

DOMMO



**Years for the
House**

6 – 11

«Some stories simply need to be told»

Mexican journalists live dangerously. A least eleven media representatives were killed in 2022. On a trip through Mexico, Barbara Halter talked to three female journalists about what their everyday lives look like, and why they keep going.

20 & 27

The Salvation

In the early 1970s, the family-owned Ringier company was in trouble. Fibo Deutsch explains how things took a turn for the better and why the in-house journal «Pro Domo», as today's DOMO was formerly called, was launched.

21 – 26

Child of the Seventies

To mark our 50th anniversary, we are traveling through time: Six front pages from five decades show how the in-house journal «Pro Domo» updated itself time and again before evolving into today's corporate magazine DOMO.

28 – 29

Peak performance under extreme conditions

They're from Ukraine, they're highly qualified and have lots of experience with IT projects. While they were developing the new online portal Gryps, the unthinkable happened: The war began. A female software engineer and three IT specialists look back and tell us what the situation is today.

34

Sleuths of the times

Publisher Michael Ringier tells us how crime series, their investigators and protagonists keep up with the times, reflecting social changes.

Crunching the numbers

I was full of fancy ideas and looking at the future through rose-tinted glasses when DOMO was created under its original title Pro Domo. I was 11 and felt that any person with five decades under their belt was ancient. And then, all at once – or so it seemed to me –, I was 50 myself. In the year of that milestone birthday, I wrote a private biography about a woman. She was turning 100 that year and felt that I, at 50, was a spring chicken... Time is indeed relative. In long conversations, my interviewee revealed all sorts of secrets to me, and her life story and her great sense of humor transported me into a bygone chapter of Switzerland that simply amazed me. Various articles in our anniversary issue are also curious records of the times. One example: the text archive, which used to be the heart of journalism. Kurt Schuiki, who worked at Ringier for 33 years, looks back on that era with a mixture of self-irony and soberness (p. 30).

If 33 years of working for a company seems like a very, very long time, it is peanuts compared to Fibo Deutsch's staying power. He has worked for Ringier for more than 60 years and there is probably no department that he has not had a hand in during his career – among other things, he was a journalist, held various positions on the Group Executive Board and, after his retirement, was a journalistic advisor to Ringier. He wears a huge hat from whose depths he can conjure up the most amazing company stories and anecdotes. This is also the case in our anniversary issue, in which he traces the ups and downs in the family business 50 years ago and explains what motivated the company to create Domo (p. 20).

I can't boast 33, let alone over 60 years of employment at Ringier, as I've only been here a few months. That I get to take over our small but sweet DOMO precisely on its 50th anniversary is an honor and a delight to me. I will make myself «at home» in it, nurture it, and respectfully renovate it with the goal of making the entire global Ringier staff and friends of the company equally feel at home in our magazine.

Warm regards
Katrin Ambühl



Did you know?

How the Swiss media company Ringier came to conquer Eastern Europe in the last century.

On September 7, 1989, the business weekly «Cash» had appeared in Zurich for the first time. Two months later, on November 9, the Berlin Wall fell and with it the Iron Curtain, the division between the capitalist West and the communist East. In view of the new, enticing political and economic freedoms in the East, «Cash» editor-in-chief Thomas Trüb drove to Prague with a computer, a printer and a suitcase full of cash in his car to market the new magazine in what was then the Czechoslovak Republic. Or so the legend had it for a long time. «Wrong,» Thomas Trüb (now 71) told

me recently: «It was a coincidence. A «Cash» reader from the canton of Glarus called me to say he had acquaintances in Prague who were interested in doing a similar project.» Trüb, a perennial trailblazer at Ringier, flew to Prague and met with economics professor and journalist Michael Vracek. The two founded the Profit AG publishing company, with Ringier holding a two-thirds majority. In no time at all, just one year after the launch of «Cash» in Zurich, the first issue of «Profit» came out in Prague on September 6, 1990, with a circulation of 50,000 copies at a retail price of the equivalent of just under 20 Swiss centimes. «Profit» became a hit, breaking even after only two months.

At the time, «Domo» entitled this success story «Profit makes cash».

It became a milestone in Ringier's history: Trüb's trip to Prague was the initial spark of a tremendous development: Today, Ringier is successfully active in Central and Eastern Europe in the areas of media, digital marketplaces and sports media. Cooperation in Eastern Europe also launched the important joint venture with Axel Springer, which flourishes to this day. Incidentally, the «Cash» brand was conceived by Michael Ringier. The name came to him while he was shaving, he once told me about his brainwave. ■

Fibo Deutsch,

former journalist at Ringier

Bhutan goes digital



How do you teach digital skills in poor, rural regions when there are hardly any laptops? The Dariu Foundation and its partner organization, the VTOB Foundation, have an answer to this question: the Digital Literacy Initiative. In addition to projects already implemented in other Asian countries, another one has now been put into practice in Bhutan. Twenty-six local teachers were trained and given laptops for their respective schools. They then passed on what they had learned to a total of some 4,600 students from various age groups. This is the snowball principle at work in education.



“

It will take another 132 years for the gender gap to close worldwide. That can't be. It's time for us to work together for gender equality and to advance diversity at all levels.

”

Quote from
Annabella Bassler,
CFO Ringier AG and
initiator of EqualVoice,
on the occasion of the
International Women's
Day in March



Must-see Series

Alex Levy (Jennifer Aniston) is the anchor of the news program The Morning Show, a novelty in the American TV landscape with excellent ratings. After her co-host Mitch Kessler (Steve Carell) is accused of sexual abuse, Levy announces his dismissal on the air in the live broadcast, which makes everything even worse. At the same time, ambitious rookie reporter Bradley Jackson (Reese Witherspoon) is trying to earn her place in the newsroom. The plot may seem banal but the dialogue is top-notch, and the screenplay shows that the distinction between truth and lies is not always clear-cut and life is often

more complicated than it appears. And right in the middle of it all is the media. For anyone interested in everyday life in newsrooms, this series is a must. In Season 2, we get to relive how Corona went from a small news item about a strange illness to an event that turned the world upside down in a matter of days. Although we all witnessed this development (or maybe because), it's moving to experience the events from a newsroom's perspective. Apart from the captivating script: Jennifer Aniston, whom we know as Rachel Green from «Friends», is very convincing in this character part.

Ladina Heimgartner

Head of Global Media &
CEO Blick Group

79%

Ringier

Digital share of EBITDA

This is how high the digital share of EBITDA, i.e. the operating profit from digital businesses, was for the Ringier Group in the financial year 2022. Compared to the European industry average, this is a first-rate result. And it shows that the digital transformation of the Ringier Group has been on course for success since its launch in 2011. In this period, digital EBITDA has increased a total of nine times.



Some stories simply need to be told.

Text: Barbara Halter | Photos: Barbara Halter, zVg

Anyone who dares to ask questions and investigate in Mexico lives dangerously. For media professionals, it is one of the deadliest countries in the world. What does that mean for journalists in Mexico? What does their everyday life look like? How do they report? And how do they assess the situation in their country? On a trip through Mexico, I talked to three female journalists about this.

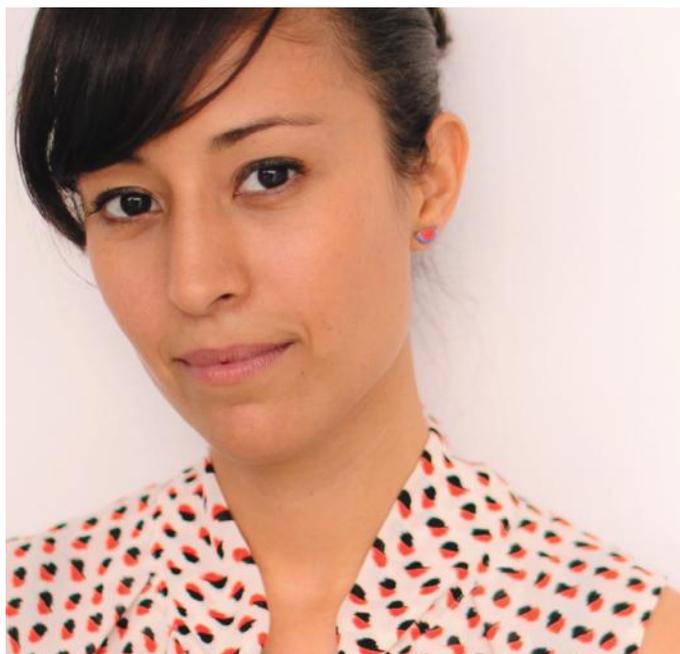
Photo: Unlike the relaxed atmosphere at this newsstand in the La Condesa neighborhood, the work of journalists in Mexico City is fraught with danger.

Chantal Flores lives in Monterrey, the capital of Nuevo León. This state borders Texas and is not the kind of place you visit as a tourist. Our conversation takes place online. Flores studied English and journalism in Canada and works as a freelance journalist. She has done extensive research on the many people – mostly teenagers and women – who have been disappeared by organized crime in Mexico in recent years. Flores has spoken with countless families who are missing a daughter or son. In some cases, she has spent entire weeks with them. She shared their daily lives and was there when they searched for the remains of their loved ones in the so-called «clandestine graves». As a journalist, she is most at risk when investigating, she says. «Our wages are poor, and freelancers in particular have very little money at their disposal. For example, when I had to go to Tamaulipas, one of the most dangerous areas in Mexico, for an interview, I couldn't hire my own driver or spend the night in a hotel in Texas, on the far side of the border. As a rule, you do both of these things for safety reasons. Instead, I took the bus and stayed with the mother of a missing person I was writing about.»

Her stories appear in English and in foreign publications. When she began writing about the disappearances in 2014 at age 29, no Mexican media outlets were interested in her stories, she says. «At first, I was frustrated by this, but today, this is also a measure of safety for me.» So far, she has not received any threats as a journalist. «But as a woman, I have to put up with a lot of sexist comments, for example from police officers, but also from my fellow journalists, which I find particularly disappointing.» Fortunately, she says, there is a slow change for the better in certain areas in this regard. «Since gender violence has become such a huge issue in Mexico, many journalists were forced to deal with it, and in the process, they have been compelled to change their personal attitudes toward women as well.»

Violence and suffering in the stories expose Chantal Flores to strong emotions. At the beginning of her investigation, it was mostly horror. «The fact that such crimes happen in our country broke my heart. I have no other words for it. I kept asking myself: Is this Mexico? The land of tacos, dancing and beautiful

beaches?» During the past few intense years, she no longer drew a line between work and personal life, she says. «It was impossible for me to be in a relationship, even staying in touch with friends was difficult. They live in a completely different world than the people I meet as a journalist.»



Chantal Flores is a freelance journalist who covers forcibly disappeared people in Mexico and other countries, gender violence, human rights and migration. Her stories appear in *The Verge*, the *Columbia Journalism Review*, on *Al Jazeera* and *Vice*, as well as in other publications. Flores is 38 years old and lives in Monterrey, in the state of Nuevo León.

Currently, reporting on the disappearances has reached a dead end for Flores. «I can't keep telling the same story over and over again, with only the names of the victims and their families changing. To make progress with the investigation, we need facts, figures, data, finally. But the government won't allow it.»

Pursuing a lighter story for a change, she recently visited a village about an hour from



Vania Pigeonutt, 34, has worked as a journalist in the state of Guerrero for over twelve years. She focuses on organized crime, human rights, migration and femicides. She is also co-founder of «Matar a nadie,» a digital memorial for disappeared and murdered journalists in Mexico.

Monterrey: «The place is famous for its bread. I knew there was tension in this region between the cartels, the military and local politics, so I left early to be back home before nightfall. But I was relaxed – after all, I wasn't going to talk to anyone about disappeared people.» On her way home, she got caught in the middle of a police operation on the highway with helicopters and military convoys.

«Nothing happened to me. But I became very aware of the risks you face in this country. As a citizen – and as a journalist who simply wants to do a story about bread.»

«No one from the authorities is interested in prosecuting the crime.»

Vania Pigeonutt, 34, is visiting Berlin at the time of our interview. She has received a scholarship from Reporters Without Borders, which allows media professionals from countries with difficult working conditions to take time off. Pigeonutt cancels our first appointment at short notice; she is in the middle of writing a story about two murdered journalists. «An exemplary case,» she explains a day later. «As is usually the case after journalists are murdered, no perpetrators have been convicted. No one from the local authorities is interested in prosecuting the crime.»

The two murdered journalists were working for the Monitor Michoacán news portal, since shut down, in Zitácuaro. The town is 100 miles from Mexico City. One of the two journalists, Armando Linares, was director and co-founder of the portal and specialized in the topic of corruption. In December, before his assassination, he had already asked for personal protection, to no avail. On March 15, 2022, he was murdered at home with eight bullets.

Vania Pigeonutt researches most of her stories in her home state of Guerrero. Like all three women in this story, she also works as a so-called fixer, assisting foreign media professionals with their stories in Mexico.

Guerrero is on the Pacific coast, with some of Mexico's most violent areas, including the city of Acapulco. Guerrero is also where the 43 students from the Ayotzinapa Rural Teachers' College were kidnapped and murdered in 2014. Large parts of the state are rural and its indigenous population is mostly very poor. In the highlands, poppies are grown for opium. Pigeonutt has been studying these families for several years. She deliberately avoids the term «narcos» in this context. «In my stories, I focus on the people. I didn't want to criminalize the poppy farmers but I wanted to explain how our authorities are involved in the major drug trade.»

During her research, Vania Pigeonutt usually feels safe. «I've lived in Guerrero all my life, people know me and make sure I'm safe.» However, she says, conditions are volatile and can change at the drop of a hat. Like two years ago, when she was researching extortion in Acapulco: «The dynamics were suddenly very different. There were war-like situations. No one trusted anyone else anymore. I could no longer assess the risk.» That, she says, was the point at which she applied for the scholarship in Berlin. She desperately needed to step away and take a break, she said. «It's hard to hear fresh news of violence every day and to write about it. At some point, body and soul begin to suffer.»

For her parents and siblings, Vania's job is also stressful. Reports of journalists disappearing or being killed repeatedly confirm their worries. «My parents would have preferred me to teach at a school like them instead of writing about organized crime.»

«Many journalists drive taxis on the side.»

In Marta Durán De Huerta's case, the reverse is true. She comes from a family of journalists. Her mother's siblings founded the newspaper *Excélsior*, and her parents met in its editorial offices. I visit her in her house in Mexico City, which is where she grew up. It is located just outside the city center, in a quiet neighborhood with lots of trees. She welcomes me with a hug and then coffee from colorfully patterned ceramic cups.

Marta Durán De Huerta is a sociologist. While she was studying for her PhD, she also wrote journalistic texts and found work as a journalism lecturer at various universities. Making a living from writing alone and supporting a family, as her father did, is almost impossible in Mexico today, she says. «Many journalists drive taxis or sell tacos on the side.» A fact that would make it easy for the government to deny any connection to a journalist's profession after their murder.

Over the past thirty years, Durán De Huerta has written about femicides, human-rights violations, narcos, organized crime, and the Zapatistas in Chiapas – but also about biology and about art. «I'm glad of that, the lighter stories help you breathe.» She describes the



Marta Durán De Huerta is a sociologist, lecturer and journalist living in Mexico City. She writes for the political magazine *Proceso* and is a correspondent for *Radio France International*. Her book «Yo Marcos», with interviews she conducted with the leader of the Zapatistas, Subcomandante Marcos, in 1994, is available in German but not in English.

climate for female journalists in Mexico as tough, even among colleagues. «Many journalists are very macho, and when you have to deal with police officers on top of that, it gets brutal, for example during demonstrations.» In her investigations, she observes strict safety protocols as recommended by various organizations. «You never go to dangerous places on your own. Your boss, your friends

and family know exactly where you're going – and when you're coming back. In super dangerous areas like Ayotzinapa, I send my location to a confidant every half hour. And you always carry two cell phones in case one breaks or gets stolen, and an extra battery and cash.»

On May 13, 2014 – Marta Durán De Huerta mentions the date without thinking twice –, she received a death threat. «I'm going to kill you,» said a man's voice as she listened to the answering machine at home in the evening. She didn't take the message seriously. Only when she told a female friend, the Reporters Without Borders representative in Mexico, did she realize the danger. She notified the police, installed a special lock, cameras and an electric fence at her home. Months later, she received a report from the police that the caller was a child playing with the phone. The authorities refused her lawyer's request to analyze the voice on the tape. «At the time, I was dealing with the story of a young woman who was beaten to death by her husband. He, a police officer, claimed she had committed suicide. Whether that investigation was the reason for the call, however, I can't say for sure.»

A female friend of Durán De Huerta's also received threats and was later gunned down in the street in Sinaloa. Another now lives in exile in Italy. The man who was hired to kill her had spared her because she is a mother. Murders of journalists mostly go unpunished. «They are usually contract killings, carried out by police officers and commissioned by politicians, deputies or governors.»

How can she go on working under these adverse conditions, I ask her. Why didn't she give up long ago? «I can't help it. Journalism is like a disease for me. Some stories and facts simply need to be told and published.»•

Reporters Without Borders is an internationally active non-governmental organization campaigning worldwide for freedom of the press and against censorship. In its annual World Press Freedom report, published in mid-December 2022, Reporters Without Borders lists at least eleven journalists in Mexico who have died as a result of their work. Verification is still ongoing in half a dozen other cases.



Interview: Fabienne Kinzelmann
Photography: Véronique Hoegger

A minor earthquake

ISS CEO André Nauer on women's quotas in recruitment, Danish influence and why his facility-management company is part of EqualVoice United.

Shortly after you took office in 2003, the business weekly «Handelszeitung» wrote that you intended to improve ISS's image. Why then have you only now joined an equal opportunity initiative?

It was a matter of priorities, but also of my understanding of cultural change. I'm sure I have been strongly influenced by our Nordic colleagues. In their region, certain equality issues were simply introduced fifteen or twenty years earlier.

Did your Danish parent company put pressure on you?

We underwent a change in strategy that turned issues like these into global issues. I was given an assignment, but then I also made a point of getting much more involved with diversity and inclusion. And with belonging, because we want our employees to stay as long as possible, and support our clients.

You were one of the first ten signatories of the EqualVoice United Charter, along with Ebay, Sunrise, and Swiss Post. Why did you choose this initiative rather than another?

My close friend, the advertising maven Frank Bodin, told me about EqualVoice. I then wrote to Annabella Bassler to ask if she would tell me more about it and took an interest in how Ringier wanted to make women more visible in texts and images. I found the idea of extending this principle to companies exciting, so I got involved and co-wrote the charter.

What was important to you?

That we focus on certain points and give ourselves clear objectives so it can really work.

It's about time, isn't it? Your executive board consists of nine men and one woman.

EqualVoice United

In January 2022, the EqualVoice United network was created, a spin-off of Ringier's EqualVoice initiative, which works to increase the visibility of women in the media. The goal is to advance gender equality and the advancement of women in the Swiss economy. ISS was one of the first ten prestigious companies to launch the network, along with Bank Cler, Ebay, Insel Group, Mastercard, Migros, Oerlikon, Swiss Post, Sunrise/UPC and Ringier Axel Springer Switzerland. In January 2023, five more companies – Credit Suisse, Farner, On, Helvetia and Energy Gruppe Schweiz – joined EqualVoice United.

I'm not proud of that. We even went to a specialized executive search agency for the last two positions, and after six months, we realized that we also needed to look at male CVs. In order to understand this, you have to know that 35 percent of our revenue is generated by technical professions – there tend to be more men in that field. Getting more women into management positions is one of our top priorities. It begins with assessing and deliberate recruiting.

You openly communicated in your company that you intend to recruit two thirds women and one third men fresh out of university. How did that go down?

It caused a minor earthquake. Some men felt disadvantaged. We then talked to them and showed them that we wouldn't be able to achieve equality if we didn't bring in lots of qualified women early on, so they could grow into the appropriate roles and fill vacant positions.

How is it going in terms of actual implementation?

We raise our targets by one or two percentage points every year and are now at a 33 percent share of women in management positions. We started out at 23 percent.

What made the biggest difference?

Certainly the conscious use of images and text. We used to talk mostly in the masculine form without being aware of it. As for the images, we used to depict men 90 percent of the time. Now, we depict more women as well as people from more diverse ethnic backgrounds and tell stories of women who have made their way in our company. We want to show that women have just as much of an opportunity with us as men.

The gender ratio is reversed among your cleaning staff: some 70 percent of the workforce are women.

Are you also actively working to get more men in this sector?

Yes, and with increasing success, because there are more full-time positions available due to cleaning work that takes place throughout the day and not just at off-peak hours early in the morning or late at night. This actually makes the profession more attractive for both genders. But our whole system with its dearth of daycare centers and day schools is still unfortunate, of course. Switzerland lacks the kinds of infrastructure that are quite normal in Scandinavian countries, enabling people with family responsibilities to opt for more working hours.

Do you have hope that things will change?

Switzerland has no choice. It needs more state-supported models in all-day childcare, so the economy gets the resources that are currently lacking in the labor market.

You've been the boss for two decades now. Would you prefer a man or a woman to be your successor?

Above all, I would prefer someone who comes from within our company. If we manage to develop one of our colleagues in such a way that he or she can take on this job, their gender won't matter to me. But it would be super if we had women at the top executive level by then who would also be interested in the job. ●

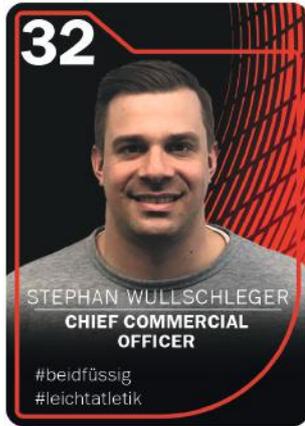
TEAMWORK

The team behind RED+ is roughly the size of a soccer team. It sets new standards in sports streaming: Sports enthusiasts will be able to watch no less than 10,000 live streams of soccer and ice hockey this year. And there's more to come: more leagues and other sports are in the works.

With RED+, Ringier Sports 2021 has created an ambitious project: With a paid subscription, interested parties can follow countless amateur sports games via the Internet.

In summer 2022, RED+ started with the second and third highest leagues in Swiss football. In January of this year, it followed up with the broadcasting rights for women's ice hockey and the MyHockey League. This permits around 10,000 live broadcasts to be produced and streamed on redplus.sport in 2023. On Blick.ch, one «Match of the Week» from the PostFinance Women's League or the MyHockey League may be streamed live free of charge.

More than 100 soccer and ice hockey stadiums in Switzerland are already equipped with a RED camera system, and this number is expected to triple by the beginning of next year. RED+ is backed by a team of ten people who give their all with spirit and heart and soul. • NH



«Our vision is to offer sports leagues as well as fans a high-reach platform with a new streaming experience. With RED+, we want to focus on team sports. Especially on ball sports that haven't found a media home yet and want to expand their presence.»

Alexander Grimm,
CEO Ringier Sports

Excitement fuels me.

For more than a year now, Silvia Binggeli has been the face of «Schweizer Illustrierte». As editor-in-chief of the country's biggest celebrity news magazine, she shows us week by week who Switzerland cares about, she gets up close and personal with VIPs – and reveals how they live. Her own love belongs to Bernt and her hometown Guggisberg, she is devoted to New York, but her calling is in Zurich. For DOMO, the mistress of home stories gives us a glimpse of her own private kingdom.

Text: René Haenig | Photography: Karin Heer

She has always looked out into the distance with curiosity. When she was a little girl, Silvia Binggeli used to gaze down from the hill of her home in Guggisberg, a village in the canton of Berne, toward the town of Neuchâtel, after dark. «I was fascinated by the many lights that embodied the wide world to me,» she recalls. «Whenever I stood there, enjoying the distant view, it would come home to me that there is so much more out there.» Silvia Binggeli's home is now in Zurich, up on the hill, in the Höngg quarter. Here, too, the 51-year-old likes to stand on her terrace in the evenings and look out over the city's sea of lights – all the way across to the Altstetten quarter. This is where she found her most recent calling. A little over a year ago, on February 1, 2022, she took over as editor-in-chief of «Schweizer Illustrierte». Her first conclusion after just over a year: «Week after week, under challenging conditions, our team produces a «Schweizer Illustrierte» relating to current issues. That's not to be taken for granted, especially since we depend heavily on third parties for our work, people who open their doors to us and take the time for an interview.» Binggeli, who always has a smile on her lips, sees room for improvement concerning the team spirit. «I'd like to introduce more passion there,» she says, while emphasizing, «This has nothing to do with the team's performance.»

In addition to expertise and professionalism, the enthusiasm of each person within her crew is important to her as a boss. «That's my fuel, that's what drives me. It's not about my personal well-being, but this ardour is essential and impor-

tant to our product, which is something people don't necessarily need because they depend on news or stand to benefit financially. With «Schweizer Illustrierte», we offer emotional added value, and this added value must also be palpable within the editorial team.»

Silvia Binggeli inherited her upbeat nature and sunny disposition from her family, especially from the women. «My mother as well as my grandmother, an aunt and two godmothers gave me this optimism in life, combined with a generosity of mind and action.» Her home's door was always open for people who wanted to drop by spontaneously. Silvia first met her father, a Guinean, in person when she was 35. «The fact that I look different and people look at me differently was something I became aware of very early on.» This otherness, which for her partly equated with a feeling of being worthless, has shaped her, and at the same time, it has made her more inquisitive, she says. «I was faced with a choice: grow frustrated, cynical and angry – or become curious, and perhaps more ambitious or hardworking.» Anyone who experiences her can tell which path Silvia has chosen. Her middle name Debora, which originally comes from Hebrew and means «bee», is also frequently translated as «the industrious one».

The new editor-in-chief of «Schweizer Illustrierte» is eagerly tackling the next challenges awaiting her. With zeal and passion, she is pushing ahead with the new «Style Special», a supplement to «Schweizer Illustrierte» that will have three issues per year. «Style 2.0», as she calls it herself, will be



published in spring, fall and just before Christmas. «This is very close to my heart, partly due to my history.» She is alluding to the nearly 20 years she worked for the Swiss women's magazine «annabelle», six of them as editor-in-chief. «Apart from that, I'm convinced that this new supplement will be an asset to our product.» Be it fashion tips, interior-design suggestions, beauty recommendations or travel advice – «all these topics are to be presented in a fun way with exciting characters and clever stories.»

Another big task she has her eye on concerns the magazine's visual language. After this interview with DOMO, she will meet all the permanently employed and freelance photographers of «Schweizer Illustrierte» for the first time this evening to discuss and exchange ideas about what might be changed, improved and developed in that respect.

Binggeli has already recently implemented a reorganization of the departments. When she took over the helm of SI a year ago, there was only the «News» section. It comprised News, Politics, Business, Sports and Entertainment. By dividing it up, she expects a new, stronger focus on the core areas of show business and entertainment. «That's where we can and want to grow much stronger again.» As a child, Silvia-Debora dreamed of working as a horsebreaker. «As a girl I was infatuated with horses,» she says with a laugh. The last time she sat on a horse, however, was about seven years ago. «I don't have the time,» she says with an apologetic shrug. The dream of training as a horse groom was followed by a vision of working in the diplomatic service. «For me, it was less about positions and more about doing what I enjoy and traveling around the world.» Air traffic controller was also briefly on her career wish list.

She ended up attending the Zurich School for Translation and Interpretation, commuting daily between Guggisberg and Oerlikon for almost three years. She would first get on the postbus early in the morning, then change to the regional train and the Intercity express before taking her seat in

«We are a diverse group of people who all have their own lives. Ideally, we as an editorial team are an exciting reflection of the audience we want to reach. We need to play that card more deliberately.»

the classroom two and a half hours later. In the evening, she would return via the Entlebuch valley. After completing her schooling, she had her sights set on studying communication science in Fribourg. On the way to the entrance exam, she sat on the train with former Swiss TV journalist and current National Council member Matthias Aebischer. In conversation, Binggeli learned that the admissions process for the Ringier School of Journalism was currently underway. «Another colleague just said, «You can forget it, there are about 400 applicants waiting in the wings.» Binggeli applied.

«At the entrance exam, the fact that there was no pressure on me certainly played into my hands. My motto was: Might be, not must be.» Binggeli is accepted – and so, she ends up as a student at the School of Journalism and joins «Schweizer Illustrierte». «I guess I wasn't completely devoid of talent, otherwise I certainly wouldn't be where I am now,» she says with a wink. The new SI editor-in-chief is also relying on teamwork in her management team. She has brought in Monique Ryser, 60, a seasoned and tough comrade-in-arms, as her deputy. Ryser had already

spent several years as a news and government correspondent for «Schweizer Illustrierte» and had worked her way up at the renowned AP news agency and Blick. «Having Monique by my side is very important to me. We have an absolute bond of trust.» Come rain or shine or snow, the two of them can often be seen sitting together on the terrace at Medienpark, enjoying a smoke and lively discussions about the latest issue. When Silvia joined SI a year ago, Monique had already been there for a few months as the magazine's production manager. «We gave each other enough time to see if we'd click.» After this trial period, they took a boat trip together to take stock. «Each of us told the other openly and honestly what was good, what worked, but also where we needed to make changes.» As a duo, she says, they've been on a good path, complementing and respecting each other. «We are two alpha dogs, but in different ways.»

Bernt, 52, has been at her side in her private life for five



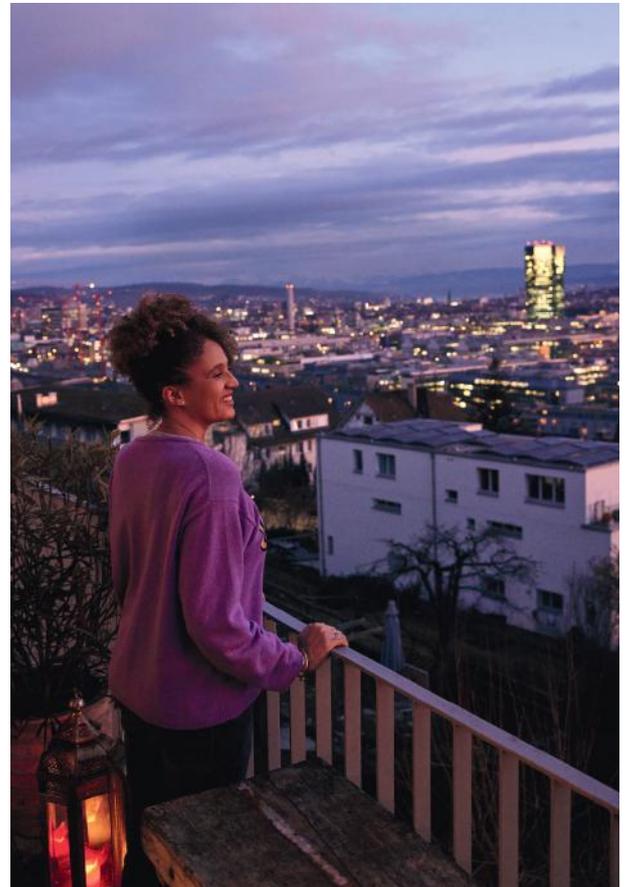
years. He used to be her workmate and, like her, worked for the Tamedia publishing house. He was on the publishing side, she was editor-in-chief of «annabelle». «We had a difficult start,» she says, grinning. «We can both be hard-headed.» Bernt is from Berne. But they only got together as a couple after their professional paths diverged. They have now been in a steady relationship for five years. During the first Corona shutdown, they moved in together. «We wanted to put it to the test.» Since then, they have been living under one roof. «Bernt is extremely important to me.» He supports her, she says, and appreciates that she sometimes has to leave the house early in the morning because of her job, often doesn't return until late in the evening, and may be stressed to boot. «We enrich each other enormously.»

Cool, calm and collected though she may be, there is something Silvia Binggeli dislikes: «People who criticize everything as a matter of principle.» Of course, journalists need to question, inquire, understand, she says. «Still, it is important, always to stay aware of the big picture and to respect the balance of positive and negative aspects of any issue.» When it comes to constructive criticism, she doesn't mind if the discussions get loud and passionate. «What matters is that people are open to new things, prepared to question themselves and to look forward optimistically.»

Asked where she sees «Schweizer Illustrierte» after a year with her at the helm on a scale of one to ten, she answers, «between five and six, and we're well on our way. But we are still a long way away from reaching our goal.» And anyway, ten on the scale is not enough for her: «I'm aiming for an eleven!» It's the proverbial extra mile, that little bit more, that motivates her personally – and she also expects it from her comrades-in-arms.

What she enjoys most is meeting people and learning about their life stories. And that's not just limited to the protagonists who are portrayed or interviewed week after week in «Schweizer Illustrierte». «I'm just as interested in the lives of my workmates,» she says. One of them might play the bass guitar, another might have a butterfly collection, and a third might be an avid skier. She considers this kind of expertise in the team as valuable because it can fuel thrilling discussions. «Ideally, we as an editorial team are an exciting reflec-

tion of the audience we want to reach. We can and need to play this card much more deliberately. That is the core business of «Schweizer Illustrierte,» Binggeli is convinced. This conviction is crucial. It's what CEO Marc Walder told her when she took on the job. His words have been ringing in her ears ever since: «It's practically always best to do what you're convinced of yourself and thereby find your own way.»



Personal details

Silvia-Debora Binggeli, 51, grew up in Guggisberg, canton Berne, where, as the daughter of a West African, she was considered a village attraction. Her mother is Swiss, her father is from Guinea. As a child, she was totally infatuated with horses and dreamed of becoming a groom. She attended the Zurich School for Translation and Interpretation, now the Institute of Translation and Interpreting (IUED) at the Zurich University of Applied Sciences ZHAW. On her first trip to San Francisco, where she went for a semester as an exchange student, all of her luggage was stolen on the very first day. Despite this mishap, she is still regularly drawn to the land of opportunity – she has fallen in love with New York. After graduating as a translator (English and French) in 1995, she attended the Ringier School of Journalism from 1997 to 1998 and wrote her first story as a student for «Schweizer Illustrierte». She then joined the women's magazine «annabelle», where she stayed for almost 20 years, six of them as editor-in-chief. At the beginning of 2022, she returned to «Schweizer Illustrierte» to take the helm of this 111-year-old traditional magazine.



In her home in the Höggi quarter of Zurich, Silvia Binggeli likes things «colorful» and very stylish. Her heart belongs to New York, the city map of the Big Apple adorns one wall – and the late Queen also has her place there. In addition to the monarch, Binggeli admires the Mexican painter Frida Kahlo, one of the pioneers of feminism. After work, the editor-in-chief of «Schweizer Illustrierte» likes to gaze out over Zurich's glittering sea of lights.

Salvation «for the house»

PART 1

50 years ago, in June 1973 to be exact, Ringier, in addition to Blick and magazines for the general public, suddenly published a magazine with a Latin title addressed only to its employees: «Pro Domo» (for the house). What was behind it? What was Ringier up to?

We'll jump ahead to the answer: The in-house magazine was the visible indicator of what was probably the most radical renewal in the history of the Ringier printing and publishing company: A poorly managed company in trouble was quite miraculously transformed into a modern media company with state-of-the-art management. At its center – the employees.

But let's get to the bottom of this. We're going back 50 years. What was life like for Ringier employees at that time in the early 1970s? What was on people's minds back then? What was making headlines? The oil crisis and car-free Sundays. The Nobel Peace Prize for West German Chancellor Willy Brandt. The murder of Israeli athletes at the Summer Olympics in Munich. In Switzerland, women finally got the right to vote and stand for election at the federal level. «Let It Be» by the Beatles topped the hit parade, «The Godfather» won several Oscars.

At Ringier's Zofingen headquarters, the mood was tense. The company's situation had become alarming. Magazine circulations were going down fast. The technical division basically subsisted on the printing of Ringier's own titles; there was a lack of orders from outside the company.

In 1960, Paul August Ringier, the great-grandson of dynasty's founder Johann Rudolf Ringier, died at the age of 84. Subsequently, General Manager Heinrich Brunner continued to run the business single-handedly and unchallenged for a long time, with no sense of any structured corporate management – which was quite in the spirit of the stern late publisher. Brunner had no truck with transparency or the inclusion of employees in decision-making processes. The legitimate heir and successor, Paul's son Hans Ringier, felt sidelined within his own company along with his four children. «I had no say,» he once told me. Given the bad mood under Brunner's reign, Christoph, the eldest son, refused to work in the company.

Around 1970, people realized: The venerable family-owned Ringier company was in trouble and in dire need of a fundamental resuscitation.

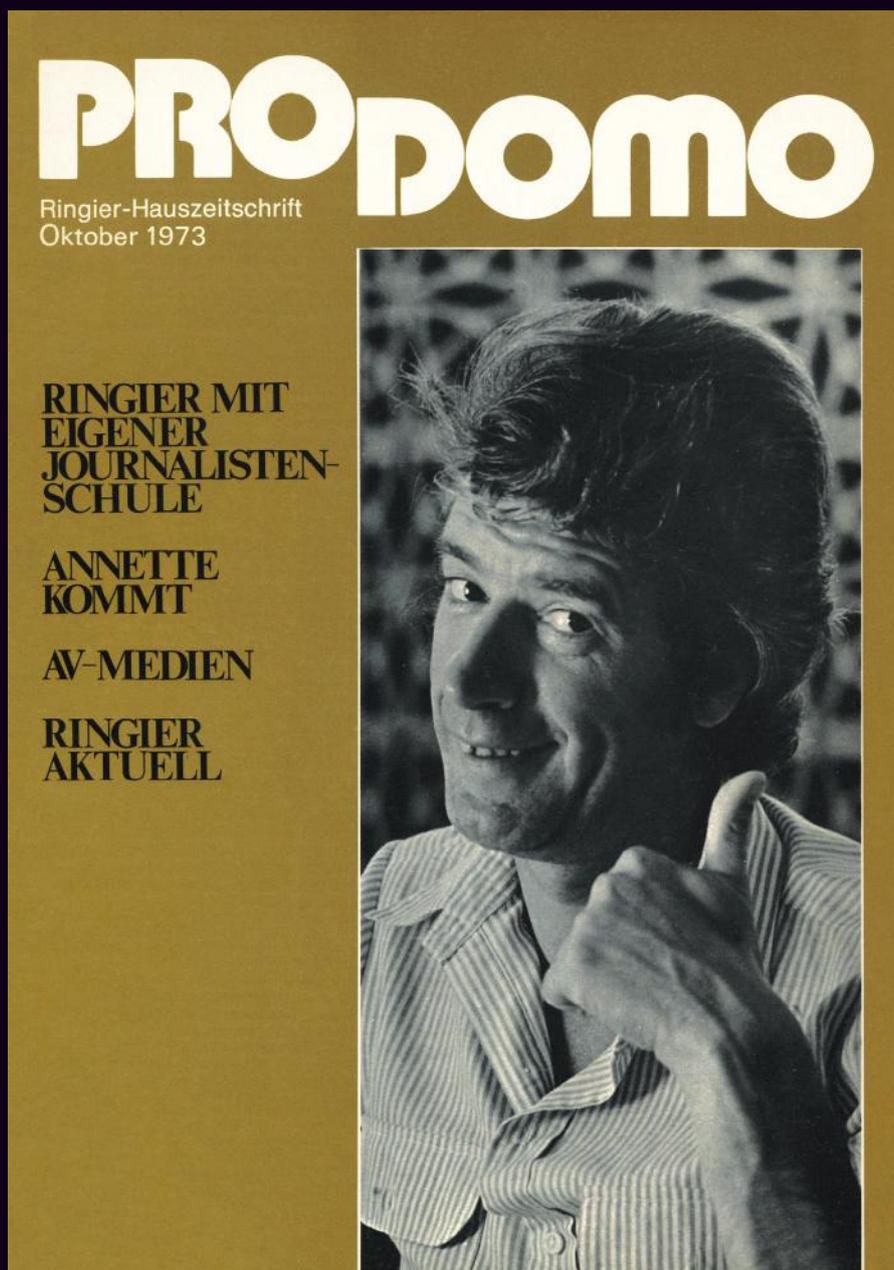
Salvation came in the person of a professional manager, Dr. Heinrich Oswald, previously general manager of the Knorr food company. Eva Ringier, Hans Ringier's wife, was no longer willing to suffer her husband's powerlessness. So, according to contemporary witnesses, she actively supported and demanded the removal of CEO Heinrich Brunner. Hans Ringier sud-

denly showed fortitude, plucked up his courage and brought two proven management experts onto his board of directors, the well-known Basel entrepreneur Gustav Grisard (timber trade and real estate) and Heinrich Oswald. Together they negotiated a termination of Heinrich Brunner's contract as of March 1972. At the same time, they appointed Oswald as delegate of the board of directors to head the operational management. However, the passing of the torch proved rather troublesome. Brunner spent months arguing about severance pay and shareholdings, tried to delay his departure, and roundly refused to cooperate with Oswald. With his open nature, the new Ringier boss was perfectly in line with Hans Ringier's ideas, but he initially met with great skepticism in the industry: What did this man from the soup industry (he had invented the company mascot «Knorrli» at Knorr) know about media? A lieutenant colonel, he had made a name for himself nationally as the author of the Oswald Report on reforms for the modernization of the Swiss army. Among other things, he abolished the Prussian military salute and «Sir» as the form of address and relaxed the rules regarding hairstyles.

[Continued on page 27](#)

50-year anniversary

DOMO
through
the years



PRO DOMO. Ringier in-house magazine

In June 1973, the first issue of Ringier's in-house magazine PRO DOMO was published. The Latin name means «for the house» or «for ourselves». Back then, the magazine appeared once a month in German, with the sections «Pour nos amis romands» and «La pagina per voi» devoting one page each to colleagues in French-speaking Switzerland and Ticino. The October issue on display here announces two big news items: the creation of the women's magazine «Annette» and the opening of Ringier's own school of journalism in the spring of 1974.

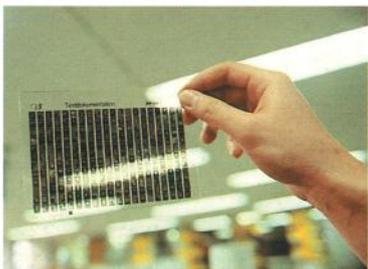
PRO DOMO

Hauszeitschrift der Ringier-Gruppe

April 1980 Nr. 4



Das Ringier-Dokumentationszentrum



PRO DOMO. In-house magazine of the Ringier Group

By 1980, the in-house magazine addressed the Ringier group, as Ringier was growing in western Switzerland and active in Lucerne and Munich. The big topic in the April issue is the Documentation Center, which had just moved into the Pressehaus. It provided Ringier with the third-largest press database in the world after «The New York Times» and Gruner + Jahr.



Fotolaborantin Sylvia Vogel in der Dunkelkammer.

(Foto: W. Fischer)

oooo Ringier DOMO

Nr. 1 1988
Zeitschrift für alle Mitarbeiter der Ringier-Gruppe

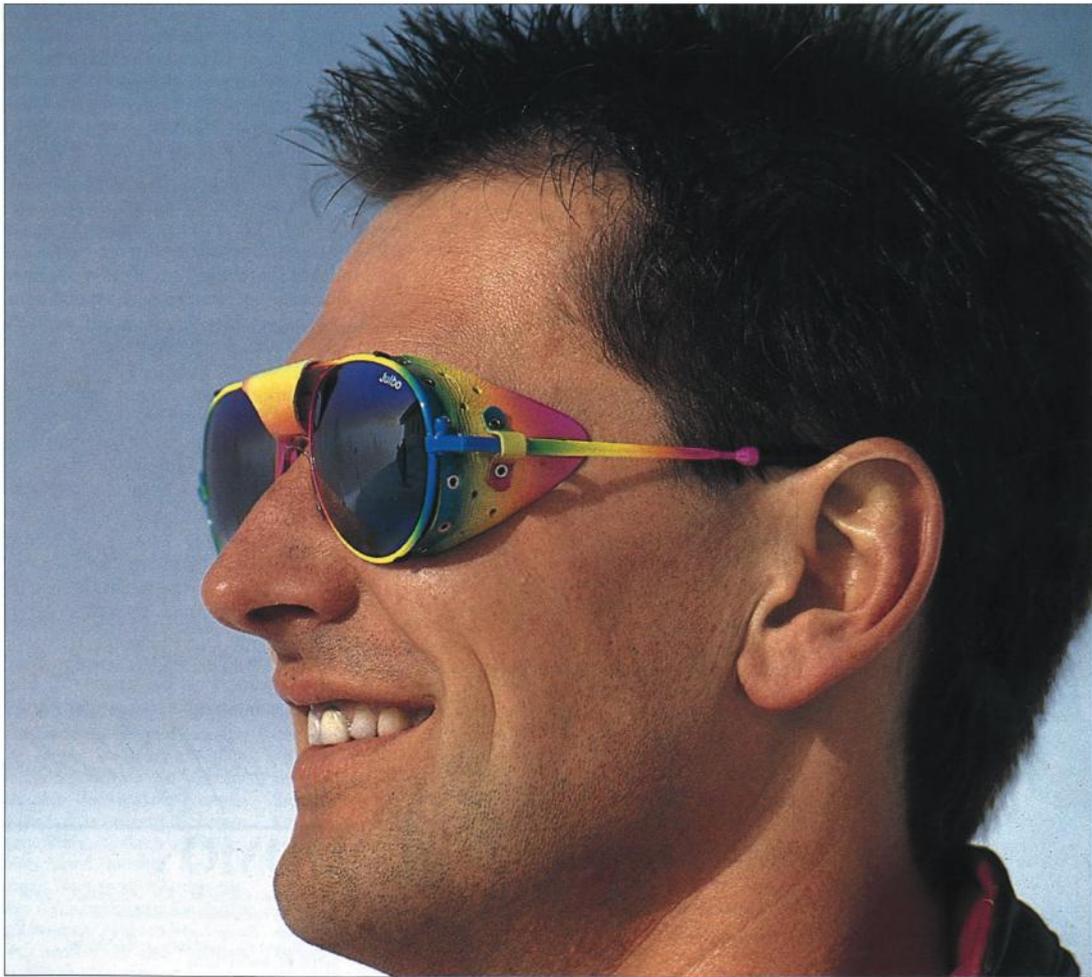
DOMO. Magazine for all employees of the Ringier Group

As of 1982, DOMO – with its truncated title – had been increasingly focusing on the employees, correspondingly devoting a lot of space to anniversaries, new staff members and retirement announcements. The January 1988 issue focuses on the work of the photo lab and announces that the tabloid «Blick» will print «BaslerBlick», a regional section, for the first time in September.

DOMO

Zeitschrift für alle Mitarbeiter(innen) von Ringier Europa

Nr. 2 1993



 Ringier

Tagessieger Daniel Baumgartner, UWV Adligenswil, genoss die warmen Sonnenstrahlen am CJB-Skitag. (Foto: W. Fischer)

DOMO. Magazine for all employees of Ringier Europe

By the 1990s, Ringier was already active internationally: In 1987, Ringier founded a printing plant in Hong Kong, followed by expansions into the Czech Republic in 1990 and into Romania two years later. For the first time, DOMO explicitly addresses women – all (female) employees of Ringier Europe. Incidentally, Rolf Gebele has been the editor-in-chief for twenty years.

DOMO

I N T E R N A T I O N A L



Molly Lee

Die stellvertretende
Art Directorin von
Ringier in China
mit ihrer Familie

«Unser Leben in Peking»

Interview

Gerhard Schröder über
sein jetziges Leben als
Kanzler a. D. und über
seinen Job bei Ringier

Praxis

Wichtige Fragen zur
neuen Strategie und
wie sie umgesetzt wird

CASH daily

Unterwegs mit den
Machern der Schweizer
Wirtschaftsplattform

China | Czech Republic | Germany | Hungary | India | Indonesia | Romania | Serbia | Slovakia | Switzerland | Ukraine | Vietnam

DOMO. International

Ringier's activities have meanwhile expanded to twelve countries: China, the Czech Republic, Germany, Hungary, India, Indonesia, Romania, Serbia, Slovakia, Ukraine, Vietnam and Switzerland. And so, the cover of the November 2006 issue features employee Molly Lee, a Beijing art director, together with her family.

Wie macht man richtig gute Boulevard-Headlines? Seiten 18–21

DOMO


Unternehmensmagazin
März 2011

Döpfner/Unger
**Wo steht das
Joint Venture?**

Geheime Daten
**So funktioniert
Wikileaks**

Tablet-Boom

**Gute Apps
sind Mangelware**

DOMO. Corporate magazine

The penultimate redesign of DOMO magazine took place in 2011. The big topic of the March issue is the iPad: Ringier does not want to miss out on the hype and launches various apps so the company's media titles can be read digitally. 2022 saw the latest relaunch with the aim of aligning the visual appearance of the company magazine with Ringier's corporate design.

Salvation «for the house»

PART 2

It was precisely this open attitude that enabled Oswald to rally behind him and persuade not only soldiers but also a type of professional that is intrinsically hard to domesticate, i.e. journalists. Motivation through conviction, participation in thought and action, personal responsibility – Oswald's principle of «leadership instead of management» would lead to success at Ringier.

One of Heinrich Oswald's greatest achievements was quickly to recognize what was needed to implement his leadership principle at Ringier. As soon as Brunner had left in 1972, Oswald continuously expanded the executive board and management with qualified specialists. He joked: «If anyone can do anything better than me, I'll let them do it.»

Oswald restructured the company, created new positions in finance and human resources management, brought in a head of marketing and a female market research specialist, and within a year there were seventeen new experts in key positions. Even then, he made sure to have his own legal department, beefed up sales and technology, introduced the novelty of a staff committee, and upgraded the pension scheme by expanding the pension fund. The support of employees and young talent was particularly close to his heart: In 1972, he founded the School of Journalism at the Ringier family home of Römerhalde in Zofingen and created

introductory courses for new students. Hans and Eva Ringier as parents were particularly delighted that the family were involved again. Christoph Ringier took on the important job of advertising manager, Michael Ringier became a graduate of the first class at the School of Journalism and joined the central business desk. Annette Ringier handled women's issues and went on to head new magazine projects, Evelyn's husband developed sales ideas in marketing. And here's where we finally come back to the birthday child «Pro Domo» (which became «Domo» in 1980). It played a central role in Heinrich Oswald's historic relaunch.

In 1971, the designated head of Ringier made a special trip to the Axel Springer publishing house in Hamburg in the hopes of getting inspiration from that great role model. He not only brought back two «mercenaries» from the «Bild» tabloid to support the editorial teams, but also the realization that internal communication was the most important tool to nurture a team spirit among the staff. He decided to publish a company magazine, hired the 30-year-old local journalist Rolf Gebele from the Zurich suburb of Dübendorf as sole editor in 1972, and one year later, i.e. exactly 50 years ago, «Pro Domo» was launched. To ensure networking between all departments, Heinrich Oswald provided the editor-in-chief with an editorial committee, in which

representatives from the editorial offices, the publishing house and the printing plant had to submit suggestions for topics on a regular basis. Oswald himself outlined the magazine in great detail, calling it «a mirror reflecting the company». «It should be an incentive for connections within the company,» he urged, listing topics he expected to read about: explanatory reports on the course of business, presentations of strategic objectives, reports on the individual divisions, but also portraits of employees, reports on company sporting events, congratulatory columns, obituaries and useful advice. He was particularly concerned about retirees, organized regular meetings of former employees and had anniversaries celebrated; «once with Ringier, always with Ringier» was the slogan he himself as the top boss coined. In 1986, the editorial team celebrated owner Hans Ringier on his 80th birthday with a special issue.

Rolf Gebele took early retirement at the end of 2003 after 30 years as editor-in-chief. Heinrich Oswald retired in 1984 and autonomously decided to end his life in 2008 with the help of Exit. Today, Ringier's communications department currently keeps employees informed with a daily newsletter. Heinrich Oswald would be pleased to know that his assessment of the importance of internal communication 50 years ago was correct and it is still maintained by his successors today. •

FIBO DEUTSCH

Fibo Deutsch is considered a living legend at Ringier, where he worked for more than 60 years in a variety of positions – he was a journalist, held executive positions in group management and worked as a media consultant.

Peak performance under **extreme conditions**

They programmed in an air-raid shelter, were able to work only thanks to generators and satellite Internet, and had to reorganize their lives along the way. IT specialists and software engineers from Ukraine were responsible for developing the heart of Gryps, the newly designed online portal for SMEs. Despite bombardments and power outages, they developed the website until it went live in the fall of 2022. A short summary of the development story.

Text: Katrin Ambühl



Anastasiia Masyluk, originally from Mariupol, has been living in Lviv for years.

Three times a week, Gaby Stäheli links up with the IT team in video meetings. She is part of the Gryps management team and was responsible for building the website, which not only has an attractive interface but also features a highly complex backend system. Up to seven employees were involved in the construction phase, employees of the Ukrainian company Softformance in Lviv. «All of them are highly qualified; after all, Ukraine is known for its high level of systems engineering and software development,» says Gaby Stäheli. She has worked with the Softformance team for years and had nothing but good experiences so far. But in this project, the crunch mode before the launch ran into a war situation that changed everything. It required preparation, improvisation skills and motivation.

Fall 2021 to January 2022 - Move to Turkey?

People in Ukraine were aware that something was brewing. To Vitaliy Podoba, founder of Softformance, it was clear months before the war began that his company, with more than 20 employees, would have to prepare. As a precaution, he looked for office space as well as apartments for all employees and their families in Turkey. A little later, he organized a solution in Estonia for handling transactions with foreign customers or employees abroad in case the Ukrainian financial system no longer worked smoothly. A wise decision: because that is exactly what happened later.

February 24, 2022 - Plans A, B, C and D

«When I heard about Russia's attack in the morning, my first thought was to call my parents in Mariupol. It took 18 days before I heard from them again,» says Anastasiia Masyluk, Gryps project manager. She herself has been living in Lviv for several years. «Then, I contacted my team to see if everyone was okay. We had a plan A, B and C, but they didn't work because martial law was immediately declared, and men were not allowed to leave the country. But the majority of Softformance's staff are men,» Anastasiia explains. Consequently, Plan D came into play: Lviv not only remained the place of business but also became the new place of residence for some of the employees. One man who was officially allowed to leave was Serhiy Valchuk, because he has a family with three children. They lived in a Kiev suburb, just 12 miles from Gostomel airport, which was attacked by the Russian army on the first day of the war. «It was hell in Kiev. We had to get to safety and fled to Lviv on the 2nd day of the war,» the IT specialist reports. Their getaway took 22 hours. Shortly after the family crossed the bridge between Kiev and Lviv, it was blown up. The family then lived in Lviv for a few months and they now live in Poland.



Vitaliy Podoba, founder of Softformance, based in Lviv.



Dmytro Litvinov temporarily lived in Lviv, today he once again lives in his hometown of Pavlograd.

Gryps is a digital online portal for SMEs in Switzerland. It was founded in 2010 and acquired by Ringier Axel Springer Switzerland in 2021. The platform was to be expanded with new services and SME guidebook content developed by advisors on the Beobachter team and given a modern design. On Gryps, SMEs and potential company founders can find information on various topics of their everyday business life on the one hand and also access a network of more than 4,000 vetted provider companies from various business fields via the tender service. The Gryps service is free of charge for customers and users, and the platform is financed by companies offering various services – from insurance and office coffee machines, software developers and office furnishings to PR agencies. In January 2023, the company launched a major awareness campaign, and since March 2023, the platform offers monthly focus topics such as taxes, cyber security, metaverse, etc., on which appropriate professional partners share their expertise.

Late summer 2022 - Starlink, generators and solar power

«For the first 1-2 months after the beginning of the war, we were in crisis mode, organizing and working as best we could. Then, for a few months, the situation became sort of stable,» Vitaliy, the company's founder, recalls. That was until late summer, when Russian attacks on the entire infrastructure of Ukraine began and threatened the basis of Softformance's work: electricity and the Internet. «We had to act so we could continue the projects we were working on at full speed,» Vitaliy says. «Some of us arranged for solar power, others got generators, and we also bought high-efficiency power packs for all employees.» Moreover, Elon Musk provided the Ukrainians with his Starlink satellite Internet, initially for free, now for a fee. Internet that was independent of the then insecure land lines helped enormously, Vitaliy points out.

«I currently live in Pavlograd, which is about 85 miles from the front line. Apart from my mother, my whole family lives here,» says Dmytro Litvinov. Since the beginning of the war, the bomb alarm has become almost normal for him and his Softformance workmates. Some of the team would even program in the air-raid shelter at times, he says. «I learned to adapt to the circumstances and find solutions,» Dmytro emphasizes. «It has made me stronger and my work more focused.»

Fall 2022 - Gryps goes online

At all stages of the war, the energy level and presence of the team was incredibly good, says Gaby Stäheli. The fact that the project was delayed for two or three weeks was negligible compared to their bigger problems. When the war broke out, everyone was in shock. How is everyone doing, what can we do, how can we help? At first, these questions had top priority, Stäheli reports. And this despite the fact that the project was in a crucial, delicate phase at the time and the pressure was enormous. No one knew at the time if, how and when the Ukrainian team would be able to continue with the project. However, it did go ahead. «The people in charge had our backs, and our Ukrainian team also got a lot of support from Ringier,» says Gaby Stäheli. «There was also never any question of changing IT companies to make absolutely sure that the deadline would be met.» On the contrary: The team of IT specialists involved in the Gryps project was even expanded in early 2023.●



Serhiy Valchuk, from Kiev, temporarily lived in Lviv, now he lives in Poland with his family of 5.

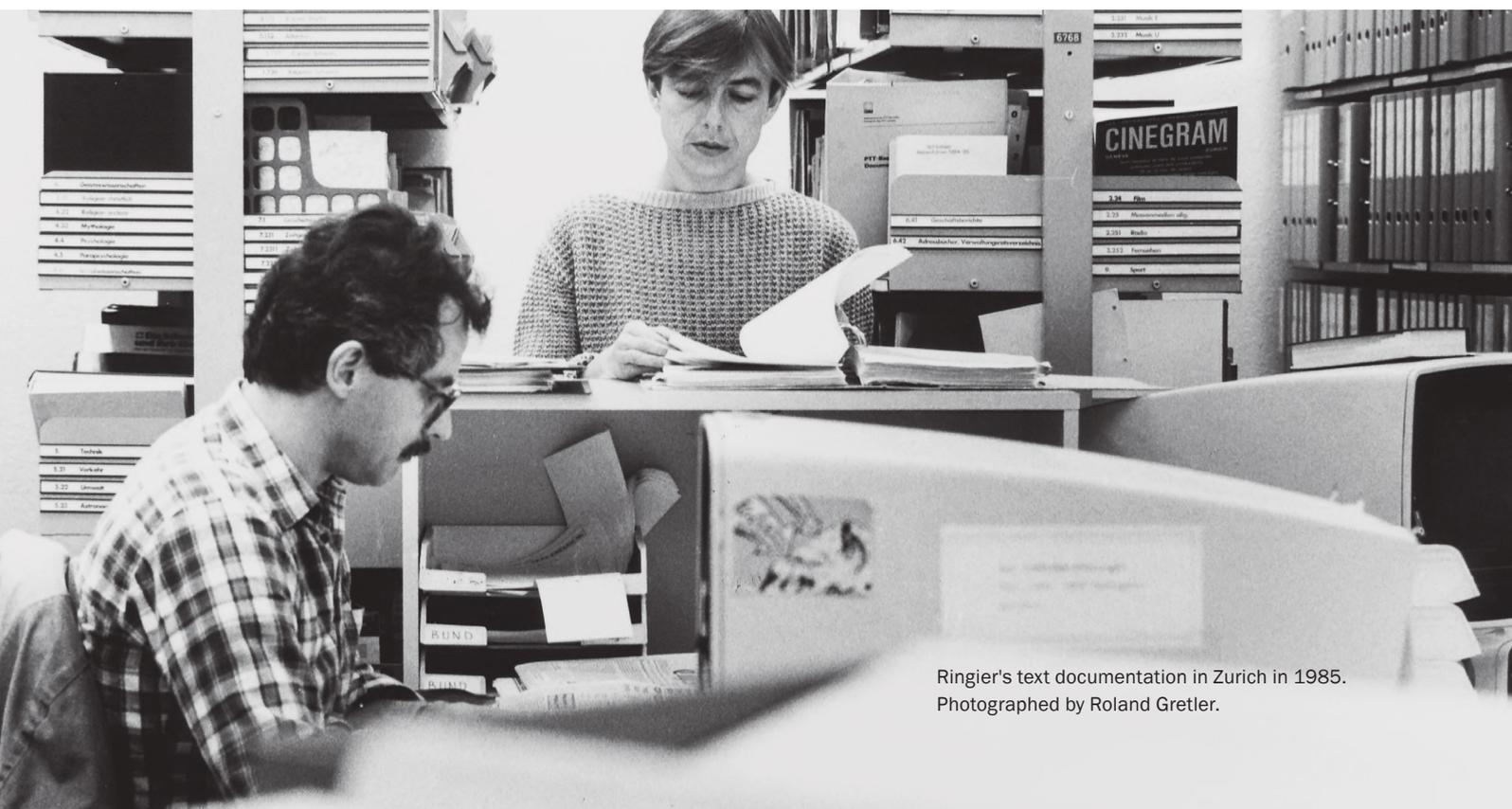
Texts: Katrin Ambühl | Photos: Ringier Picture Archive (RBA)



The

line tamer

A Tuesday in February at the Pressehaus, 5pm. Most employees are looking forward to knocking off at the end of the day, but Kurt Schuiki's workday has just begun – his stint will last until shortly before midnight, when the production of tomorrow's newspaper is finished. It is his penultimate day as a proofreader at Ringier. After 33 years, in which he has witnessed major changes in media production and his original profession, documentalist, has become a mere footnote in media history.



Ringier's text documentation in Zurich in 1985.
Photographed by Roland Gretler.



Editorial staff of the women's magazine Annette in 1974. At far right: Annette Ringier.

On his first day on the job sometime in 1990, Schuiki was part of a large team: the text documentation department. It constituted the core of Ringier and of journalism itself, employing 25 people, with another 25 working in picture documentation. He and his team would sift through the most important daily newspapers from Switzerland and abroad. «We would look through piles of paper, select the news items, clip them, copy them and file them, from the New York Times to the Süddeutsche Zeitung,» Schuiki says, adding that it was the documentalists themselves who decided which stories were important – not the journalists. «It was a semi-intellectual warehousing job,» he self-deprecatingly describes his work at the time. Then the digital age arrived. «Everyone kept talking about the information superhighway, a term that remained abstract for a long time, and suddenly, there it was,» Schuiki notes soberly.

The founding of the Swiss Media Database (SMD) changed data processing, which was henceforth centralized and digital. There was a transitional period in which «delegates» from media companies would carry out their documentation work at SMD, but eventually, less and less «manual work» was required. Today, AI does most of Schuiki's former work. By pure chance, the documentalist became a proofreader. In 2007, the then editor-in-chief of Blick was looking for a vacation replacement in proofreading. Schuiki stepped in, liked the work, and stayed.

So, now it's over. The documentalist and proofreader, whose entire working life was closely linked to the turbulent history of the media and the company, is turning over a new leaf and retiring. He is not afraid of a void or boredom: «After 20 years, I would finally like to pick up my guitar again. I wonder if I can still play.» •

Flashback

In addition to text documentation, picture archiving played a central role – back then for journalistic work, today as an exciting record of the times. Between 1930 and 2000, the Ringier Picture Archive (RBA) collected some 7 million press photos from sports, politics, the arts, and everyday life, which makes it the largest photo archive in Switzerland. In 2009, it was signed over to the State Archives of the canton of Aargau, and in 2015 the so-called Schaubildarchiv (display archive) of the Ringier Bildarchiv was integrated in the city of Aarau's municipal museum. It is open to the public and exhibits a small excerpt of the historical collection. And it provides insight into the image production and archival work of the time, which have changed completely over the decades.

Ringier has been in existence for

190 years.

How long has the Pressehaus been there?

The building was completed in **1978** and has always been owned by Ringier, or rather Ringier Art & Immobilien AG.

Why is the Pressehaus heated and cooled with lake water?

Thanks to this sustainable heating and cooling method,

more than **70** tons of CO2 have been saved since 2010. The current conversion will further increase the volume of lake water, with the goal of operating the Pressehaus entirely without fossil fuels moving forward.

The Pressehaus is currently being remodeled. When will the project be finished?

The completion of the work is scheduled for

2026

How many rolls of toilet paper are used per year?
About

5,000

How many desks are there at the Pressehaus?

547

(reference date: January 10, 2023)

How many square feet of office space does the Pressehaus offer?

About **8,300**

The Pressehaus by numbers



The eventful history of Ringier's headquarters at Dufourstrasse 23 in Zurich's Seefeld district: 6,000 years ago, a lake-dwelling settlement stood where the Pressehaus is today. In modern times, a car dealership sold American automobiles there, and up to the middle of the last century, it was a popular night-time pickup spot for street prostitutes.

How many plates per lunch are served at Inside?

In 2022, Daniel Heyn and his team served

22,618

lunches by mid-December.

That averages out to around **90** plates per lunch. However, as employees were consigned to working in their home office, the number of patrons was substantially reduced in the first half of the year.

How many letters per year are sent via the internal mailroom?

In 2022, it amounted to

20,975

letters and just under 2,000 parcels.

How many parking spaces are available in the underground lot and how many of them are equipped with EV charging stations?

A total of **124**

parking spaces, 10 of them equipped with EV charging stations.

How many works of art are hanging in the house?

172 at the

Pressehaus. In addition, there are 62 at the Medienpark, 65 at the Zofingen printing plant, 21 at Land-Liebe, 20 at the journalism school's Villa Römerhalde and 9 in Lausanne.

HIGH ENERGY

Text: Katrin Ambühl
Photo: Vlad Chirea

He is a passionate athlete. That helps Andrei Ursuleanu deliver peak performance in his job as Sales & Business Development Director at Ringier Romania.

Agile, focused, skillful. Touché. True, it's been a long time since he exercised his body and mind in fencing. «I was 7 or 8 years old and thought this sport was cool because of the sword, which is actually a foil,» Andrei says of fencing, which is an utter niche sport in Romania. Dueling suits him. «It's all up to you whether you win by yourself or you don't.» In high school, he nevertheless switched to basketball and was very successful with his team. Due to his excellent eye-hand coordination, he was a sought-after player who contributed to many team victories. Today, at the age of 43 and with a few knee issues, he no longer practices this as a team sport, but still shoots hoops from time to time in the park near his home in Bucharest. Besides working out at the gym his current favorite sport is cycling. «After a few hours of cycling, my head is totally free and clear, I love that,» Andrei says by way of explaining his passion. His two boys, 6 and 8, share his love for cycling, which delights him. He wants to be no less than the best father in the world.

A clear head and a fair share of competitive spirit are also required in his job. Five years ago, the sales and business development specialist joined Ringier Romania. «I wanted to learn more about the workings of the digital publishing industry so I could figure out new opportunities for



Digital Sales Professional at Ringier Romania: Andrei Ursuleanu

growth and development,» says Andrei. He started out as Head of Advertising Sales and is now Sales & Business Development Director. Three years ago, he began to develop new strategies. The expertise and energy of his dedicated team has been crucial to the development and success of this tech lab, Andrei insists. Because it also offers new and interesting marketing measures for websites other than solely those of Ringier, this department became the «Media Sales House» spin-off. Its latest project is a cooperation with Romania's biggest TV sales house, a kind of meta-marketing structure that works up

advertising activities on TV and cross-media on digital channels into advertising packages. «It's a tough market because Romania has the lowest nationwide advertising budget in all of Europe,» Andrei explains. The purchasing power in his country is about 50 times smaller than in Switzerland, he says. But he also sees an upside to this: «When you're that small, you can only grow!» Particularly in a traditionally structured country where the status of television is still extremely high.

As a professional for digital sales strategies, he has several functions and roles within the company. And, of course, he also has a family with whom he wants to spend as much time as possible. His wife works in marketing, too, and everyday life is a constant balancing act between family life and daily work. On top of that, Andrei still needs and wants to have enough energy to keep coming up with new ideas. No problem for this passionate athlete: «From fencing to basketball to cycling: Time and again, sports have taught me that discipline, stamina and hard work pay off. It's made me realize I'm capable of much more than I ever dreamed.» Touché.●

Sleuths of the times

«Harry, go get the car» is probably the most famous quote from a German TV crime series – even though this order was never phrased exactly like that. But every crime series fan of my generation, and even of the next generation, knows who – allegedly – spoke this line: Horst Tappert, aka Stefan Derrick, probably the most famous TV sleuth ever conceived by a German TV channel. Derrick was on the air for over 24 years and his series was sold to more than 100 countries – from Angola to Zaire. One of the few people to dislike this crime series protagonist was Umberto Eco: «People love Derrick because he is mediocrity triumphant,» the Italian writer groused in a column. Indeed, the tall, lanky detective inspector was the epitome of bourgeois blandness, which also irked the actor himself. «The scripts were too philosophical and moralistic, almost devoid of any interpersonal touch,» he said in an interview with the Munich daily «Abendzeitung». But people who work for broadcasters don't simply broadcast programs; their sense of mission makes them broadcast their opinions. And so, they imposed a «corpse limit» of no more than two dead bodies per episode and – journalists please take note – there was a whole lot of moralizing. «The perpetrator got the punishment they deserved and the viewers their moral lesson,» as one industry service described the concept at the time. Even the very first German TV detective, Herbert Keller, played by Erik Ode, who still investigated in black

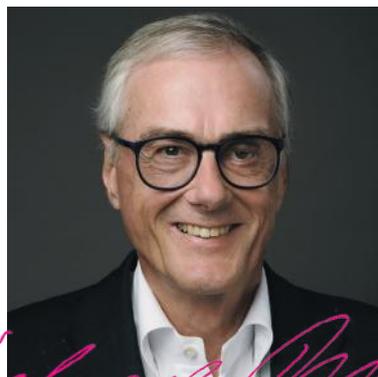
and white, was incredibly proper and rather stuffy. But at least he smoked in practically every episode – which would now spell doom for any scriptwriter's career. Over the decades, not only the investigators but also the stories have changed significantly. The fact that more and more female sleuths and police officers popped up was definitely a sign of the times. When the makers of the German crime anthology series «Tatort» paired its best-known female detective Charlotte Lindholm, played by Maria Furtwängler, with Ugandan-born actress Florence Kasumba, whose character was named Schmitz – which was probably meant to be ironic – it did not adversely affect the ratings. While women were establishing themselves as detectives on TV, «the men were getting weirder and weirder,» the daily «Augsburger Allgemeine» noted years ago. For example, Freddy Schenk, the commissioner in the Cologne-based «Tatort» episodes, is the prime-time sleuth whose family life appears to be sound. His male TV colleagues are either single or divorced and out of touch with their children. Since 2015, there has also been a gay Berlin detective, Robert Karow, and soon – at least according to the tabloid «Bild's» speculations – a gay couple of investigators from Saarbrücken will be hitting German TV screens on Sundays at 8:15 pm. The latest trend is one that even leaves me, a die-hard crime-series aficionado, with only one choice: Switch off after 30 minutes – of a 90-minute film, that is. Because the

latest socio-critical fiction devised by German screenwriters is the detective haunted by trauma. Instead of revenge killings or robberies, we get plenty of flashbacks, all the way to childhood.

In the latest Dortmund-based episode of «Tatort», the criminal case merely provided the framework for exploring several family dramas at once. In the midst of it all is Inspector Faber, irredeemably traumatized by the death of his female colleague. At the beginning of the film, he is living in the woods in his Stone Age jalopy, with a wild, unkempt beard and extremely aged, and at some point, he jumps naked into the river – a cross between human rights activist Bruno Manser and a hermit. For the citizens of Dortmund, one can only hope that Freddy Schenk from Cologne will eventually come in and take over their inspector's office.

Give me Italian scriptwriters any day. The fact that the somewhat solitary inspector Petra Delicato has a poisonous tarantula for a pet and, two episodes ago, had an anonymous one-night stand with the murder victim, probably doesn't hold the mirror up to nature either. But the stories that emerge from this are at least far more amusing than this German trauma-ticking.

So, what can we learn from German crime writers? We journalists are storytellers, too. And the more our stories relate to our readers' reality, the more likely they are to be read. ●



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Wolfgang Tillmans, Fish, 2001.

“Faces. I see lots of different faces – some look astonished, some look tired, some look bored. Some of them are upside down, others are distorted into grimaces, still others seem to be dissolving. In the movement of the water, which makes them evanescent. As effortlessly as a school of swimming fish draws these faces into the water, they are gone again just as quickly. Literally swept away. With this photograph, Wolfgang Tillmans has captured a piece of ephemeral art from nature, making it permanent. The image of these glittering faces in the water has an effect on me that is at once calming and eerie. What if the faces were to remain? If the paths of the fish in the water formed an entire sea of miens, mouths, masks? If only the fish knew what they can provoke.”

Sabrina Glanzmann, culinary editor at LandLiebe, writing about a work from the Ringier collection, currently on display at the editorial office in Herrliberg.