





Tamedia's daily and weekly newspapers, magazines, online platforms, together with its printing facilities make it one of Switzerland's leading media enterprises. Thanks to their independent reporting and critical investigations Tamedia's media play a key part in shaping opinion and provide plenty of talking-points with entertaining stories from every area of life. The company was established in 1893 and has been listed on the Swiss stock exchange since 2000.

Regional Media German-speaking Switzerland

The Regional Media German-speaking Switzerland Division includes the daily newspapers BZ Berner Zeitung, Der Bund, Der Landbote, BZ Langenthaler Tagblatt, Tages-Anzeiger, Zürcher Unterländer, Zürichsee Zeitung, the Sunday newspaper SonntagsZeitung, the news network newsnet, the town magazine Züritipp as well as the participations in the daily newspapers Berner Oberländer and Thuner Tagblatt. The Regional Media German-speaking Switzerland Division includes also the weekly and free gazettes Bernerbär, Furttaler, Rümlanger, Sihltaler, Tagblatt der Stadt Zürich and Thalwiler.



Michael Marti is a member of the chief editorial team at Tages-Anzeiger, one of the best known daily newspapers in Switzerland, and also he is heading the departments Digital and «Newsnet», which is a coalition of Swiss newspaper web sides. Marti holds this role since 2013. He is responsible for the online content of the «Newsnet» sites, digital developments and the innovation team.

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There's a video here!

The #12 story.

Innovation.

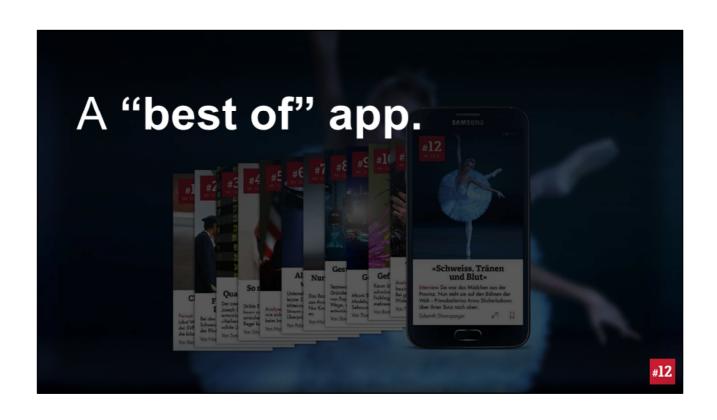
Repackaging.

Data-driven approach.

We want to develop something new.

An app that delivers our **best** stories to people's smartphones.

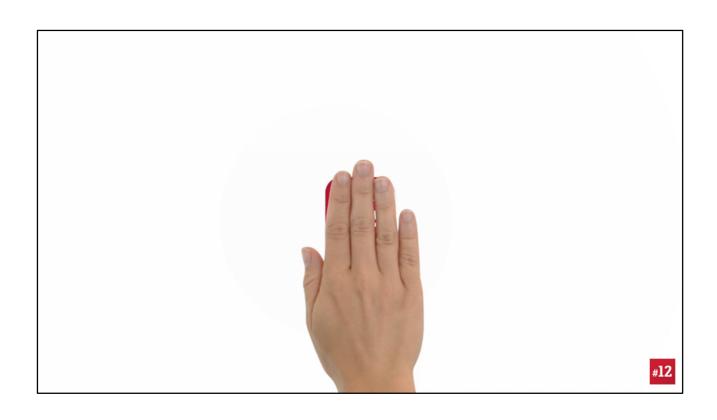
Not every article. Only the **best ones**.



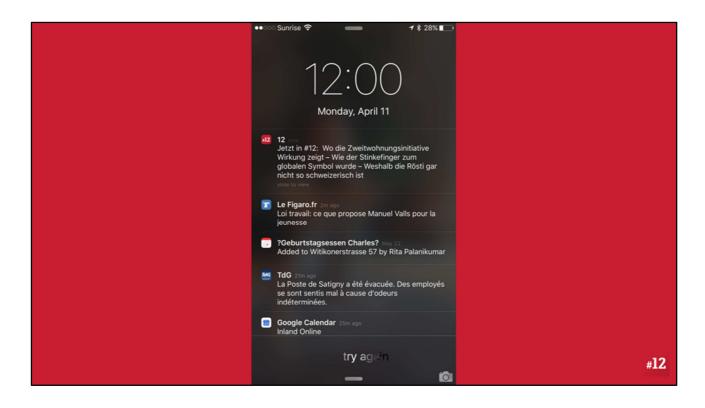
"You don't have to read everything."

"Only the **best**, only the most **important**."

That's the idea behind #12.



Always at 12 noon.



Push notifications let our users know when the latest edition is out.

The 12 best stories.



Subscribers receive a selection of twelve stories at 12 noon every day. The app deliberately avoids competing with the morning news services. The #12 team naturally assume that their readers have already seen the news. The #12 app is therefore only provides background articles on the two or three most important issues of the day (and the previous day), to provide more in-depth information and context. News stories are never included in the selection; #12 is designed to be a complementary service. The creators are free to choose content that is of core relevance. It doesn't have to be breaking news, but it must adhere to journalistic standards of quality.



The #12 team can use content from all of Tamedia's publications. This is usually paid content and quality publications.



The Tages-Anzeiger is the largest subscription daily newspaper in Switzerland. Every day, its journalists in Switzerland and abroad provide comprehensive, balanced, independent, and dedicated reports on politics, business, culture, sports and society. Established in 1893 with strong roots in the canton, today the Tages-Anzeiger is the leading regional newspaper in Zurich with a strong national presence.

- Distributed circulation: 162,894 / circulation sold: 155,155 (WEMF 2015)
- Readership: 457,000 (MACH Basic 2015-2)



Annabelle is Switzerland's magazine for women. Every three weeks, Annabelle inspires its readers with appealing images backed up with hard-hitting, informative words. Annabelle is a passionate Swiss woman, but she also keeps track of the outside world, looking at all topics and people that are of relevance and interest to women.

- Distributed circulation: 66,121 / circulation sold: 46,271 (WEMF 2015)
- Readership: 218,000 (MACH Basic 2015-2)



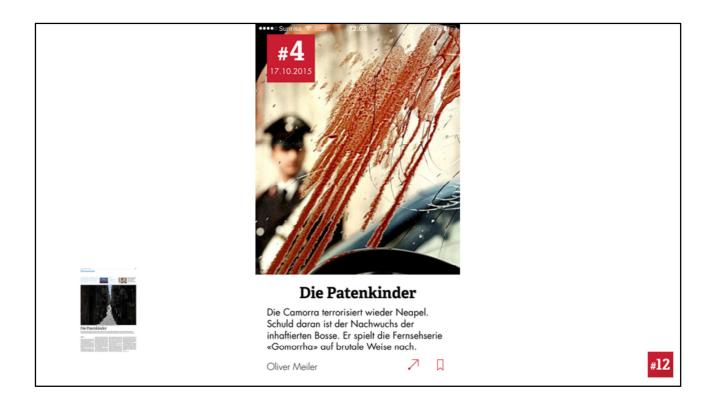
Published twice a week, on Wednesday and Saturday, Finanz und Wirtschaft offers private and institutional investors well-founded guidance in decision-making. It reports on activities on the financial markets, comments on events and trends, provides analysis for companies and has the most comprehensive data service of any Swiss newspaper.

- Distributed circulation: 25'172 / circulation sold: 23,785 (WEMF 2015)
- Readership: 902,000 (MACH Basic 2015-2)

This app helps us to **save time**.

This app makes it possible to access information efficiently.





The #12 app has a straightforward layout. The stories are all structured in the same way and presented on twelve cards. We have deliberately stripped back all the elements that are not absolutely necessary.







Ich messe, also bin ich

Sportler sammeln Millionen Daten von sich und teilen sie. Der führende Anbieter hat für uns die Schweiz analysiert.

Christian Brüngger







Die beliebtesten Radstrecken der Schweiz



Grafik vergrössern

Kreienbühl ist nur der Vorläufer vieler Schweizer, die ihre Daten über Strava teilen und damit eine virtuelle Sportgemeinschaft bilden. Wie viele es

Hintergrund & Debatte

Eigentlich lecker Aber auch nur eigentlich Essen ist in China eine Art Kult. Doch viele Lebertsmittel sind inzwischen total kontamini



•••া Sunrise ব

20:38

1 \$ 82% ■

Lecker! Aber leider vergiftet...

Essen ist in China eine Art Kult, und keine Küche der Welt ist vielseitiger. Doch viele Lebensmittel sind inzwischen total kontaminiert. Eine Kostprobe.

Kai Strittmatter



«Hihi, der Ausländer kauft Öko»: Frau in Nudelbar in Peking. (Bild: Flickr/Jon Siegel)

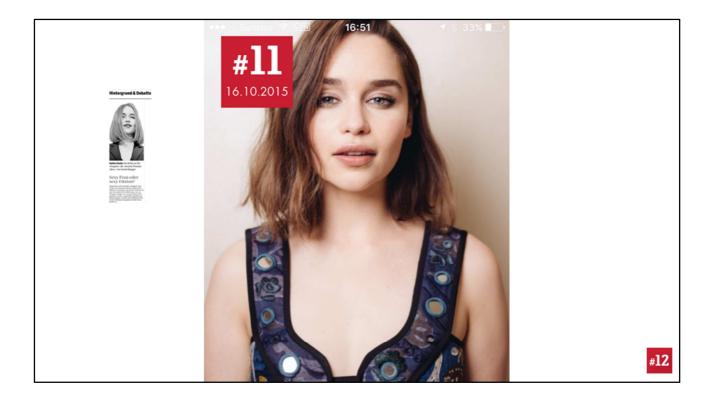
Hintergrund & Debatte



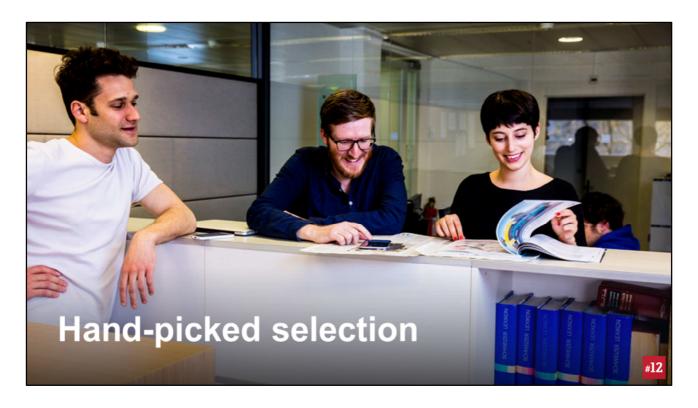
Emilia Clarke Die Britin ist für «Esquire» die «Sexiest Woman Alive». Von Sarah Rüegger

Sexy Frau oder sexy Fiktion?

Kämpferisch, aber freundlich. Königlich, dann wieder wie eine kleine Schwester. Killerin und Mächen von nebenan. Das sind die Attribute, die eine Frau in Jahr 2013 erfüllen muss, um vom britischen - Esquirez zur - Sexiest Woman Allve-gewählt zu werden. So jedenfalls begründet das Männermagazin, weshalb seine diesjährige Wahl auf die 28-jährige Schauspielerin Emilia Clarke gefallen ist.

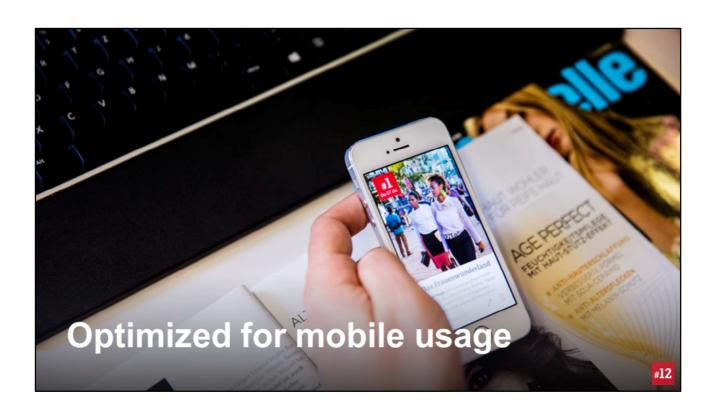


It's often possible to increase the visual quality of the app simply by searching again for a better image.



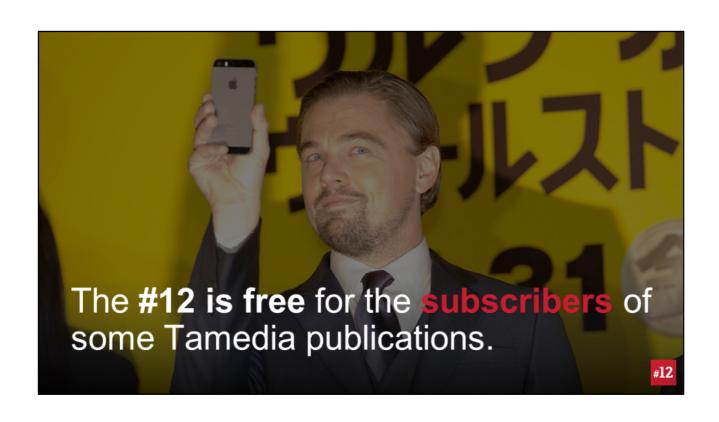
At around 6 am an editor comes in and compiles a preliminary list of articles from the Tamedia pool. Then the #12 app editor and a member of the editorial management hold a mini-conference to decide which six topics will be covered. They must bear in mind that no more than three articles should come from publications like the Tages-Anzeiger . Those in charge of these publications are concerned that if this limit is not observed, it could lead to the cannibalization of those publications.

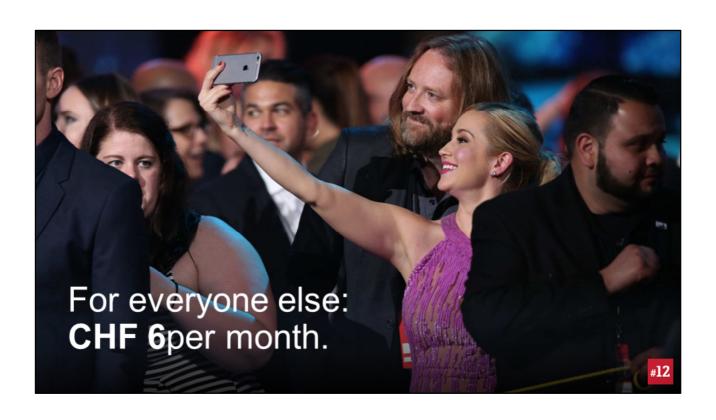




7 days per week.

12 articles per day.





12 October 2015

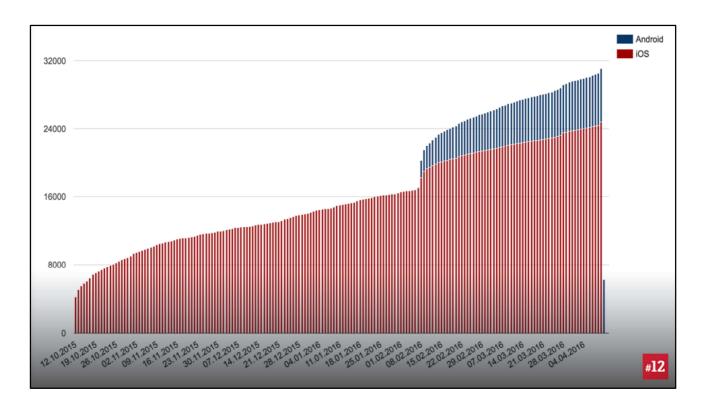
8 February 2016





#12

We launched the iOS version in October. Then the Android app in February.



The #12 app appeared for the first time on 12 October 2015. Just four and a half months later, the numbers are already very promising. 1,500 subscribers are paying CHF 6 per month for the "best of" offer provided by Switzerland's largest media company. It's worth pointing out that the Swiss market has a German-speaking population of around 5.5 million, which is comparable to the size of just Berlin and Brandenburg. In addition, access to the #12 app is currently free for subscribers of three Tamedia publications.

With around 2,000 annual subscribers, we can cover the project's variable editorial costs . In total, the app has so far had around 15,000 daily users. About half of these use the app for free. After reading twelve articles in a month, this group is presented with the paywall. Around 10 percent of this group become paying subscribers. Given the conversion rates of 1 percent and below, Michael Marti is excited about the "spectacular fact that roughly 40 percent of daily readers use the app as a free service of other regular Tamedia subscriptions to the Tages-Anzeiger, Bund and the Berner Zeitung. This group still seems very small, when you consider how many people subscribe just to the Tages-Anzeiger (133,700) and the Berner Zeitung (128,900), which are among Switzerland's leading regional newspapers . An Android version of #12 has also been available

since mid-February. The creators aim to motivate as many users as possible to download the app in order to boost sales.



What #12 users are saying

I think the #12 app is brilliant, curation is the key to success given today's information overload!

Feedback on the election special:

This topic affects everyone today. So it's only fitting that it is also addressed by an innovative and modern news medium like #12 – what a masterful effort, congratulations!

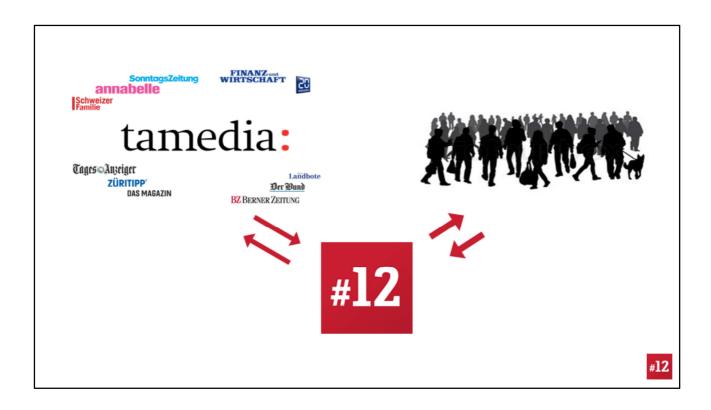
The balance between advertising, selfpromotion and quality is wonderful. Bravo! I don't feel the need to specifically praise the editorial quality, because Tamedia has always been strong in that regard.

Thanks for this really well-made format. It **started off great, keep it up**. THANKS!





We're continuing to develop the product – with help from the readers.

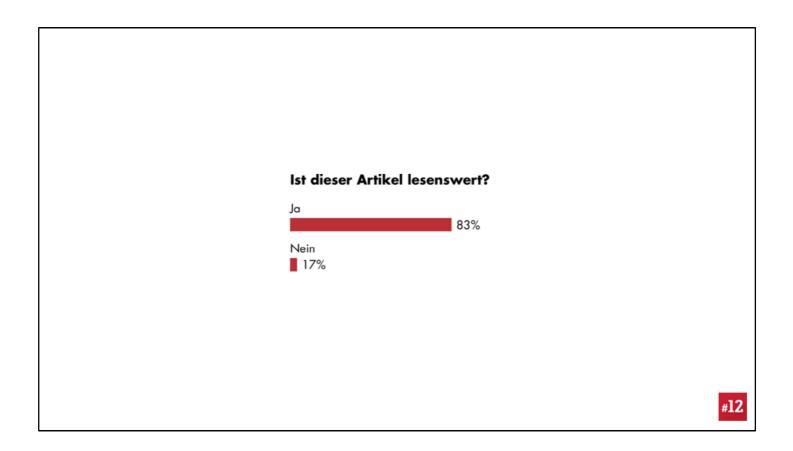


When Tamedia launched the #12 app in October 2015 – an app that presents the 12 best stories from 21 editorial offices every day – the aim wasn't just to offer quality journalism on smartphones at an affordable price. A much more important goal of the #12 project is to initiate a dialog with our users.

We requested feedback early on during the development of the design and functionality – i.e. prototyping, design-thinking, etc. – and it was clear to everyone while we were developing the actual product that we would seek out a dialog with the users. What I mean is: our content, the selection, preparation and packaging of the articles in the form of daily editions of 12 articles.

Ist dieser Artikel lesenswert?	
Ja Nein	
	#12

Key tool: a simple feedback function at the end of every article that asks the reader "Was this article worth reading?". After four months we made a doubly pleasing discovery.



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Rating x reach

Rating: Ja-Stimmen

Stimmen Total

Reach:

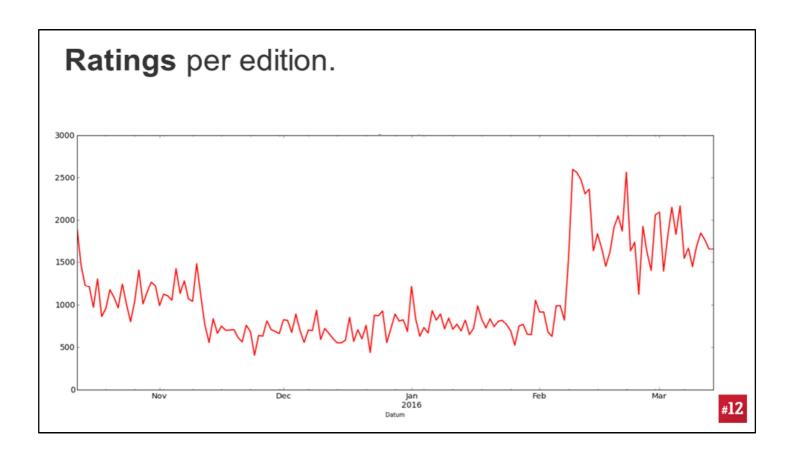
Screenviews

#12

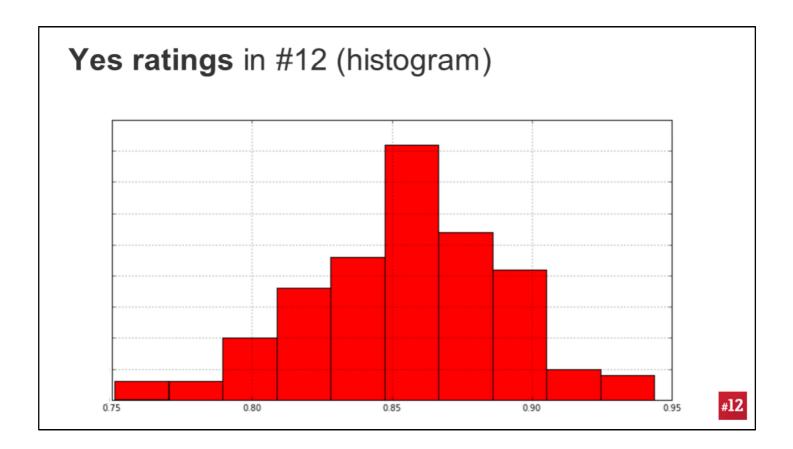
We deliberately chose a simple metric.

- Rating
- Reach

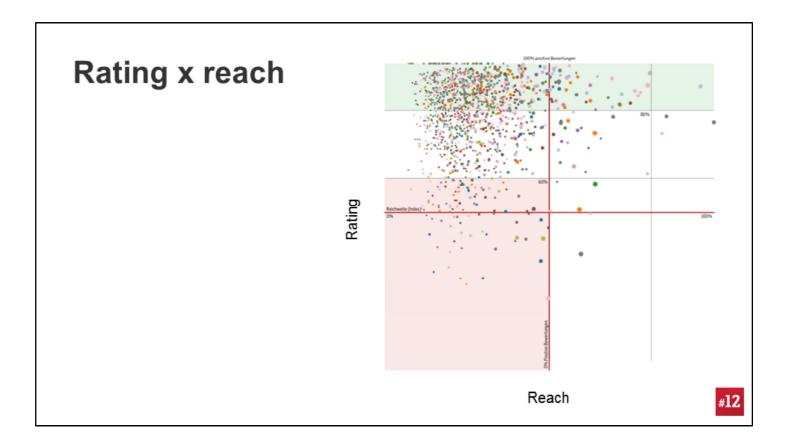
This represents a huge qualitative gain compared to the data on the website.



Firstly: Users can choose whether to rate the quality; around 20 percent answered the above mentioned question after reading an article. This equates to several hundred reader ratings for each article.



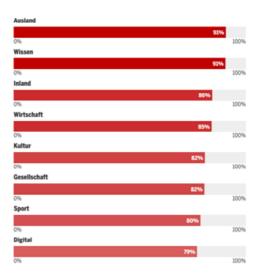
Secondly: The stories selected for the #12 app are comparatively highly rated.



The graphic shows 1,400 articles that were published in the #12 app arranged in a coordinate system; the x-axis shows the reach, the y-axis shows the positive reader responses. In the top right quadrant, we can see the articles with high reach and a high rating – in other words, the very successful articles. By contrast, the bottom left quadrant displays the stories with limited reach and low reader ratings. As we gain more experience, the editorial team will become better at selecting stories that make it into the green section, i.e. that have a reader rating of over 80 percent. Stories that only manage limited reach and a low rating will be avoided if possible.

So what conclusions can we, as journalists, draw from these results? For the #12 team the answer is simple: the selection of articles must be adapted to suit the preferences and ratings of the users. For instance, we hardly offer any lifestyle stories anymore and really only the very best stories from the categories of sport and digital technology. We've cut back our use of videos and interactive graphics. Instead we focus more strongly on informative content that provides readers with orientation and real user value.

Ratings

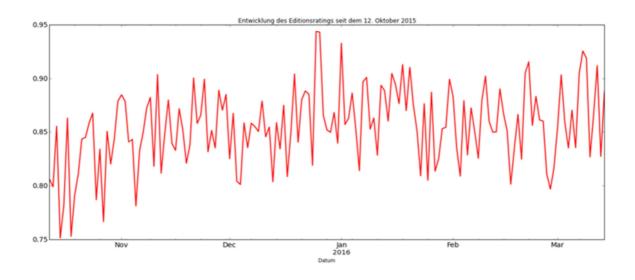


Traditional publishing values and qualities – which are often touted as dead and buried – are also greatly appreciated in the digital world of smartphones. The categories world news, science and national news receive very good reader ratings.

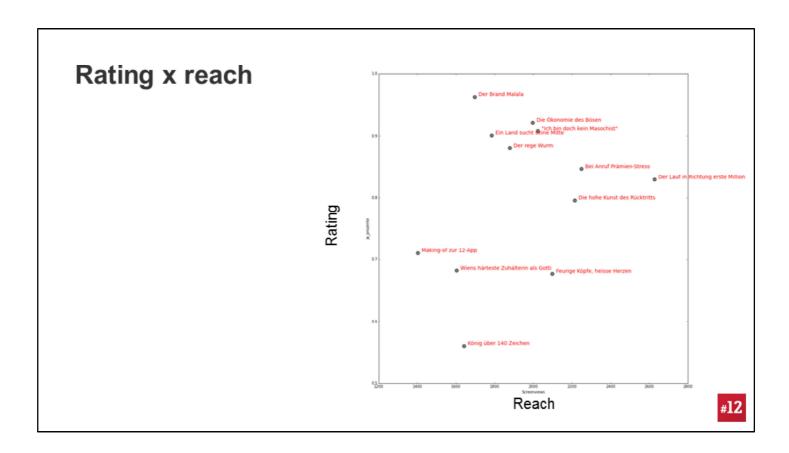
Which articles do well?

- 7 of the top 10 stories are about world news: Ayatollahs against kings, an
 analysis in the Tages-Anzeiger about the conflict between Iran and the Saudi
 Arabian royal family; The most gruesome way to wage war, an interview in
 annabelle about sexual violence against women as a form of warfare; Four
 and a half years of carnage, an article from the Berner Zeitung about the
 situation in Syria.
- Also top rated: a report about the euthanasia organization Exit (Tages-Anzeiger) and the breaking news Red tape rules between platforms 31 and 34 (SonntagsZeitung).
- Highly valued: world news, science and political issues; reports, interviews, analyses.
- Long articles perform better than short ones.
- The quality of the content is more important to our users than image galleries or videos.

Development of edition ratings ø

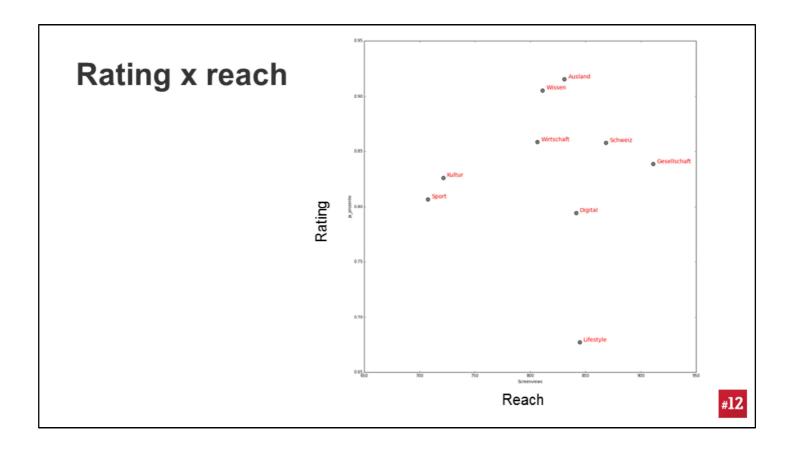


This strategy based on user feedback is paying off. Since the beginning we have been able to continually increase the reader satisfaction of each edition (i.e. the average of all 12 article ratings in an edition). In the first week around 79 percent of readers responded positively, in the last week of January this year it was 85 percent. This indicates a significant increase in customer satisfaction. #12 does particularly well on the weekends. The app registers the most downloads and sales on the weekend and usage figures are around one third higher than during the week. Among the subscribers, the average usage time per session is between 9 and 10 minutes, although many users only take a quick look at the app at lunchtime and then read articles in the evening or on their way home.



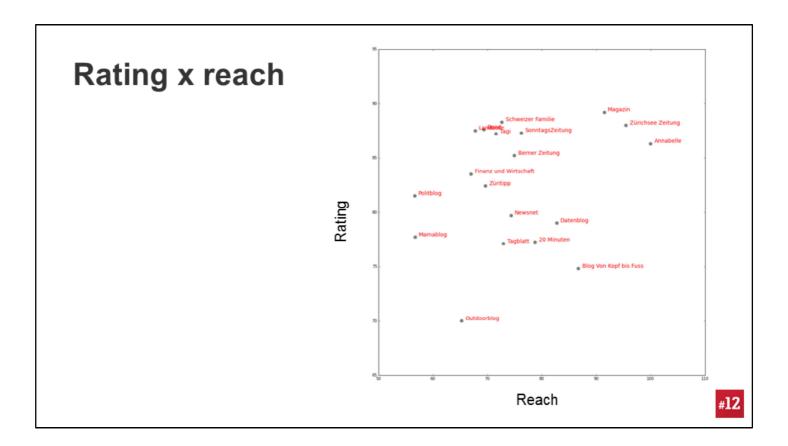
The first edition represented in a coordinate system of rating and reach. Here, we can see that the top rated articles are not necessarily also the most read.

But our target group debunks some of the preconceived notions about digital readers . For instance, world issues and longer pieces are particularly popular among our users. Lighter lifestyle content and articles with polarizing views that might attract a lot of clicks elsewhere online are not appreciated by the #12 app users . What's more: long articles perform better than short ones. And: quality text is more important to the users than image galleries and videos. Our readership tends to be more traditional and print-oriented .



The same thing except with topics or sections. In short:

We are no longer going to include lifestyle articles.
There will be some sport, if the stories overlap with other topics:
sport and politics, sport and the economy, sport and science. Or fitness,
particularly running.



Of course we can also look at the sources in this problematic area.

And now at the latest there should be some objections.

Yes, the number of articles that form the basis for each source value are different (the number ranges from 5 in the case of the Zürichsee Zeitung, to 557 for the Tages-Anzeiger).

But let's take a look at the scatter diagram anyway, because it does allow us to make some plausible assertions.



Is it really that simple? Again: it's a start.

Naturally the reader feedback can be interpreted in many different ways.

Sure, the figures are not representative of online readers or media consumers in general. But one thing is clear: these figures allow us to draw conclusions about the #12 app user universe. Naturally the reader feedback can be interpreted in many different ways.





Is it really that simple? Again: it's a start.

Naturally the reader feedback can be interpreted in many different ways.



#12 is more than just a new app.

#12

In light of the user figures, we remain confident in the #12 team. We have made a good start, but whether we can make this repackaging concept a profitable business model over the longer term remains to be seen. However, what is clear is that this project is providing us with valuable insights into how we can repackage quality content and monetize it a second time.

For the team, #12 has also become a workshop.

Where we are working on the journalism of the future...

...and the future of journalism.

Thank you for your attention.

