

The F.A.Z. Digital Strategy: Paradigms and Case Studies

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Frankfurter Allgemeine
FAZ.NET

The screenshot shows the homepage of the Frankfurter Allgemeine FAZ.NET website. At the top, there is a navigation bar with links for FAZJOB.NET, Investor, Märkte, F.A.Z.-Archiv, e-paper, Abo, and Services. On the right side of the navigation bar, there is a search box labeled 'Suche' and a 'Mein FAZ.NET' section with a 'Login' button. Below the navigation bar, the main header features the 'Frankfurter Allgemeine FAZ.NET' logo on the left and a 'Sonderseiten Euro 2008' section on the right, which includes a small image of a soccer player. A secondary navigation bar below the header lists categories: Home, Politik, Wirtschaft, Feuilleton, Sport, Gesellschaft, Finanzen, Reise, Wissen, Auto, Computer, Beruf & Chance, Kunstmarkt, Immobilien, and Rhein-Main. The date '29. Mai 2008' is displayed on the left. The main content area features a large image of two men, one in a dark suit and one in a light blue shirt, with a large red 'T' logo in the background. To the right of the image is a section titled 'Der Kommentar' with the sub-heading 'Gefährliche Maoisten' by Jochen Buchsteiner. The text of the article begins with 'Nur Romantiker werden der letzten Hindu-Monarchie in Nepal nachweinen. König Gyanendra hat es nicht besser verdient. Doch der Systemwechsel birgt auch Gefahren: Die Maoisten sehen die Demokratie nur als notwendigen Übergang zum Sozialismus.' and ends with a right-pointing arrow.

Agenda

- ✦ **The F. A. Z. – key facts and history**
- ✦ **Paradigms of the F.A.Z. digital strategy**
- ✦ **Case studies from the F.A.Z. portfolio**

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Frankfurter Allgemeine Zeitung: „The Newspaper for Germany“

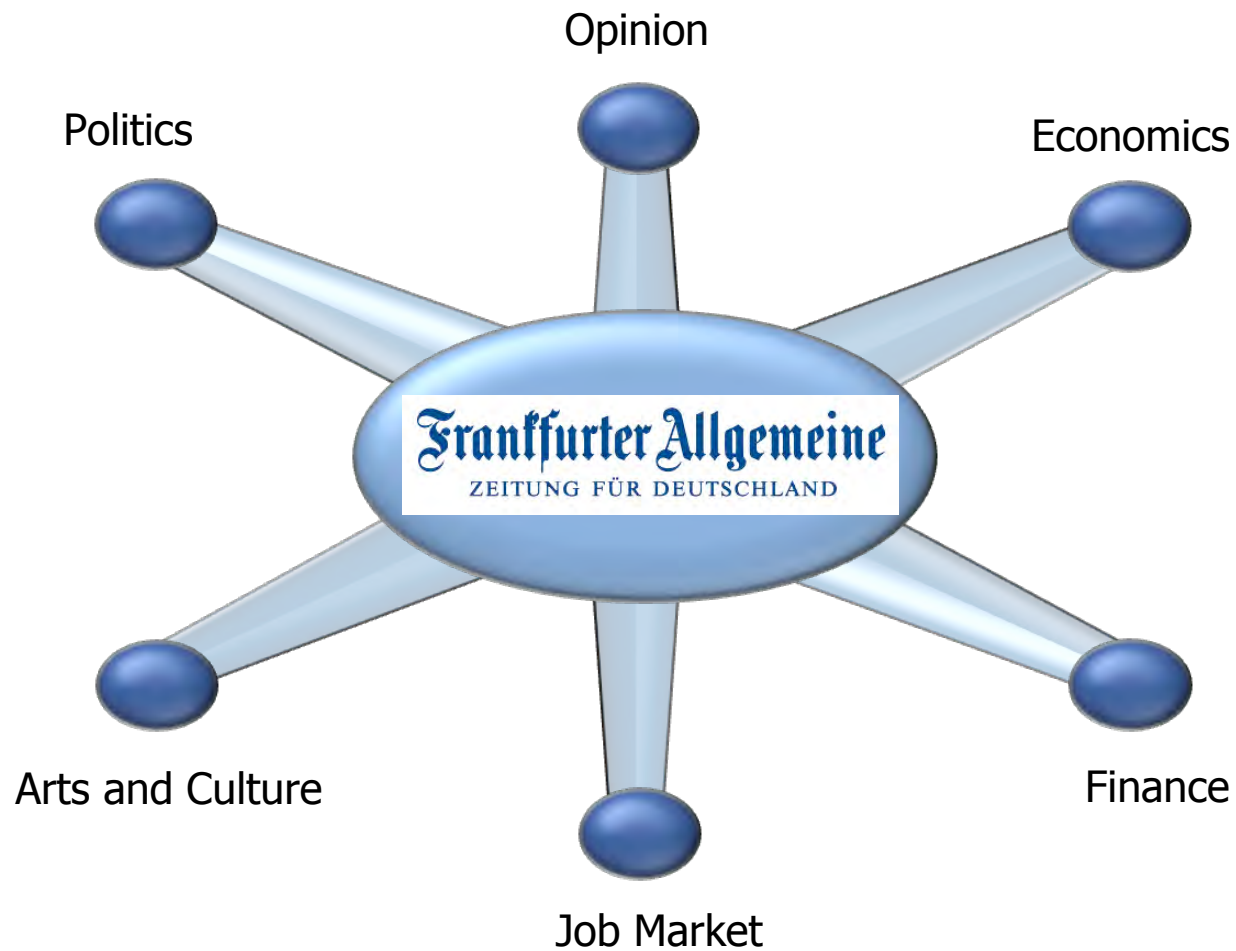
Long-established and opinion-leading quality newspaper for Germany



- In print since November 1st, 1949
- „Newspaper for Germany“: The leading national opinion-shaping broadsheet
- With daily sales of 370,000 the F.A.Z. reaches 950,000 readers (IVW/AWA)
- The F. A. Z. is led by five publishers and owned by the FAZIT foundation. Its profile is both liberal/conservative and pluralistic
- The F. A. Z. offers Germany’s leading print classifieds market for management and specialists

The F.A.Z. Profile is Characterised by the Following Key Strengths and Core Competencies

Key features of the F. A. Z. brand profile



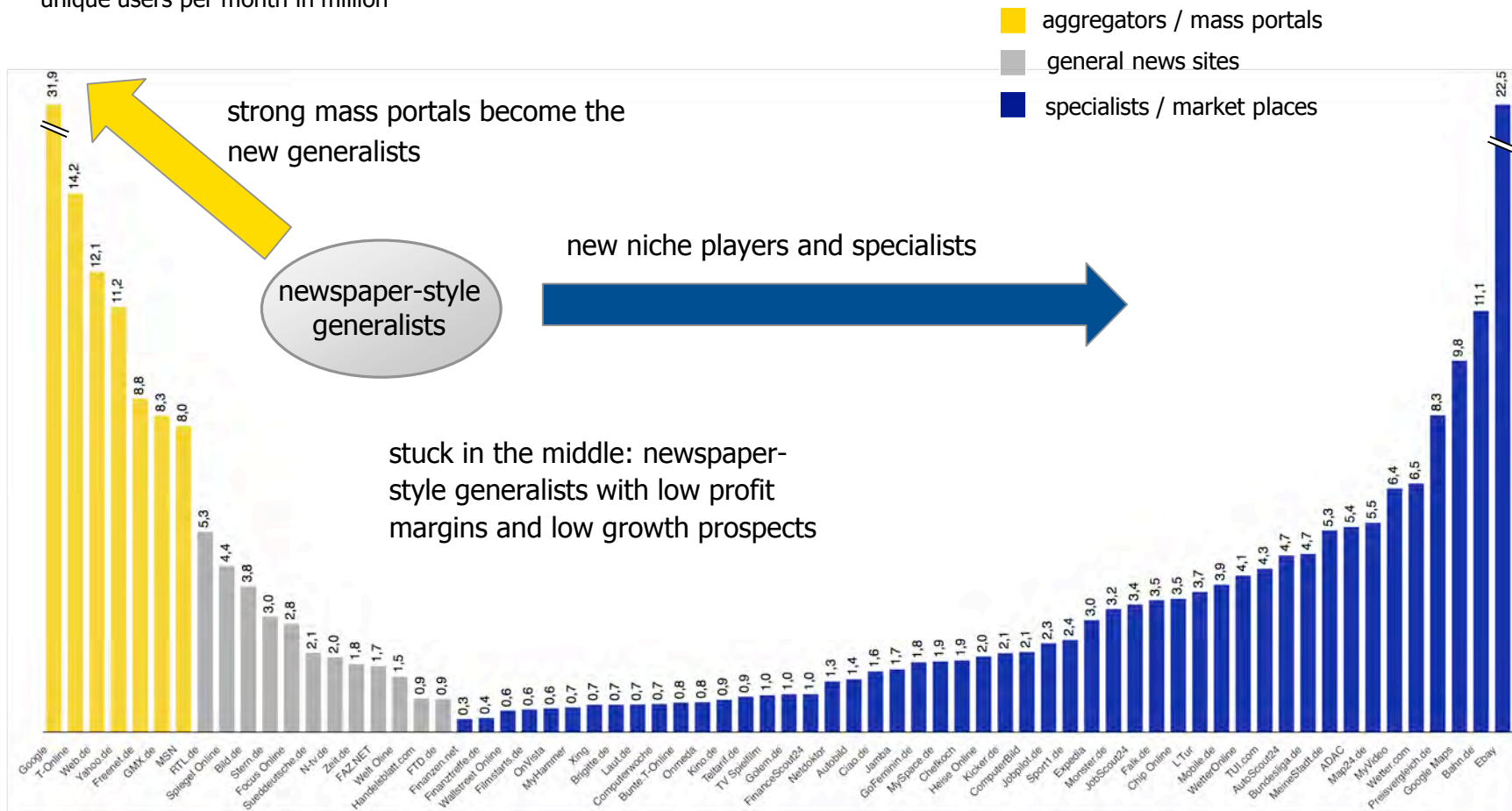
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Horizontal Fragmentation in the Digital Realm: Newspaper-style Generalists Find Themselves „Stuck in the Middle“

The new ecology of competition for newspapers online: new generalists and new specialists

unique users per month in million



Source: ACTA 2007 / AGOF IF 2007-I

The Internet Encourages and Facilitates New Networks for Collaboration and Cooperation

New potential for digital value networks

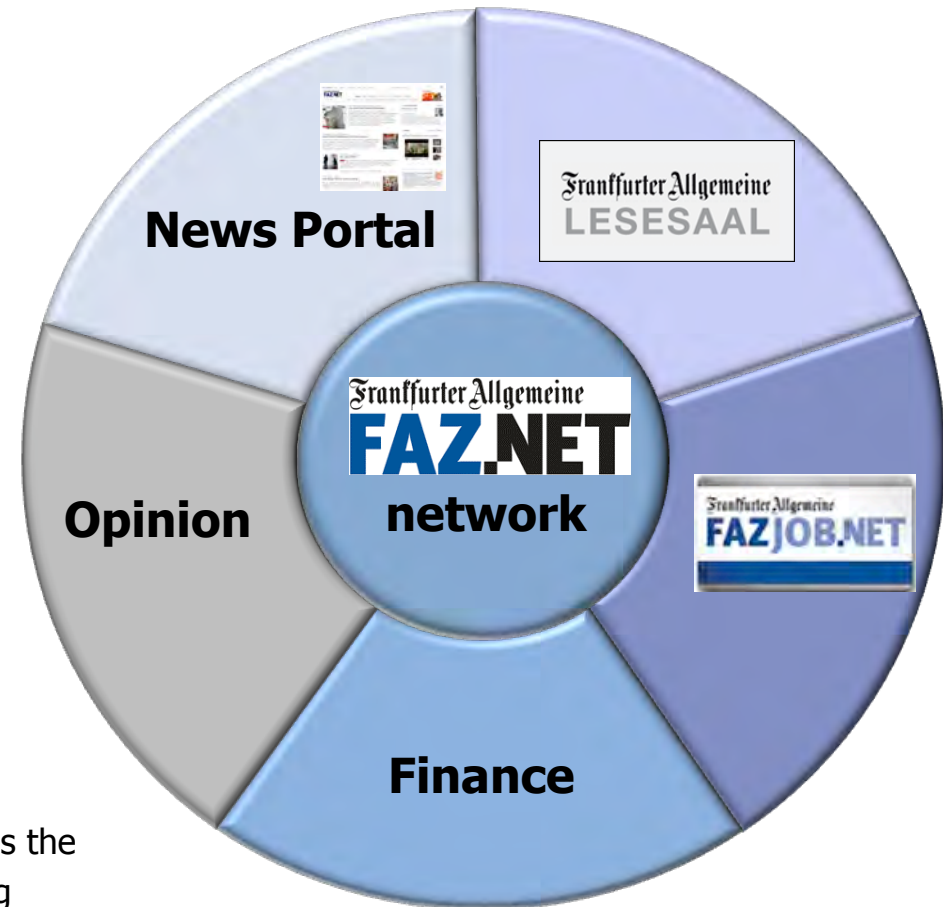
- The Internet brings new competition as well as new **potential**.
- It introduces new **value creation networks** - with promising opportunities for specialists like the F. A. Z.
- These are accompanied by new service networks, e. g. SaaS solutions (software as a service).
- Previously untapped potential for **content and advertising networks**.
- A great opportunity for the F. A. Z. to consolidate its vertical range and focus on its core competencies.



The F.A.Z. Vertical Strategy: Selective Specialisation

The FAZ.NET network

- The F. A. Z. develops a **network of vertical portals**.



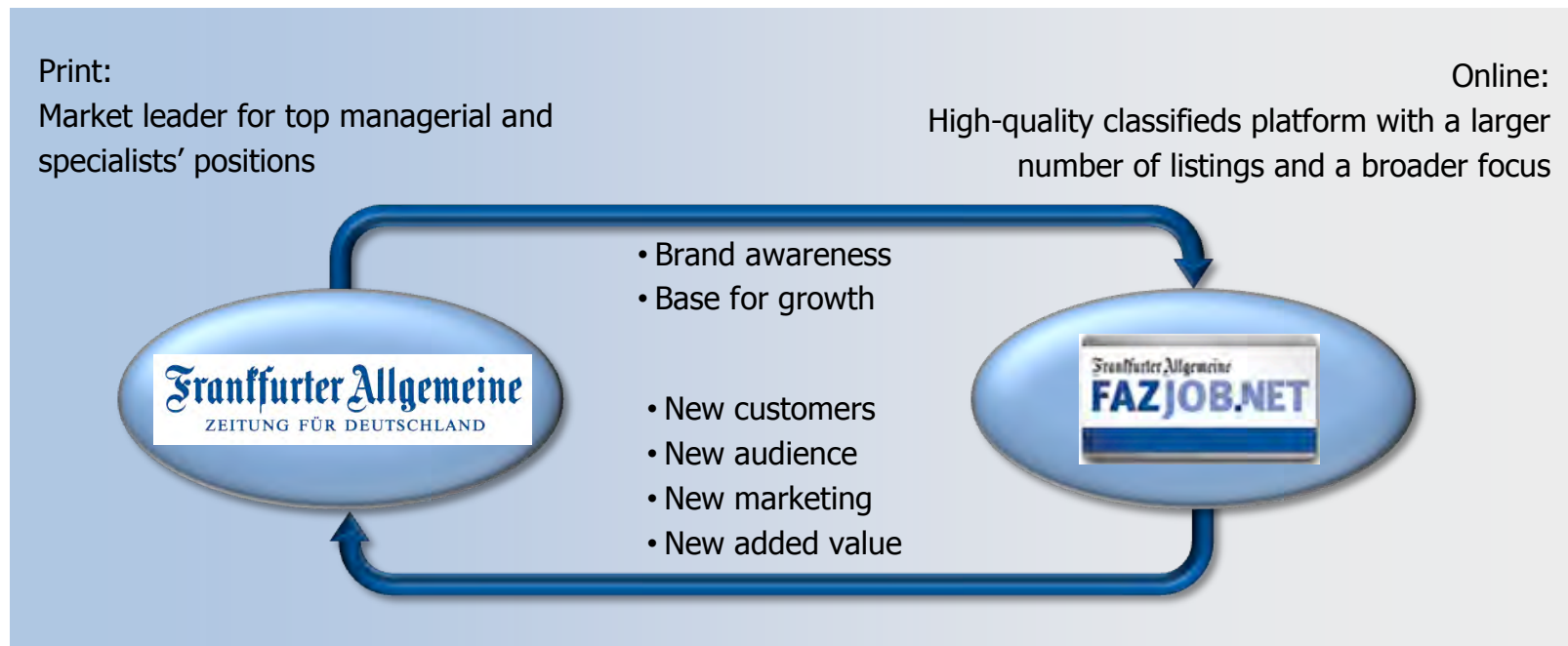
- This strategy of selective specialisation matches the F. A. Z. **core brand attributes** with promising **revenue streams**

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FAZJOB.NET Addresses New Segments of the Job Classifieds Market and Complements the Print Edition

The complementary strategy of F.A.Z. (print) and FAZJOB.NET



- FAZJOB.NET is a leading player in quality online recruitment with the highest percentage of jobs in the topmost management tiers.
- FAZJOB.NET has 230.000 unique users per month and offers 92,000 job listings.

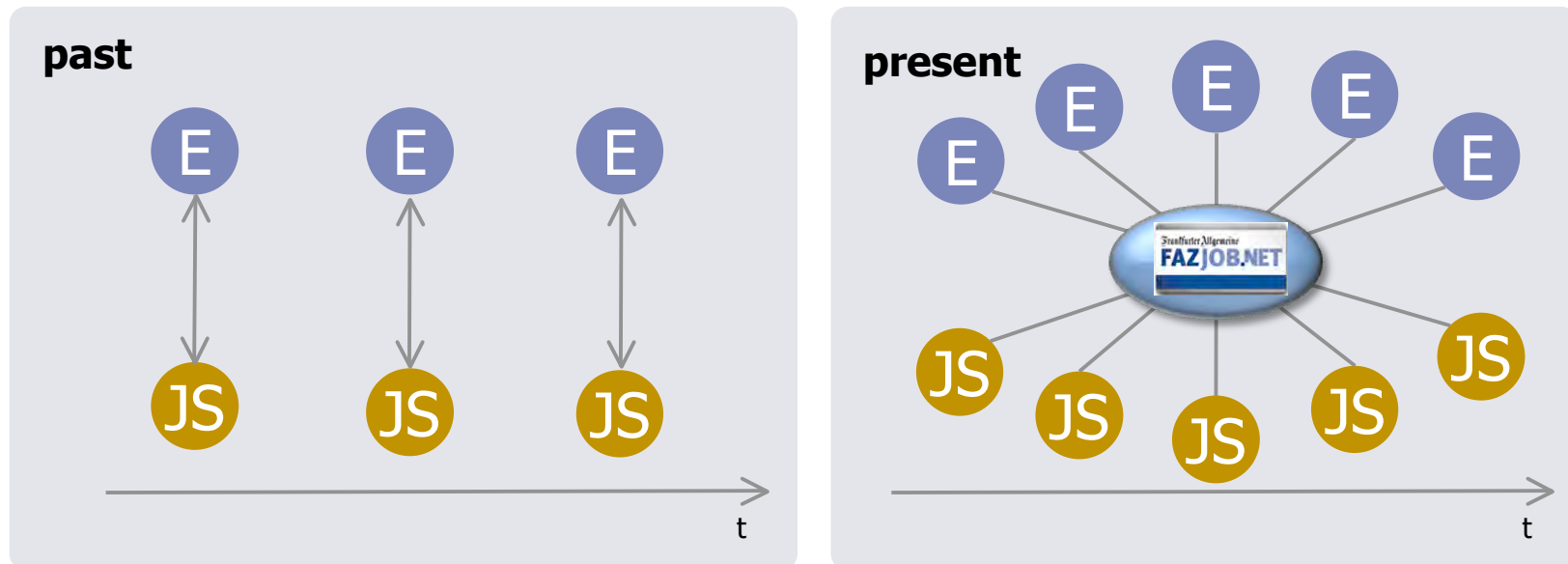
FAZJOB.NET and its Own Cross-Media Value Distribution Network

The FAZJOB.NET network



FAZJOB.NET Strives to Become a „Connecting Force“ that Facilitates Navigation of the Job Market

From short-term contact to lasting user retention in the job search arena

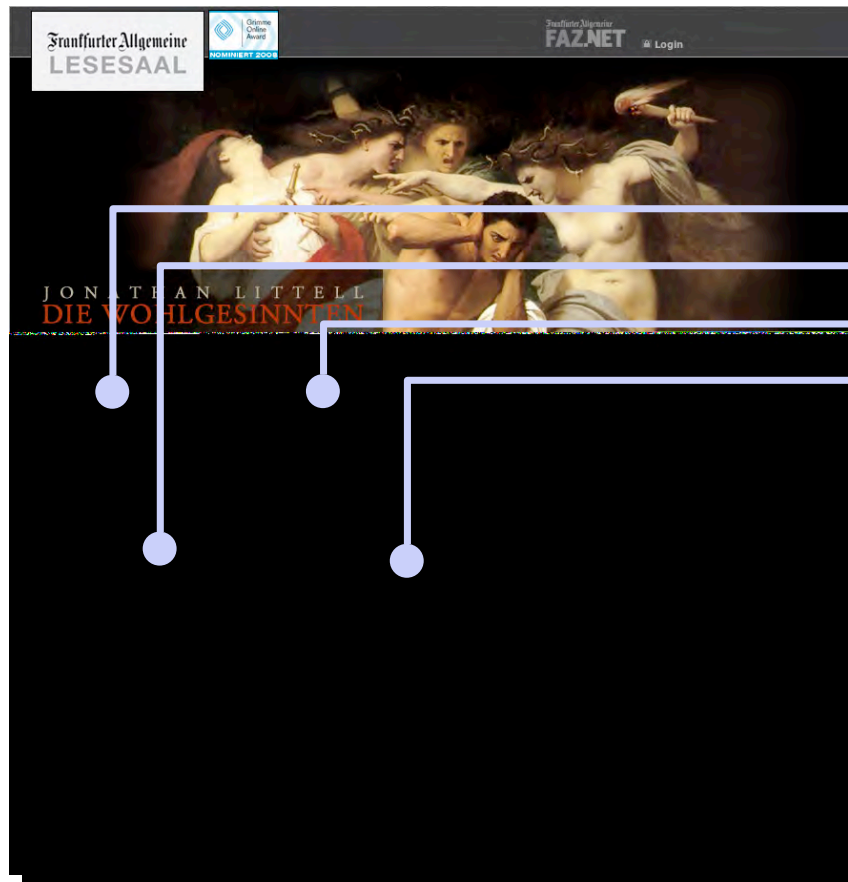


- FAZJOB.NET currently establishes short-term relationships with its users.
- As new competitors like business networks (e. g. Xing) or headhunter services arise, FAZJOB.NET needs to develop lasting relationships with potential job seekers.
- To this end, FAZJOB.NET will set up a new network and new, targeted information services.

F.A.Z. Lesesaal: A multimedia literary platform for exclusive book previews

Frankfurter Allgemeine
LESESAAL

F. A. Z. Lesesaal (reading room) for Jonathan Littell's 'Les Bienveillantes'



- The F. A. Z. Lesesaal picks up on the F. A. Z. tradition of **book previews** and encourages online discussion of new releases.
- It brings together
 - book extracts
 - multimedia features
 - public discussions
 - expert forums
- As a crossmedia discussion platform the F.A.Z. Lesesaal invites both experts and readers to voice their opinion.
- The Littell Lesesaal registered 116.000 unique users, more than 300,000 visits, more **than 3 million page impressions** and an average retention period of 7 mins per visit - compared to the 3.3 mins average of all FAZ.NET pages.
- Lesesaal has proven to be an extremely **valuable platform** for both the F. A. Z. and participating publishers.

Conclusion

- **The ecology of digital competition challenges traditional newspaper-style clustered products**
- **F. A. Z. addresses this issue with the selective specialisation of vertical portals along its core brand attributes**
- **The success of FAZJOB.NET and „Lesesaal“ confirms the effectiveness of this vertical strategy and allows F.A.Z. to learn and innovate as part of the process**
- **A number of further F.A.Z. verticals are in the pipeline**

Thank you.

Frankfurter Allgemeine Zeitung

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