Google. That's an unfortunate development.»

Publisher Michael Ringier's response to the question whether he still knows how interviews work after a thirty-year hiatus.

his ideas for the design of the pages are implemented as he intended. The distribution of tasks between Werner and Susanne as co-chief editors is also clear: She is mainly responsible for the editorial part and supervising the writers, while he focuses on the commercial side such as advertorials, and also on political topics. For example, the newly appointed head writer for the interview magazine brought Federal Councilor Alain Berset, 49, together with singer-songwriter Stephan Eicher, 61, for a conversation.

Two people, two heads in dialogue - the thread running through the magazine is summed up by the makers with a funny logo on the cover: two giant poodles dancing on their hind legs. The poodle logo also appears two or three times inside the magazine. «It's meant to be tongue-in-cheek, because giant poodles are said to be extremely intelligent,» Susanne Walder points out. And of course, Beda Achermann also commissioned a top-notch artist for the doggy drawing. 🐶

«Bilanz». «Interview by Ringier» is available at newsstands for 12 francs and can be subscribed for 20 francs (two issues). Two more issues are already in the works for 2022.

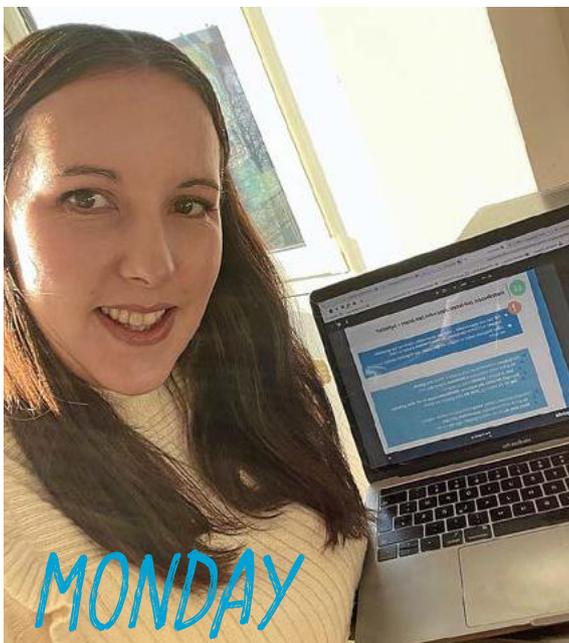
The editorial team is lean: In addition to Susanne Walder and Werner De Schepper as co-chief editors, Kristin «Kiki» Müller, 36, and Helen Pombo, 40, from «Studio September» are also on board. These two women

and their content agency produce, among other things, the fashion and lifestyle magazine «Bolero». While Kiki edits texts for «Interview by Ringier», coordinates the processes between the editorial and copy-editing departments and makes sure that the writers meet their deadlines, Helen supervises photo shoots and, as art director Beda Achermann's «right-hand woman», ensures that

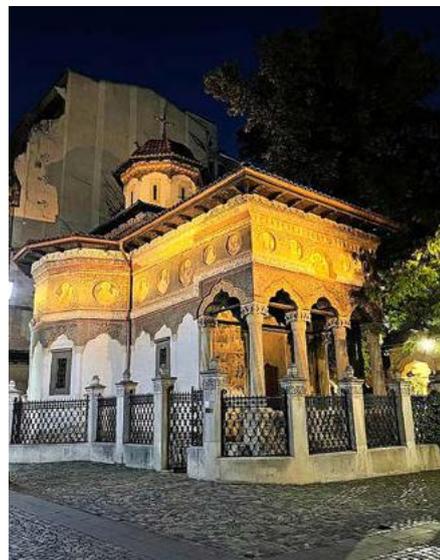
Publisher Michael Ringier traveled to New York to meet artist Urs Fischer and talk about NFTs (Non-Fungible Tokens), among other things.

Hello Bucharest

Reducing reliance on Google et al. Distributing content automatically to marketing channels. Supporting the media with marketing. As Acting Group Chief Marketing Officer, Laura Crimmons is involved in various projects. Her own personal project: learning German.

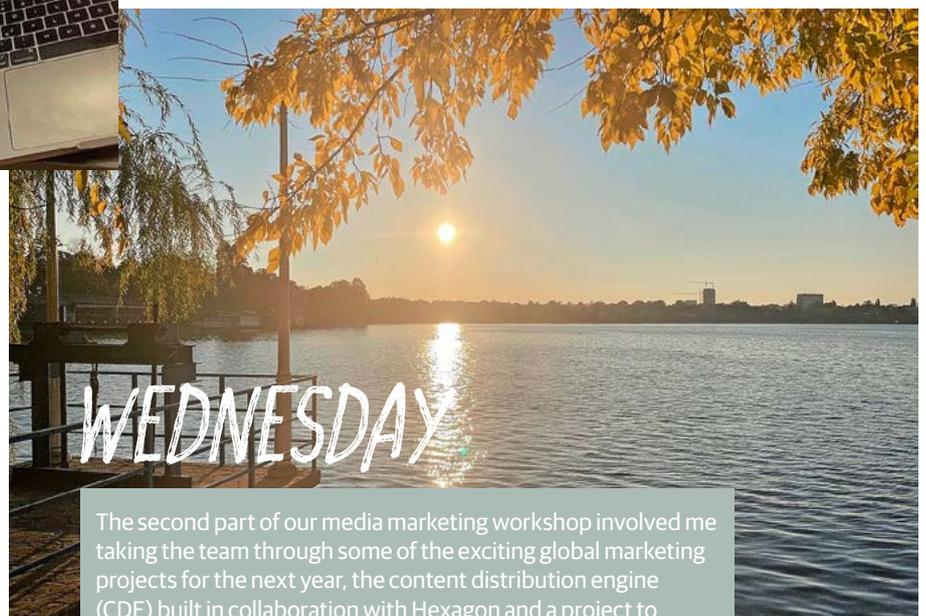


Since moving to Berlin last February to start my role in Ringier's Global Marketing team, I've been trying to learn German. Berlin is not the ideal city in which to try to learn German though, since everyone speaks English perfectly and defaults to this. I therefore try to do an hour-long German class, via Zoom, before starting each day.



TUESDAY

This week involved my first trip to Romania to visit our colleagues in Bucharest. On Tuesday, we had a great marketing workshop with the media team, discussing current projects and priorities for next year. Due to the COVID situation, it was not possible to do much sightseeing, but I did manage to go to the old town to see the 18th-century Stavropoleos Monastery Church.



The second part of our media marketing workshop involved me taking the team through some of the exciting global marketing projects for the next year, the content distribution engine (CDE) built in collaboration with Hexagon and a project to reduce reliance on GAFAM (Google, Amazon, Facebook, Apple and Microsoft) traffic. In the evening, I chose the COVID-safe activity of a walk in a beautiful park in Bucharest.

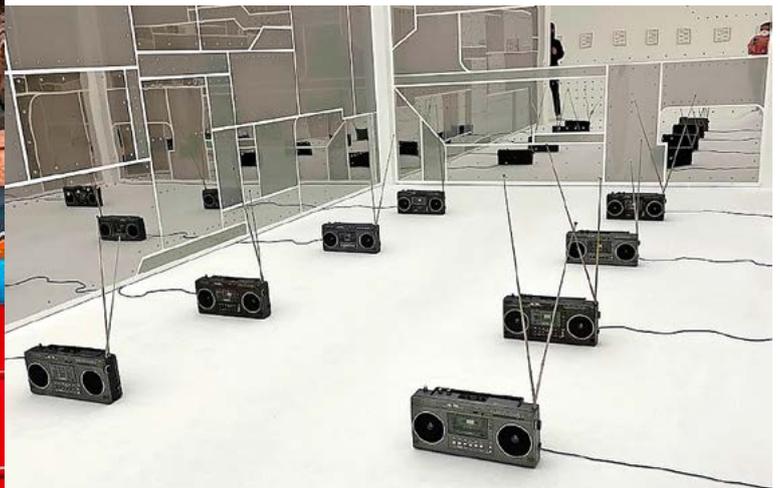


Thursdays start with a coordination call with all of the Cube Product Managers to review progress on marketing projects. Back in Berlin, I deal with topics such as the content distribution engine, CDE (see Wednesday). This helps to either semi or fully automate the distribution of content (media articles or classifieds listings) to various marketing channels such as social media, push notifications or paid media, based on logic and metrics which we get to define for optimal performance.



FRIDAY

After an insightful exchange with RASCH and a dive into some Google Ads features in our team «level up», I was able to gift my colleagues Emilie and Gavin with these wonderful masks that Lizzie at BuyRentKenya had sent me home with!



WEEKEND

My weekends are usually spent exploring Berlin with friends; usually including brunch, hikes or museums like the Hamburger Bahnhof Museum of Contemporary Art (photo).



Michael Ringier, Publisher

Commerce without qualms

« Every day, I say to myself, I don't have much time here on Earth, how can I make the greatest positive impact?» Guess who uttered this unctuous phrase: Mahatma Gandhi? Mother Teresa? The Pope? You're literally way off the mark, as it was Mark Zuckerberg. And he didn't voice this back in the day when he was still fiddling with Facebook in his Harvard dorm room, but in January 2021.

Imre Békesy, the publisher of the Austrian tabloid «Die Stunde», was disarmingly more honest by comparison. «Newspapers are not a moral institution (...), they are a business,» he confessed in court, where he had been charged with libel almost 100 years ago. Békesy, as the Austrian newspaper «Der Standard» recently stated, was considered the inventor of «gutter journalism». His recipe at the time: well-crafted tabloid journalism, but «combined with techniques of blackmail and bribery». Press proofs of compromising articles were used to extort advertisements or hush money from celebrities or companies, according to the Austrian Biographical Dictionary.

This idiosyncratic way of acquiring ads - invented by a Hungarian in Vienna - still seems to be an option in Austria. Today, however, ads are

more likely to be used for inducing a paper not to write something or to skew something differently. But nowadays, it's more likely the person who placed the ads will end up in court not the recipient.

What Zuckerberg and Békesy have in common is their business model. They both distribute content, some of it highly questionable, thereby attracting enormous amounts of money from advertising. At the same time, both are not merely controversial, but considered technological pioneers; Békesy's newspaper also boasted a completely novel design and was perceived as extremely modern and innovative. And the list of authors and intellectuals who wrote for his rag is not to be sneezed at.

His greatest adversary was the Austrian journalist and satirist Karl Kraus. As editor of the magazine «Die Fackel», Kraus wrote this about the journalistic newcomer in Vienna: «From the bloody vapors of an era (...) a predatory face has risen, a post-diluvian monster» and simultaneously coined the slogan: «Boot the black-guard out of Vienna».

While this actually worked in the Austrian capital at the time - Békesy had to leave the city and flee to Paris

after innumerable lawsuits - there is not much point however, in trying it in Palo Alto. After all, just about every corner of the world today is connected.

Still, Békesy's flight was mainly due to the fact that not only did his backers suffer major currency losses; his Italian financier also got cold feet and dropped him. And this is probably where Mark Zuckerberg's biggest risk lies. If he can't get on top of the countless dubious items of information on his networks and their alleged consequences, it is not only his clients who might get nervous but also the stock market - and that is often more effective than legal and political disputes.

In addition to inventing gutter journalism, however, Békesy left us another most remarkable legacy. His son, Hans Habe, became one of the most respected journalists and writers in the German language. Still, six marriages and the fact that Habe was dropped by his backers as editor-in-chief of a Munich newspaper in the early 1950s prove that in certain families, life stories do resemble one another.

Michael Ringier

La couleur
du courage.

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