“A journalist must not make life easy for himself, and certainly not for the people he writes about.”

RUDOLF AUGSTEIN, 1995
“Journalism first”: all our work is and always has been based on the outstanding journalistic quality and independent reporting of all the publications produced by the SPIEGEL Group. DER SPIEGEL continues to be the largest European news magazine and our most important medium, with the largest number of readers and the highest sales. SPIEGEL ONLINE has become to the Internet, what DER SPIEGEL is to the world of print media: a leading medium and a beacon in the flood of information. And SPIEGEL TV too has been able to assert its position once again in a fiercely contested market. manager magazin continues to be the leading business medium, and is perfectly complemented by up-to-the-minute reporting on manager magazin online.

We are firmly convinced that the media produced by our Group will continue to be of substantial importance to their readers and users.

When the foundation stone for the SPIEGEL Group’s new building was laid in November 2008 in Hamburg’s HafenCity, the then mayor Ole von Beust called to mind the history of the site. “What could be more fitting for DER SPIEGEL,” he wondered, “than to stand on the grounds of an old fortress? DER SPIEGEL, that bastion of free speech and freedom of thought, and the courage to take on the authorities and the state.”

Last autumn, the SPIEGEL Group moved house. Now all the employees, brands and media of our Group are for the first time united under a single roof. The new building at Ericusspitze shows what the SPIEGEL Group is in its innermost heart – a modern, transparent media enterprise that looks out to the world.

“We live in complex times, in a knowledge-based society in which people seek direction. These are times for quality journalism and the best time for discerning publications.”
8 DER SPIEGEL Germany's most important news magazine
12 SPIEGEL GESCHICHTE The monothematic series on historical issues
13 SPIEGEL WISSEN Information about the state of the art in science
14 “Dein SPIEGEL” The news magazine for enquiring girls and boys
15 SPIEGEL Jahres-Chronik The most important events and images of the year
16 KulturSPIEGEL The cultural magazine that offers breadth, insight and depth
17 UniSPIEGEL The magazine for student life
18 School Magazine Competition The best young writers for magazines
19 SPIEGEL Discussion – Live at the University A series of on-campus events
20 SPIEGEL ONLINE The leading news site on the German-speaking Internet
24 SPIEGEL TV Two decades of SPIEGEL journalism adapted to the needs of television
Aspekt Telefilm Successful feature films, serials and television series
28 manager magazin The monthly business magazine for decision-makers and business executives
manager magazin online The latest news and background information from the world of business
manager-lounge The exclusive network for executive managers
32 Harvard Business Manager The magazine for practically oriented management issues
Harvard Business Manager Online Background on topical issues, comprehensive electronic archsives and a forum for managers
35 Award-winning Journalism Overview of the awards presented to the journalists of the SPIEGEL Group in 2011
36 SPIEGEL Books Meticulously researched stories on topical issues by authors from the SPIEGEL Group in 2011
38 Der Audio Verlag The supplier of audio books with its own high-quality productions and external productions by renowned broadcasters
39 Harenberg Verlag The trade journals for book retailers
40 SPIEGEL QC The marketing organisation for premium advertising media
42 SPIEGEL SHOP Ordering magazines, books, audio books, DVDs and CDs conveniently online
Cooperation Products From DVD and Blu-ray collections to holidays for readers
43 Quality Service The service centre for individual customer care
44 Production Producing magazines using modern computer technology
Environmental Protection Certified paper procurement and in-house measures
46 The New SPIEGEL Building The new house for the SPIEGEL Group in the HafenCity
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Politically independent — answerable to no one

DER SPIEGEL is Germany’s leading news magazine and the largest in Europe. It is politically independent, being answerable to no one but itself and its readers, and it is not associated with any political party or business group. The magazine reports on a wide range of topics, from politics to business and science, medicine and technology, culture and entertainment, right through to media, society and sports.

DER SPIEGEL is characterised by thorough research and dependable quality; in Germany it is considered synonymous with “investigative journalism”. In many cases four, five or even more journalists and correspondents work together on a single story, uncovering new facts and details. The journalists concentrate primarily on events of political and social interest. The result is a magazine which offers plenty of background information, a balanced mixture of short and long articles, by-lined pieces making trenchant statements of position, major reports, forums for dialogue and discussion, and an in-depth examination of the issue’s cover topic.

The first issue of DER SPIEGEL appeared on Saturday, 4 January 1947, in Hanover – as the successor of a magazine called “Diese Woche”. The latter was modelled on American and British news magazines and had been conceived by members of the British military government with a view to providing the German people with “objective news” once again – at last.

A handful of young German journalists led by Rudolf Augstein took this call for critical journalism quite literally, not sparing the allied powers either. The government in London protested fiercely against such “enlightenment”, as did the three other occupying powers, and after just five issues the British rid themselves of the troublesome paper, which had so quickly become a nuisance, by handing “Diese Woche” over to the Germans.

Rudolf Augstein, to whom they granted the publisher’s licence, renamed the magazine DER SPIEGEL and was its editor-in-chief and publisher from the very first issue in January 1947.

At that time, the magazine cost one Reichsmark; though it sold for up to fifteen on the black market because the paper allocation was barely sufficient for 15,000 copies and these were always quickly sold out. By 1952, when DER SPIEGEL moved from Hanover to Hamburg, the net paid circulation had risen to over 121,000 copies.

DER SPIEGEL gained wide fame in 1950 when it claimed that Bonn had only been chosen as the provisional capital of West Germany because members of parliament had been bribed. As a result, the German Bundestag set up the so-called “SPIEGEL Committee”, which tried in vain to shed light on these assertions.

The “SPIEGEL affair” of 1962 was probably the most important event in the magazine’s entire history – it was in fact an affair of the young Federal Republic of Germany. One night in October the police occupied its news and publishing offices, claiming that DER SPIEGEL had committed treason – “systematically, for its own financial gain”, as Konrad Adenauer was to declare before parliament – by publishing a cover story entitled “Limited Readiness for Defence” which dealt with the NATO exercise “Fallex”. The publisher, the director and several journalists were arrested and detained for up to 103 days.

A wave of protest swept across the country; the assertions of the state authorities proved to be unfounded and the defence minister, Franz Josef Strauß, who had been deeply implicated in the affair, was forced to resign. The Adenauer era was drawing to an end.

To this day, DER SPIEGEL has continued to expose scandals – with far-reaching consequences in the world of politics and...
The primary aim is to inform; but informing properly in itself means changing.

RUDOLF AUGSTEIN, 1964

“IIlustrations

Rudolf Augustin on the cover page of DER SPIEGEL issue number 47/1964 (being arrested during the SPIEGEL Affair) and number 48/2012

business. Last year, its journalists exposed German plans to sell tanks to Saudi Arabia; they also described the improper dealings of the cosmetic surgeon Werner Mang, as well as the affair surrounding the bankruptcy of the company Beluga Shipping. In addition, SPIEGEL journalists have researched a wealth of exclusive stories in connection with the economic and financial crisis.

On 7 November 2002, Rudolf Augustin, the ‘Journalist of the Century’ (‘Medium Magazin’) and ‘World Press Freedom Hero’ (International Press Institute) – died aged 79. At the memorial service in Hamburg’s main Church of St. Michael, Johannes Rau, who was the German president at the time, remarked that “without him, Germany will be a poorer place.”

Since February 2008, Georg Mascolo and Matthias Müller von Blumencron have been DER SPIEGEL’s editors-in-chief. Before this, Mascolo, born in 1964, was one of the two bureau chiefs in charge of the Berlin office; and Matthias Müller von Blumencron, born in 1969, was the editor-in-chief of SPIEGEL ONLINE.

Last February, the SPIEGEL editors-in-chief also assumed overall responsibility for all the editorial products distributed through digital and online media channels. As a result of the restructuring, the responsibilities of the two editors-in-chief were reassigned: Georg Mascolo took sole charge of the news magazine DER SPIEGEL, assisted by Dr. Martin Doerry (1955), who has held the position of deputy editor-in-chief for many years now, and – since autumn 2011 – Klaus Brinkbäumer (1947), also acting as deputy editor-in-chief, who had previously been the head of the editorial desk. Meanwhile, Matthias Müller von Blumencron is in sole charge of all digital products offered by the SPIEGEL brand, including SPIEGEL ONLINE.

The expenses for its news operation are one of the largest items in DER SPIEGEL’s budget, alongside the cost of paper and printing – and at the same time they represent an investment into the quality, originality and reliability of its information.

The SPIEGEL archives contain more than 50 million text documents and 5 million pictures in electronic form, on microfilm and on paper. Over 300 publications in 15 languages are regularly scrutinised. This puts the SPIEGEL archives among the largest media archives in the world.

Modern information technology was introduced back in 1990. Since then, a database tailored to the needs of the print and online journalists has taken over from the classical SPIEGEL archives. Every SPIEGEL journalist – whether in Hamburg, Berlin, Beijing or New York – can access the entire archives online from his or her desk.

The photo archives have evolved historically and cover 65 years of international political events. What started in 1947 as a simple box of photographs for the first edition of DER SPIEGEL has grown into a comprehensive analogue image archive. Since the beginning of 2000, most new images have been stored digitally. Picture editors can access these images directly and copy them digitally into their layouts.

The news desks and departments of all the SPIEGEL Group’s products are supported by more than 70 highly specialised researchers who assist them in their investigations within the SPIEGEL archives, the Internet and information databases all around the world.

In addition to proofreading and research, the main task of the experts in the archives is “fact checking”, or verification. They check journalistic texts for plausibility and verify all the facts such as names, dates and quotations. The same holds for pictures and diagrams. Articles that have been checked in this way, and where necessary corrected, ensure the high quality of DER SPIEGEL’s journalism.

DER SPIEGEL sold an average of 950,000 copies every week in Germany and abroad in 2011. Issue number 38/2001 ("The Terrorist Attack: War in the 21st Century") of DER SPIEGEL sold more copies – 1,448,325 – than any other magazine in the magazine’s history. Week after week, some 6 million Germans read DER SPIEGEL, that is 9 percent of the population aged 14 or above, making it one of the most widely circulated and frequently read commercial magazines in Germany.

For many years now DER SPIEGEL has been required reading for anyone with a special interest in political, economic and cultural affairs. In Germany, the influential and the information-hungry read DER SPIEGEL.

Another feature that characterises SPIEGEL readers is their high degree of loyalty to the magazine, a result of its journalistic quality and continuity. This is reflected on the one hand by the number of subscribers, which continues to rise and currently lies at over 450,000. On the other hand, it can also be seen in the intensity with which people read the magazine: on average they spend about two and a half hours on each issue. (Source: copy tests)

In surveys, readers have repeatedly confirmed DER SPIEGEL’s outstanding competence and its unique position as a news magazine. They find it intellectually stimulating and comprehensively informative, and they feel that it allows them to find out what is going on behind the scenes.

The digital version of DER SPIEGEL started up in February 2010, initially as an app for the iPhone and iPad touch. Following the launch of a web app in November 2011, SPIEGEL digital is now available as a cross-platform application: the entire editorial contents of the news magazine, as well as supplementary multimedia features – videos, panoramic photographs and interactive diagrams – can be viewed on any digital device, whether mobile, like smartphones and tablets, or stationary, like laptop and desktop computers. The digital SPIEGEL can be downloaded every Sunday, from 8 a.m. onwards, in a format optimised for the device in question, and can then be perused without Internet access.

COVERAGE: 6.33 million readers (MA 2012/I)

AVERAGE PAID CIRCULATION IN 2011: 954,436 (IVW)

DER SPIEGEL
The stories behind history

SPIEGEL GESCHICHTE continues the series of monothematic SPECIAL issues dealing with historical matters, which were successfully published for many years. Whether they were about the First or the Second World War, about Greek antiquity, the “martial reform state” of Prussia or the story of the USA – readers displayed a keen interest and their response was often highly enthusiastic.

Initially the special issues were published sporadically; from 2007 onwards they appeared four times a year.

The programme was considerably expanded at the start of 2009. A new issue is now released every two months, each with the same high quality of content: informative and with lavish visuals. Each issue is devoted to a single subject, until, for a range of different reasons, it went into decline. Since that first issue, SPIEGEL GESCHICHTE has looked at numerous topics: Jerusalem, the “Birthplace of Religion”; a chronicle of capitalism since the Middle Ages; the varied fate of the German people in the East; and the history of Japan.

The first issue of 2012 was devoted to the Tsarist Empire and the Russian Empire, which over a period of 300 years rose to become a world power – until it fell apart in the turmoil of the Revolution. Even today, the Russia in which Vladimir Putin is once again running for president is still shaped by tsarist traditions.

Making the past come alive and easier to understand – while this is the declared aim of the series, it must not be pursued at the cost of accuracy. All the facts are checked, and the analyses reflect the results of the latest historic research.

What could have been more appropriate for the launch of the series than to examine the decline of the Roman Empire? For centuries, Rome was the superpower of the ancient world – until, for a range of different reasons, it went into decline. Since that first issue, SPIEGEL GESCHICHTE has looked at numerous topics: Jerusalem, the “Birthplace of Religion”; a chronicle of capitalism since the Middle Ages; the varied fate of the German people in the East; and the history of Japan.

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The knowledge of the world

SPIEGEL WISSEN has been published as a series in its own right four times a year since 2009. Its look is based on the proven design of the SPIEGEL GESCHICHTE series. Its layout brings out key points using aesthetic, high-quality illustrations and photographs, which appeal equally to the mind and the senses.

Knowledge is also imparted by means of carefully crafted infographics.

Each issue is devoted to a single subject, which is covered comprehensively and in depth. The relevant facts are presented in such a way that readers can form their own opinion even about complex questions. The impeccable language of the reports ensures that reading them is always a pleasure. In addition, practical suggestions, addresses and recommended reading lists provide further concrete benefits.

Most reports are written by knowledgeable SPIEGEL staff writers, many of them from the Science department. All the interviews are conducted with leading experts in their field.

Readers can be sure they are learning about the state of the art in the field of science.

The range of subjects covered by the series is far-reaching. SPIEGEL WISSEN, which is also available by subscription, provides precise answers to the great questions of life and reveals what will be possible in the future. The series often focuses on human beings, as when it deals with important issues in the field of medicine and education.

The first issue examined a key psychological topic: “My Self. The Secret of a Special Relationship.” More than 100,000 copies were sold right from the start.

The February 2010 issue was devoted to the causes and consequences of excessive stress, and will present strategies for dealing with them.

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The second issue of 2012 was devoted to the world of the senses. The possible uses of the senses are impressive: the perception of light and sound, the ability to taste and smell, the ability to feel and the ability to taste and smell.

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**Dein SPIEGEL – einfach mehr wissen**

Your SPIEGEL – simply knowing more is the first news magazine for children between the ages of 9 and 14, and has been on sale on a monthly basis since September 2009. “Dein SPIEGEL” is the idea of SPIEGEL editors headed by DER SPIEGEL’s deputy editor-in-chief Martin Doerry. Its editors are assisted by SPIEGEL writers and documentalists from all the magazine’s news offices. Correspondents from all over the world write reports for “Dein SPIEGEL” – from China, Russia, Africa or America, for example. Child reporters are also given a chance to write extensively in every issue, as well as conducting interviews with well-known politicians, artists and athletes.

“Dein SPIEGEL” now sells some 65,000 copies a month, with each issue reaching 114,000 readers (KidsVA 2011) who spend about two hours reading the magazine (according to a survey among its readers). Ninety-three percent of them read “Dein SPIEGEL” virtually from cover to cover (KidsVA 2011). Another remarkable feature of “Dein SPIEGEL” is that it is not only read by children, but also by their parents: 86 percent of them read or browse through “Dein SPIEGEL” (KidsVA 2011), making it a children’s magazine with a family dimension.

“Dein SPIEGEL” also reaches young readers on Facebook, where the topics covered in the individual issues are regularly discussed.

Readers learn everything that was important in the year that has just ended – in the field of politics and business, of course, but also in culture, science and sports. What did people talk and argue about in 2011, what upset or dismayed them?

The annual chronicle SPIEGEL Jahres-Chronik has been published ever since 1997 and is the most successful annual special issue on the market. The chronicle of the most important events in 2011 was 228 pages long, presenting a large number of pictures in a spacious layout. 300,000 copies were printed. Readers learn everything that was important in the year that has just ended – in the field of politics and business, of course, but also in culture, science and sports. What did people talk and argue about in 2011, what made them angry, what upset or dismayed them?

The year 2011 saw an unusually large number of historic events. For one thing, there was the ongoing crisis on the global financial markets, in the wake of which the euro tottered and countries like Greece went virtually bankrupt. Japan was hit by a tsunami and Germany responded by turning its back on nuclear power. But it also saw the Greens propelled to new heights, the FDP reduced to insignificance, and the SPD reasserting itself. US special forces killed Osama bin Laden; and peace-loving Norway mourned the victims of a massacre. In addition to such momentous events, the author Hans Fallada enjoyed an unexpected comeback, and the final film in the Harry Potter series was released.

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The section “Everyday Heroes” includes portraits of Sebastian Vettel and Martin Kaymer, but also of US General David Petraeus. SPIEGEL staff writers such as Ulrich Fichtner, Dirk Kurbjuweit and Christoph Reuter analyse all that happened – and all that remains. In interviews, renowned experts, such as the historian of economics Hans-Joachim Voth, reveal how long they think the euro will still be around; and US author Robert Kaplan explains why the global powers USA and China are competing with each other in the Indian Ocean in the 21st century.
At the heart of student life

UniSPIEGEL is the magazine for students. When it was first published, in 1998, the academic world was a very different place: “elite university” was a dirty word back then, and doctorates were beyond expectation. Since then, many German states have introduced tuition fees – and most students have had to face them. Pupil fees now a year earlier, and as a result some 2.5 would-be academics are rubbing shoulders at German universities. Instead of receiving a Diplom or a Magister, they are now awarded Bachelor’s and Master’s degrees. The scandal surrounding the plagiarised doctoral thesis of then Defence Minister Karl-Theodor zu Guttenberg has called into question the time-honoured institution of the PhD in times of copy-and-paste.

The student magazine of DER SPIEGEL has covered all these changes. While the editorial staff is most interested in, however, is a faithful depiction of that exciting decade in one’s life between the ages of 20 and 30 – of the everyday routine but also of fringe activities and the unique. UniSPIEGEL is perfectly prepared to tackle awkward issues too: How do so many students suffer from depression and total exhaustion? What is it like for a young person to be studying in Syria in times of state terrorism? Since such thought-provoking articles need to be accompanied by some lighter musings too, they are flanked by cheerful stories and articles that keep track of the latest trends without adopting them blindly. On the contrary, like its parent magazine, UniSPIEGEL views itself as a critical observer.

Exposing issues analytically and from all angles at the same time being firmly rooted in student life – this is the same approach with which UniSPIEGEL presents particularly attractive overseas universities. Columns report on the nightlife in German university towns as well as their adventures in far-off lands, and SPIEGEL staff writers review films, books and CDs that are particularly interesting to students.

Leaving university to embark on a professional career is another recurring topic in UniSPIEGEL. Which subjects will give me good chances of finding a job afterwards? What is the right way to apply for a job? Which industries have the brightest future? Students who read UniSPIEGEL on a regular basis can keep an eye on their career options without having to reach for dry vocational guides. UniSPIEGEL has positioned itself as an independent product alongside DER SPIEGEL, while still profiting from the strengths of the latter – numerous journalists write for both magazines.

The editorial staff of UniSPIEGEL regards it as a magazine that knows what is going on in the minds of twenty-somethings. It knows what touches and what moves this generation – but it does not presume to tell students what they ought to think. This mix is a huge success: every issue is picked up by some 570,000 readers (AWA 2011), making UniSPIEGEL the most popular student magazine in Germany. In addition, the UniSPIEGEL section at SPIEGEL ONLINE is the most successful German website for students.

Facts

First Issue: 4 July 1998
Editors-in-Chief: Georg Maasol, Mathias Müller von Blumentrock
Deputies: Klaus Brinkbäumer, Martin Doerry
Editor: Rafaela von Rednow

Average circulation 2011: 249,576 (IVW)

Kim SPIEGEL

KulturSPIEGEL

World

Wow! Das ist der Aktenzeichenkreis Spilsbury illustration

Award-winning

Enlarging

Spilsbury illustration for the column “Is That Allowed?” – Wearing your hair like Gretchen” (Issue 6/2010)

Why do people actually read KulturSPIEGEL? Because it keeps us informed about the most important cultural events, the was the reply given by 95 percent of readers. Because it is fun, said 85 percent. To inform and to entertain – that, in a nutshell, is the philosophy of KulturSPIEGEL, which is enclosed with DER SPIEGEL as a supplement on the last Monday of every month. It presents the most exciting films in the cinemas, the best pop albums, the most innovative computer games and the latest discoveries in the field of literature.

KulturSPIEGEL offers an overview, insights and in-depth coverage, using portraits, interviews and background reports as well as a detailed schedule of events to describe who and what really is interesting and which events will indeed be as exciting as they promise.

However, the magazine does not confine itself to the big issues of the month ahead, but also keeps a close eye on the cultural avant-garde in pop, literature, art, design, fashion and architecture. The general mood of the times is scrutinised in serious, but also in tongue-in-cheek analyses: Why have dashhounds suddenly become so fashionable? Do we have to learn to go over the top more often? Every month, in the “Ghostwriter” column, Ralf Husmann, the scriptwriter behind the television series “Stromberg”, writes on behalf of celebrities – he explains how to provoke people as Thilo Sarrazin does, or he invents the secret diary of Günther Oettinger on the Stuttgart 21 project.

KulturSPIEGEL is characterised not only by a sound intuition for trends, zeitgeist and the next important star, but also by its original approach to the topics it covers, its layout and creative illustrations. Internationally renowned illustrators and photographers regularly contribute to the magazine. In 2011, the British artist Spilsbury received an honourable mention from the Art Directors Club (ADC) for his caricatures for the column “Darf man das?” (Is That Allowed?).

The magazine aims to whet your appetite for culture, but it also wants to make a cultural contribution itself. That is why KulturSPIEGEL has, for some time now, been releasing very successful CD and DVD editions. Today, KulturSPIEGEL is Germany’s largest producer of so-called media editions, selling 1.4 million DVDs, for example.

Every day, a number of special recommendations are served up at www.kulturspiegel.de and www.facebook.com/kulturspiegel, in the “Tageskarte” (menu of the day), which brings to your screen exclusive music and book reviews, insider art tips and even – every Sunday – a culinary recipe, presented and prepared by hobby cook Peter Wagner. And those who wish can subscribe to the weekly KulturSPIEGEL e-newsletter at the SPIEGEL SHOP, or become a fan of KulturSPIEGEL on Facebook.

Facts

First Issue: 29 May 1995
Frequency: Monthly
Editors-in-Chief: Georg Maasol, Mathias Müller von Blumentrock
Deputies: Klaus Brinkbäumer, Martin Doerry
Editor: Marianne Wellershoff
Average paid circulation 2011: 288,251 (IVW)

Germany’s biggest cultural magazine

KulturSPIEGEL

EDITOR:

Martin Doerry

EDITORS-IN-CHIEF:

FREQUENCY:

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**Forging young talents**

For 16 years, now, SPIEGEL-Verlag has been seeking out the best budding journalists of the year and awarding them the SPIEGEL Prize for School Magazines. The award is divided into seven categories which are endowed with 300 to 1000 euros, depending on the category and placement. Editorial teams can enter their magazines in the four categories Content, Cover Picture, Layout and Online Presentation; whereas individuals can enter their contributions to school magazines in the three categories Reportage, Interview and Photo. In assessing the entries, the age and type of school are also taken into account.

The Award for School Magazines was brought into being by the senior editors of DER SPIEGEL. The jury, headed by deputy editor-in-chief Martin Doerry, consists of experienced staff writers, assisted by an actual editor-in-chief, Georg Mascolo with the producers of the school magazine “Innflöh”, the overall winners in 2011.

At the festive prize-giving ceremony in Hamburg’s SPIEGEL House on Ericusspitze, the young journalists are not only honoured; they also get a taste of what everyday life is like for a journalist. They attend the traditional Monday conference as guests, after which they have the opportunity to glance over the shoulders of the pros in the various departments.

Around 700 prize-winners have been invited to the award ceremony in Hamburg since 1996, and many of them have gone on to turn their “hobby” into a fulltime profession, working as trainees, freelance writers or editors at SPIEGEL ONLINE, DER SPIEGEL, Die Zeit, jetzt.de, the FTD and other media. In 2011, the young journalists are not only honoured; they also get a taste of what everyday life is like for a journalist. They attend the traditional Monday conference as guests, after which they have the opportunity to glance over the shoulders of the pros in the various departments.

For this year’s competition, SPIEGEL-Verlag is cooperating with DasTelefonbuch Servicegesellschaft mbH and SOS Children’s Villages throughout the world. Every year, the competition starts with an invitation to submit applications in October, ending the following June with the presentation of the awards. The competition is managed and supervised by the SchulSPIEGEL department of SPIEGEL ONLINE.

**Competent and controversial**

“SPIEGEL Discussion – Live at the University” was launched in the summer term of 2007 and has now become firmly established at German universities, with eight events a year. For the past ten semesters, SPIEGEL staff have been discussing current issues in front of student audiences, talking to experts and public figures from the fields of politics, media, culture, sports and society. Their guests have included the then German president Horst Köhler, former foreign minister Joschka Fischer, retired German president Richard von Weizsäcker, writer Charlotte Roche, the film-maker Volker Schlöndorff, television entertainer Harald Schmidt, football manager Oliver Bierhoff, actress Anke Engelke and the architect Daniel Libeskind.

Exciting topics, a wide range of important personalities and controversial debates – this mixture continued to characterise “SPIEGEL Discussions – Live at the University” in 2011 too. The actor Hape Kerkeling had the audience in stitches as he switched to and fro between his alter ego Siggi Schwibbi, Uschi Blum and Horst Schlümp, talking about the criticism in the media of his television and cinema productions, and just as openly about his own fraught relationship with the tabloid Bild and Germany’s gruieling entertainment business.

Political pro Peer Steinbrück had some harsh words for the crisis management of the present government and recommended that Germany should pursue three strategies in order to deal with demographic change: “education, education, education”. Heiner Geißler discussed the new penchant for “education, education, education”. Heiner Geißler discussed the new penchant for spaceflight. Three teaching magazines per year have been produced by SPIEGEL-Verlag for high schools since autumn 2002, in association with the publishing company Ernst Klett Verlag Stuttgart. These deal with current issues that are inadequately covered by conventional textbooks. The teaching magazines are based on revised articles from newspapers, magazines and the Internet. They are at least 52 pages long, with an initial run of 5,000 copies.

For each teaching magazine, additional didos are available at www.schulspiegel.de. These supplement the print issue and are designed to promote the pupils’ media competence.
SPIEGEL ONLINE (www.spiegel.de) is the leading news site on the German-speaking Internet: fast, up-to-date, precise, offering background information and entertainment. More than 130 journalists provide news, analyses, interviews, commentaries, videos and photographs round the clock – available free of any charge on the Web, on smartphones and tablet computers. The news staff, which has received many journalism awards, is divided into the departments Politics, Business, Panorama, Sports, Culture, Network, Science, Uni- and SchulSPIEGEL, KarriereSPIEGEL, Travel, Motoring, Multimedia and Video, Forum, SPAM (satire) and the portal for contemporary history eINSTAGTEN. The news staff, which has received many journalism awards, is divided into the departments Politics, Business, Panorama, Sports, Culture, Network, Science, Uni- and SchulSPIEGEL, KarriereSPIEGEL, Travel, Motoring, Multimedia and Video, Forum, SPAM (satire) and the portal for contemporary history eINSTAGTEN. The news staff, which has received many journalism awards, is divided into the departments Politics, Business, Panorama, Sports, Culture, Network, Science, Uni- and SchulSPIEGEL, KarriereSPIEGEL, Travel, Motoring, Multimedia and Video, Forum, SPAM (satire) and the portal for contemporary history eINSTAGTEN.

SPIEGEL ONLINE draws on a more extensive network of international correspondents than any other German online medium. It has offices in Washington, New York, London, Moscow, Beirut and Islamabad. SPIEGEL ONLINE reporters are constantly visiting major events and areas of conflict around the world. The ONLINE journalists are supported by the national and worldwide network of correspondents for DER SPIEGEL.

From breaking news to detailed background reports, SPIEGEL ONLINE sheds light on every aspect of the most important news. The Arab uprisings, the consequences of the earthquake in Japan, and the European credit crunch – the news desk covered them all, providing extensive information including up-to-the-minute news on the ticker, reports, analyses, commentaries and the most comprehensive multimedia and infographic specials on the German-speaking Internet. On the day of the Japanese tsunami alone, SPIEGEL ONLINE recorded more than 57 million page views (clicks) and 8.3 million visits. The average number of readers (unique visitors) is around 10 million per month.

SPIEGEL ONLINE is the most frequently cited German Internet medium in the press, on radio and on television. The offer is being expanded all the time. In January 2011, SPIEGEL ONLINE launched a columns section entitled S.P.O.N. Every day, high-profile authors comment on a topical issue from the field of politics, business, culture, society or Internet policy.

In March 2011, SPIEGEL ONLINE and manager magazin launched the new KarriereSPIEGEL, whose editorial staff provides useful and entertaining information on the career world: be it the right way to apply, or switching to a new job. From the very start, the portal recorded up to 30 million page views a day, corresponding to some 1.3 million readers a month – and easily making it the front-runner among the job- and career-oriented websites in Germany.

At the start of the 2011/12 season of Germany’s Bundesliga, SPIEGEL ONLINE introduced a new service for football fans, providing live data on all the premier league games in real time. Which teams took a shot at their opponents’ goal, and how often? How many kilometres did a player run, and how many duels did he win? Vivid diagrams provide all the information at a glance. For selected games, the performance of individual players is presented immediately after the final whistle in the form of an animated 3D diagram. These pictures alone achieve up to 1 million page views.

In the field of social networks, too, SPIEGEL ONLINE has a strong presence. Two full-time journalists attend to more than 350,000 registered fans on several Facebook
“SPIEGEL ONLINE is the top address for exciting and reliable journalism on the German-speaking Internet. Millions of people view the site as their informational home, which accompanies them through the day.”

RODGER DITZ

pages, posting and twitering selected articles and worthwhile facts from the Web, and offering a glimpse of how news offices operate. More than 600,000 users follow SPIEGEL ONLINE on Twitter, a number that is rapidly increasing. Furthermore, the newsroom is constantly expanding its presence in new social media services, such as Google+, to get in touch with new users and continue to increase its coverage.

The forum at SPIEGEL ONLINE has grown substantially, too. With 45,600 topics, 5 million entries and some 182,000 registered users, it is the largest and most successful platform for debating current affairs in Germany.

SPIEGEL International – the English-language online service – has won over a loyal readership with its own reports and features as well as the best of DER SPIEGEL and SPIEGEL ONLINE. It is also valued by policy-makers in the US capital Washington, DC, in Brussels and in the capital cities of Europe as a source of information and analyses, and in the top-scoring month of March 2011 it recorded more than 15 million page views.

SPIEGEL ONLINE as a whole is the most important German information platform for readers abroad. More than 25 million visits are counted every month from users located outside Germany.

The SPIEGEL ONLINE portal einstages is the leading German-speaking community for contemporary history. Every day, its editorial staff publishes articles on everything from pop culture to the Second World War, from everyday stories to mystery historical pictures. Users can publish their own photographs and articles and debate with them, in order to build up a collective memory on the Internet in the form of a moderated editor-Web 2.0 project. The site now has more than 60,000 registered users, containing some 40,000 photos and 3,000 articles. In the top month of June 2011, the site recorded more than 66 million page views.

SPIEGEL ONLINE VIDEO works closely with SPIEGEL TV in a collaboration that has been continuously expanded over recent years.

Today 10 reporters in Berlin, Hamburg and Washington produce web videos specifically for SPIEGEL ONLINE: background reports, topical reports and presented news. The modernized layout of SPIEGEL ONLINE allows videos to be watched in a clearly structured window (known technically as a layer). Along with each film, users receive further recommendations from the editorial staff and can see at a glance which videos are the most popular with other users. The multimedia staff puts together complex video specials to mark special events such as the release of government energy policies, or the 125-year anniversary of the motorcar. These are unparalleled on the German-speaking Internet.

Colleagues at SPIEGEL TV produce “kicker.tv” for SPIEGEL ONLINE and Kicker.de: three up-to-the-minute magazine programmes and background reports on Germany’s football leagues every day.

Every month, the videos on SPIEGEL ONLINE are accessed some 12 million times.

Live television on SPIEGEL ONLINE: since June 2011, SPIEGEL TV’s live stream has been broadcasting high-quality documentary, analyses and reports round the clock. While watching them, users can interact with and help shape the on-going programming of the Internet television channel. On top of this, new packages are added every week, dealing with the cover topic of DER SPIEGEL. By the end of 2011, the live stream was receiving some 1.8 million visits per month, with users remaining on the site for an average of 13.5 minutes, an unusually high figure for online media.

On mobile phones too, the entire SPIEGEL ONLINE offer is available free of charge. Articles, photographs, stock market information and the football score ticker are specially modified for the respective device and display resolution. The videos at SPIEGEL ONLINE can be viewed on iG devices. The electronic edition of DER SPIEGEL is also available to subscribers via the mobile portal. Improved RSS feeds permit users to subscribe to all the news reports from a department of their choice, to all the main news or to the videos.

In addition to m.spiegel.de, the site for mobile devices, free apps are available for the iPhone and for Android phones. All articles and videos can be forwarded via Twitter and Facebook, and the iPhone app allows them to be viewed offline too, thanks to the pack-and-go functionality. From its launch in March 2011 until the end of November, the iPhone app was downloaded 820,000 times, while the Android app exceeded 360,000 downloads. On average, SPIEGEL ONLINE’s entire offer for mobile devices achieves around 25 million visits every month.

The topical news on SPIEGEL ONLINE is augmented by comprehensive service tools. The stock-market section, jointly operated with manager magazin online, offers readers in-depth information on the financial markets. The Bundestag Radar and the Party Donations Overview turn Berlin’s Reichstag into a transparent parliament for readers. In addition, there is an online TV guide, an encyclopaedia of countries and Gutenberg.de, the largest freely accessible pool of German literary texts on the Web.

FACTS

ONLINE SINCE: 25 October 1994
EDITOR-IN-CHIEF: Rüdiger Ditz
Deputies: Florian Harms, Jule Luttebeth, editor-in-chief staff member and head of the Politics department:
Roland Nelles
AVERAGE NUMBER OF VISITS PER MONTH IN 2012: 145,492,120 (IVW)
NUMBER OF UNIQUE VISITORS PER MONTH: 8.4 million users, avg.
(AGOF internet facts 2011-12)
SPIEGEL TV has been around for more than two decades now. The aim was and still is to present classic, SPIEGEL-style journalism in a manner suitable for television. In the event, the new form of presentation used by SPIEGEL TV, its unconventional means of approaching topics and its fresh camera work have written television history. In the meantime, many others are trying to copy the original.

What started out in 1988 with SPIEGEL TV MAGAZIN has grown into a company with two of its own television channels that also collaborates with numerous public broadcasters and private channels.

The two formats SPIEGEL TV MAGAZIN and SPIEGEL TV REPORTAGE are broadcast on RTL and Sat.1 and are firmly established on the television market.

SPIEGEL TV MAGAZIN is characterised by a rapid response to current events and carefully researched, investigative background stories. The issues dealt with are taken from current German and international politics, business and society affairs. The 40-minute programmes, which are broadcast on RTL on Saturday evenings at 10.30 p.m., combine elements of the classical documentary with those of a topical political magazine.

SPIEGEL TV REPORTAGE is broadcast every Monday at 11 p.m. on Sat.1. The topics of the 25-minute format range from political, historical and society events to entertainment and science. The individual reports are compiled by the programme's own pool of reporters in Germany and abroad.

“Ein Tag schreibt Geschichte” (A Day Makes History) is the latest SPIEGEL TV format. It is broadcast on the television channel Vox and is unique, not only within German television. For twelve hours, SPIEGEL TV focuses on a single event which has profoundly changed the world. In hour-by-hour accounts, the events of that special day are told and contemporary witnesses give their personal accounts of the crucial hours. The excellent viewing figures for the topics that have aired until now demonstrate that this special programming format is very popular with viewers. So far, the series has looked at the attacks on the World Trade Center on September 11, 2001, and at April 30, 1945, the day on which Adolf Hitler and Eva Braun committed suicide. In 2012, Vox was presented with the Kress Award for this programme.

Die GROSSE SAMSTAGSDOKUMENTATION is an equally unusual information programme, broadcast on Vox during prime time on Saturday night, from 8.15 p.m. to 11.15 p.m. This format, too, is devoted to a single topic, examining it minutely from various different angles. In 2010, the documentary “The Last Summer of the GDR” was nominated for the Grimme Prize.

Die SAMSTAGSDOKUMENTATION is a 100-minute version that Vox broadcasts in addition to the four-hour edition. With their mixture of entertaining reports and informative documentaries, these programmes offer an alternative to the usual television entertainment on a Saturday evening. Films from the series have already twice been nominated for the German Television Prize: in 2008 “Enschede, 10:59 – Ten years after the ICE disaster”, and in 2010 “Locked Up to be Free – The women of Hoheneck”. In 2011, “Psychological terror – Stalking” received Weißer Ring’s prize for journalism.

For many years, SPIEGEL TV has also been producing high-quality documentaries for the leading broadcasters such as ARD, ARTE, the BBC, the Discovery Channel, National Geographic and the ZDF. This gave rise to a 13-part archaeological series for the prestigious “Terra X” slot on Sunday at 7.30 p.m. on the ZDF. The documentary “Gold Rush Der SPIEGEL on air

FAC T S

SPIEGEL TV MAGAZIN
FIRST BROADCAST: 8 May 1988
EDITORS-IN-CHIEF: Marc Brasse (Dokumentation, coproductions and commissioned productions) Steffen Haug (MAGAZIN, REPORTAGE, Online)

PHOTO
Presenter Maria Grez with the two editors-in-chief Steffen Haug and Marc Brasse
“Great material from the field of history, politics and society – that is SPIEGEL TV.”

MARC BRASSE

“Investigative, profound, moving. SPIEGEL TV stands for independent and innovative television journalism.”

STEFFEN HAUG

“Lanz kocht!” - produced by SPIEGEL TV – is one of the classics among cooking shows. Every Friday evening Germany’s top chefs – including Johann Lafer, Horst Licher, Cornelia Poleito, Alfons Schuhbeck and Sarah Wiener – get together to cook a meal, chat and talk shop. In 2008, Markus Lanz took over the helm of the television cooking flagship from Johannes B. Kerner.

SPIEGEL GESCHICHTE has been broadcasting a full-range channel via the pay-TV operator Sky since 4 July 2009. SPIEGEL TV coordinates the programming and last year contributed 200 hours of material for first-time broadcast. This included magazine programmes, its own productions and also adaptations of international documentaries. The response from audiences has been very positive, especially about topics from the fields of contemporary history and politics. At the 2012 Mira Awards, SPIEGEL GESCHICHTE received a special award for Best Event Programming on the subject of “Ten Years after 9/11”.

SPIEGEL TV WISSEN is the second successful pay-TV channel operated by SPIEGEL TV, with some 1.8 million subscribers. The channel offers round-the-clock programming on interesting topics from the field of social and cultural affairs, science and technology, as well as human beings and nature. It is characterised by numerous new SPIEGEL TV productions. At the Mira Awards in January 2012, the jury nominated Tim Malzer in the category “Best Presenter” for his programme “Is richtig” (Eat Well). The channel has been produced in HD technology since October 2011, and is available on all major and many local cable TV networks. On many platforms, the network also offers an auxiliary video-on-demand service. SPIEGEL TV WISSEN is a joint venture of SPIEGEL TV GmbH and Antetic GmbH.

Aspekt Telefilm (ATF) is a company belonging to the SPIEGEL Group which has offices in Berlin and Hamburg. It produces fictional television movies, feature films and series for the German market. Markus Trebitsch produced “Wie ein Licht in der Nacht”, starring Christiane Hörbiger, for ATV Hamburg, which was commissioned by ARD/Degeto and found an enthusiastic audience of 6.25 million viewers. The film “Stiller Abschied” is to be made in 2012, in which Christiane Hörbiger will play the part of a patient with Alzheimer’s.

Trebitsch also developed the film “Der Hafenpastor” starring Jan Fedder – again for ARD/Degeto. This looks at the problems of people living in the Hamburg district of St. Pauli.

In 2012 Trebitsch is producing “Arne’s Nachlaß”, in a coproduction with the NDR. This is based on a novel by Siegfried Lenz and thus continues the successful series of film adaptations of his books.

Doris Zander is the producer in charge of the Berlin office. She realised the event movie “Am Ende der Hoffnung” for Sat.1 (with Yvonne Catterfeld, Max von Pufendorf and Rosemarie Fendel), which has found buyers all over the world. The film is based on a novel by Siegfried Lenz and is one of the classics among feature films. In autumn 2011, ATF Berlin produced the film “Schläge im Namen des Herren” (with Senta Berger and Matthias Habich) for the ZDF, based on a novel by Ludger Lentz and the SPIEGEL TV documentary “Operation Caesar – Die Jagd auf U864”. In autumn 2011, ATF Berlin produced the film “Schläge im Namen des Herren” (with Senta Berger and Matthias Habich) for the ZDF, based on the best-selling book of non-fiction by SPIEGEL journalist Peter Wenierski. It is due to premier in the second half of 2012.

A themed DVD by SPIEGEL TV was once again included with several of the print editions of DER SPIEGEL. The films deal with the subject of the magazine’s cover story and provide readers with an additional source of information. The issue with the DVD “The War of the Germans” was particularly successful. Some 1,212,000 copies of this issue were sold. Other DVDs have included “Frederick the Greatest – Triumph and Tragedy of a Prussian King” and “September 11 – The Day that Changed the World”.

Two high-quality editions were also produced in collaboration with dcip.tv – “The Last Summer of the GDR” and “Blitzkrieg – The Principle of Surprise” – each consisting of four DVDs, with an informative booklet and a total playing time of more than nine hours.

In June 2011, SPIEGEL TV launched its Internet television service: every day, a 24-hour live stream shows high-quality documentaries, analyses and background reports. SPIEGEL TV can be reached via SPIEGEL ONLINE or directly at www.spiegel.tv.
manager magazin is the monthly business magazine for professional decision makers and managers in Germany. Its guiding principle for 40 years now: first-hand business information.

The magazine soon developed its own thematic: investigative corporate stories, exposing mismanagement in German corporate headquarters. This positioning makes manager magazin a solitaire among business magazines, even today. Thus it was manager magazin that first informed its readers about the shenanigans surrounding the private bank Sal. Oppenheim, about the Porsche affair, or most recently about the plans of Axel Springer AG to get involved in the WAZ media group. “We set out to offer exclusive news and carefully researched background stories in every issue,” says editor-in-chief Arno Balzer.

Exclusive information is one of the key elements of the magazine. Its team of journalists has received numerous awards and carries out its research tenaciously and investigatively to shed light on companies and their actions for its readers. No matter what topic manager magazin chooses – its language remains vivid and clear. Business stories are narrated, instead of being dressed up in reams of numbers.

It meticulously analyses the light and shadow of German companies and large multinationals. It portrays the strengths and weaknesses of the doers of the business world. manager magazin supplies names and exclusive news about the top-level management of German companies, describes the true balance of power, the winners and losers among executives and other key business figures.

Manager magazin does not only criticise – it also points to outstanding corporate achievements. Examples from renowned companies provide inside insights and help managers to tackle their tasks – from personnel and change management through to questions of strategy. manager magazin explains to its readers the fundamental trends in the world of business. Detailed analyses of economic policy, along with carefully researched reports about technological innovations and the developments on key international markets, provide reference points and aids to decision-making.

Its outstanding personal utility makes manager magazin an indispensable source of advice when it comes to advancing your own professional career. Together with experts, manager magazin’s journalists provide a detailed overview of career opportunities and thus offer top-quality investment advice. And the section entitled “private” gives readers an exclusive glimpse of the different lifestyles of successful managers and entrepreneurs.

Since October 2011, manager magazin has also been published as a digital edition for tablets, PCs and Macs. The digital manager magazin augments the print edition with interactive diagrams as well as photo reports, and is already available from noon on the Thursday before the printed edition goes on sale. On the iPad and devices with a Safari or Chrome browser, the digital edition can be downloaded and read offline at any time.

Many readers have long considered manager magazin to be a reference business medium. It owes this reputation in part also to the numerous public events which the magazine regularly organises, such as the “Manager of the Year” award, the winner of which is chosen every year by a jury made up of renowned business experts.

The competition to find the best company report is the most comprehensive comparison of its kind in Germany, and at the same time one of the largest in Europe. A jury of recognised scientists and financial experts explains to its readers the fundamental trends in the world of business. Detailed analyses of economic policy, along with carefully researched reports about technological innovations and the developments on key international markets, provide reference points and aids to decision-making.

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“We find exciting topics, research them in depth and then publish soundly crafted reports. Because of this, manager magazin is able more than any other magazine to create a strong emotional bond with its readers. People are either enthusiastic or angry about stories published in manager magazin – in either case they spark off discussions.”

ARNO BALZER

We scrutinise some 200 reports released by companies listed on the Dax, M-Dax, S-Dax, Tec-Dax and the European Stoxx50. Since 1992, manager magazin has also been paying tribute to entrepreneurs, politicians and trade union officials for exemplary achievements – and for taking a stand against “despondency and mediocrity”. To date this Hall of Fame includes 53 prize winners, among them the legendary banker Hermann Josef Abs, the media magnate Reinhard Mohn, Karl Schiller, Otto Graf Lambsdorff and Hubert Burda. In the autumn of 2009 manager magazin also set up a “Hall of Fame for German Research”. This recognises scientists who have made an outstanding contribution to developing Germany as a research location.

The Art Compass is an annually compiled list ranking the world’s most famous contemporary artists and has been published exclusively in manager magazin since 2008. In cooperation with art expert Linde Rohr-Bongard, the Art Compass was first published in the November 2008 issue of manager magazin. The Art Compass was developed in 1970 by the business journalist Willi Bongard. Since his death, in 1985, the list has been continued by Linde Rohr-Bongard.

manager magazin online started in 1998. When the online news staff was expanded, an independent offer of information was established. www.manager-magazin.de offers premium content in the fields of business, finance, politics, careers and lifestyle. Every day, its journalists provide users with the most important business news, swiftly and reliably, combining topicality with background information on the topmost journalistic level. manager magazin online is an important guide for users, because the news is analysed, commented on and rated in detail.

The offer of exclusive news is constantly growing, and manager magazin online is often cited by news agencies and other business publications.

Forty percent of those who use manager magazin online are business executives in the German corporate sector (medium and large self-employed, freelance professionals, medium and executive-level employees, medium and executive-level civil servants). The manager lounge is an exclusive business club for executives who are already at the top management level of their companies, or on their way to being there. This network (www.manager-lounge.com) is a meeting place for global-minded decision makers from all areas of business. Anyone applying to join the manager lounge is subjected to an examination procedure involving fixed membership criteria, thus ensuring a high level of exclusiveness. Members of manager lounge have access to an exclusive interdisciplinary network of executives and are thus able to confer directly with top managers in other industries and sectors, and to benefit from each other’s advice. To this end the members not only have access to a custom-made online platform, but also to various exclusive events at numerous national and international venues. Furthermore the manager lounge is a valuable and competent source of information for its members. Experts appointed by the manager lounge – all themselves members of the network – offer their expertise and experience in different areas of business and management, answering questions and giving advice. The offer is rounded off by archives that allow members to access case studies, industry and company reports as well as trend analyses.

ARNO BALZER

PHOTO

Kai Lange

Facts

PUBLISHER OF MANAGER MAGAZIN ONLINE: Arno Balzer
SENIOR EDITOR: Karsten Stumm
AVG. NUMBER OF VISITS PER MONTH 2011: 7,424,427 (IVW)
AVG. NUMBER OF UNIQUE VISITORS PER MONTH: 1.88 million users (AGOF Internet facts 2011-10)

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PUBLISHER OF MANAGER MAGAZIN ONLINE: Arno Balzer
SENIOR EDITOR: Karsten Stumm
AVG. NUMBER OF VISITS PER MONTH 2011: 7,424,427 (IVW)
AVG. NUMBER OF UNIQUE VISITORS PER MONTH: 1.88 million users (AGOF Internet facts 2011-10)
Harvard Business Manager (HBM) is an independent journal for practical management topics. As the expanded German edition of the US magazine “Harvard Business Review” (HBR), the world’s most respected management journal, it augments the best articles from the HBR with selected articles by German-speaking experts. The monthly magazine reports on innovative approaches in corporate management and presents information about management trends and pioneering strategies, as well as their practical implementation.

Harvard Business Manager sets out to afford management executives new perspectives and to keep them up to date concerning practically relevant management issues. One distinguishing feature of the magazine is that its articles are written by specialist writers from scientific and practical backgrounds. This means: top managers and business consultants report about their concrete experiences in corporate operations, and professors at leading American and European universities and business schools publish their latest research results here. The authors are among the best experts in their field; they have acquired their insights during years of study and professional experience.

The Hamburg staff of Harvard Business Manager fulfills three functions. Firstly it carefully selects the authors and topics for the forthcoming issue. Secondly it serves as a journalistic partner for the experts. Month after month, for example, it prepares the knowhow to be “learned from the leaders” in such a way as to be usable in practice, informative and easy to understand. Thirdly, the editorial staff complements this offer with its own analyses and interviews with management masterminds.

Thanks to this mixture of topics, Harvard Business Manager is one of the most successful of the eleven foreign-language editions of the “Harvard Business Review” published in Asia, Europe and Latin America. About 23,000 copies of HBM are currently sold during an average month, three quarters of these going to subscribers; the rest reach their readers via newsagents and railway station bookstores. Compare that with 1979, when the magazine was in its first year and sold just under 2900 copies. Back then it was still published on a quarterly basis.

Four times a year, so-called Harvard Business Manager Editions are published as special issues. These offer background information about key issues in innovative corporate management. For this purpose, HBM editorial staff selects the best articles from Harvard Business Manager about the topic in question and puts them together in a single issue – with an introduction by the editor-in-chief. As well as expert articles, each Edition contains a Harvard case study with a range of possible solution scenarios. At the moment, more than 30 Editions are available from retailers and the HBM online shop.

Harvard Business Manager Online has been a self-contained website since 2001, aimed at the same audience as the magazine. The site was substantially revised in early 2009 to take into account the fact that readers increasingly seek to obtain information on management issues by electronic means.

The staff of the online edition selects individual articles from Harvard Business Manager: articles which help management executives to respond quickly and effectively to their latest challenges. These articles deal with the right instruments to use in

Learning from the leaders
Harvard Business Manager has become an indispensable guide for management executives and business consultants.

Christoph Seeger

Over the years, the digital edition offers a wide range of content on the latest management topics.

The editorial team can be contacted by e-mail at info@harvardbusinessmanager.de. All suggestions are most welcome.

Award-winning journalism

7/2/2011 Journalists of the Year: Henrik M. Broder, SPIEGEL, 2nd place “Politics”; Dirk Kurbywost, SPIEGEL, 3rd place “Politics”; Klaus Boldt, manager magazine, 2nd place “Business”, Thomas Tuma, SPIEGEL, 5th place “Business”; Matthias Mattausk, SPIEGEL, 6th place “Entrepreneur”; Markus Grill, SPIEGEL, 6th place “Science”; Gisela Friedrichsen, SPIEGEL, 8th place “Reporter of the Year”; Cordt Schubbun, SPIEGEL, 8th place “Reporter of the Year”; Diakia Krahe, SPIEGEL, 2nd place “Newcomer of the Year”; SPIEGEL news staff, 2nd place “Top Ten news staff”.


4/4/2011 Gerhard Piepl, SPIEGEL, 2010 DOSB Prize awarded by the Association of German Sports Journalists (VDS) for “Im freien Fall” (SPIEGEL 5/2010).


5/5/2011 Mathias von Rohr, SPIEGEL, Axel Springer Prize “Print – Outstanding Achievement” for “Im Innern des Weltsinus” (SPIEGEL 16/2010).


7/5/2011 “Perspectives” image from the SPIEGEL Internatioiona l campaign, and Spilbury’s illustrations for the KulturSPIEGEL column “Darf man das?” – Award presented by the Art Directors Club.

14/5/2011 Joachim Mohr, SPIEGEL, 2011 Prize for Journalists awarded by the Federal Association of Children with Heart Disease (BVHK) for “Mohrs Herzschlag” (SPIEGEL ONLINE).

23/5/2011 DER SPIEGEL, Herbert Award, 1st prize in the category of “Sports Presentation – Magazine/Weekly Magazine”.


21/7/2011 SPIEGEL ONLINE, OnlineStar, Bronze Medal.


19/10/2011 Thomas Katzenstein and Ulric Papendick, both manager magazine, 1st place in the PDS Prize for Journalists, awarded by PDS Banks for “Kasino Fatality” (SPIEGEL 43/2011).

20/10/2011 Thomas Katzenstein and Ulric Papendick, both manager magazine, 1st place in the Helmet Schmidt Prize for Journalists for “Kasino Fatality” (manager magazine 4/2011).


17/11/2011 Alexander Czogala, SPIEGEL TV, German Prize for Business Films, in the category “Films about the Business World” (3rd place) for “Die Spirit-Abzocke – wie Mineralölkonzerne Kasse machen”.

22/11/2011 Jürgen Dahlkamp, Gunther Latsch, Jörg Schmidt, all SPIEGEL, Otto Brenner Prize (2nd place) for their research into the HSH-Nordbank affair; Katja Thimm, SPIEGEL, Otto Brenner Prize (special award) for “Voters’ Zeit” (5/2011).


6/12/2011 Markus Dettmer, Janko Titz, Ricarda Landgrebe, all SPIEGEL, Media Ethics Award META for “Jens und der Quatsch” (SPIEGEL 16/2011).
SPIEGEL books have been published in cooperation with Deutsche Verlags-Anstalt (DVA) of Munich since 2002. SPIEGEL-Buchverlag, the book-publishing branch of the SPIEGEL Group, is characterised not only by meticulously researched stories on current issues, but also by perceptive reports on socially relevant topics, written by renowned authors.

With “Enemy of the State – WikiLeaks”, the SPIEGEL journalists Marcel Rosenbach and Holger Stark took up the tale of the successful cover stories in DER SPIEGEL concerning secret documents about the wars in Afghanistan and Iraq, and the contents of US diplomatic cables which were disclosed on WikiLeaks. The authors had been following the development of the whistleblower website for many years, and met its front man Julian Assange on many occasions. They were therefore able to provide exclusive insights into the way WikiLeaks operates and impressively sketch its rise to fame, culminating in the hunt for Assange at the end of 2010.

At the same time as the book was published by DVA, two digital versions were also released: an e-book version for all e-readers, and also – for the first time – an enhanced e-book including additional videos, photos and documentary material, compiled and prepared by a SPIEGEL project team.

Matthias Mattussek also continued to attract attention last year with his SPIEGEL book “The Catholic Adventure. A Provocation”. In it, the SPIEGEL journalist professes his own Catholic faith – intimately and with great passion. His propositions concerning the Pope and celibacy sparked a wide-ranging discussion among the general public.

In the historical book series, SPIEGEL writers and renowned historians looked at the chequered history of the Arab nations in “The New Arab World”, a history stretching across some three millennia. In it they combined historical analyses with a look at the current events in Tunisia, Egypt and Libya, creating an impressive portrait of a region that is setting out to new shores.

SPIEGEL ONLINE has been publishing its own books for some years now, too, including successful entertaining works like “Sorry, We Missed the Runway. Strange Tales from the Cockpit” and “Sorry, Your Hotel Has Burnt Down. Strange Holiday Tales” by the SPIEGEL ONLINE staff writers Stephan Orth and Antje Blinda. Both books went to the top of the list of best-selling paperbacks in 2010 and 2011 respectively.

The annual list of best-selling paperbacks in 2010 also included “How Good Is Your General Knowledge? The Big SPIEGEL Trivia Test” by Martin Doerry and Markus Verbeet, with more than half a million readers, which was followed in 2011 by further trivia tests from the fields of history, politics and social affairs, culture and religion. This being the year of the UEFA Euro 2012, the series is now being rounded off with a big SPIEGEL trivia test on the subject of football.

Best-selling author Bastian Sick also called on readers to test their knowledge in the autumn of 2011. In his very successful SPIEGEL ONLINE book “How Good Is Your German?” he has collected a number of engrossing questions from the abundance of challenges posed by the German language –
Numerous titles have already received special acclaim; three current productions were awarded prizes in 2018:

- HORikules – Audio Book Prize of the German Book Trade: “City of Angels, or The Overcoat of Dr. Freud” by Christa Wolf
- Orkanus – Category: “Best Radio Play for Children/Teenagers”: “Krabat” by Otfried Preußler
- Prize of German Record Critics: “You Won’t Catch Me” by Mickael Enstrom

Building upon its commercial involvement, SPIEGEL-Verlag has also been cooperating with DAV in terms of contents. In 2011, an audio version of “Enemy of the State – Wikileaks” by Marcel Rosenbach and Holger Stark was released under the “SPIEGEL Audio Book” label at the same time as the printed version of the book. DAV, as well as some 150 other producers, has been providing high-quality formats and published productions that have received numerous prestigious awards. Since August 2004, SPIEGEL-Verlag has been publishing audio books, which are aimed at the book retail business and have been going strong for 40 years. Every Thursday, the weekly “buchreport express” provides reports about the events of the week, background information and commentaries.

In addition, each issue includes posters of the current best-sellers to be put on display in the shops. “buchreport magazine” is published on the last Friday of every month and contains interviews and analyses of the latest developments in the domestic and international book market. “buchreport.de” has been in existence for 40 years now; since 2001 it has been done so by electronically polling more than 450 bookshops in Germany, selected from a representative panel. In the meantime, this database is being used to draw up other best-seller lists. Every week SPIEGEL ONLINE presents the current best-selling paperbacks; the bestselling books and DVDs are reported in KulturSPIEGEL, and the bestselling books for children and teenagers appear in “Dein SPIEGEL”.

“buchreport.de” is a service and information portal for the book industry which is continuously updated on weekdays and provides news, press reports, an overview of book reviews, blogs and surveys as well as best-selling lists. In addition selected analyses from the print edition of “buchreport” are available.

In the meantime, buchreport.de has become one of the leading information portals for the book industry. In addition to up-to-date reports and basic information on the book retail and publishing industry in Germany, its annual rankings – which include “The 100 Biggest Publishers” and “The 50 Biggest Book Stores” – and analyses ("Perspectives for E-Books") provide guidance in the market. In the forum buchreport.blog representatives of the cultural industry present their position on current issues and encourage discussion.

The customer magazine “buch aktuell” is available in bookshops and has a circulation of over 300,000 copies. It is offered to booksellers for a token fee, to be handed out free of charge to attract new customers and secure the loyalty of existing ones. Its best-known partner is Mayersche Buchhandlung, the number one German book store according to the “buchreport” ranking, with more than 40 branches in North Rhine-Westphalia. Overall, “buch aktuell” is available in more than 800 book shops throughout Germany. At the Website www.buchaktuell.de visitors will find the latest reading recommendations as well as interesting news of the day from the world of books, and announcements of book readings by their authors.
**Premium marketing in print and online**

SPIEGEL QC is the integrated marketing association of the SPIEGEL Group and is the competent contact for all issues surrounding print and online advertising.

Some 90 employees in the Hamburg headquarters and the five sales offices in Düsseldorf, Frankfurt am Main, Hamburg, Munich and Stuttgart work in teams, made up of online and print experts, who are therefore able to provide competent support and advice from a single source at all times.

**The strength** of SPIEGEL QC lies in the high quality it offers. Aside from DER SPIEGEL and SPIEGEL ONLINE, along with manager magazin and manager magazin online, SPIEGEL QC provides access to further first-class advertising media with which sophisticated target groups can be approached:

- "Dein SPIEGEL" – for inquisitive girls and boys between those ages of 9 and 14;
- Harvard Business Manager and Harvard Business Manager Online – for ambitious young business talents and successful executives;
- KulturSPIEGEL – Germany’s biggest cultural magazine;
- UniSPIEGEL – reports from the university scene three times per semester;
- SPIEGEL GESCHICHTE (six times a year), SPIEGEL WISSEN (four times a year), and SPIEGEL SPECIAL (poradically) – are used intensively as monothe- matic magazines;
- SPIEGEL Jahres-Chronik – reviews the past year;
- SPIEGEL.TV – quality television on the Internet, 24 hours a day, 7 days a week, as a live editorial stream or video on demand.

As an innovative media company, the SPIEGEL Group is constantly developing new channels in order to furnish its users with up-to-date and reliable information. As a result, it can also be relied on to offer advertisers new platforms and advertising media.

**The digital editions** of DER SPIEGEL – the apps for the iPad, iPhone, Android smartphones and tablets – as well as the web-based magazine reader, which makes DER SPIEGEL and manager magazin available in your browser, open up new opportunities and grant access to new potential users, also for advertising.

In addition, the mobile versions of SPIEGEL ONLINE and manager magazin online allow you to communicate with high-quality target groups irrespective of time and place.

The Group’s own brands – SPIEGEL, manager magazin and Harvard Business Manager – are augmented by a portfolio of selected external partners:

- golf.de – the official partner website of the German Golf Association, Germany’s largest golf portal and hence the home of German golfers in cyberspace;
- heise online (www.heise.de) – with up-to-the-minute news from the IT industry, the preferred source of information among ICT decision-makers and technology enthusiasts;
- Legal Tribune ONLINE (www.lto.de) – first stop for legal experts, with all the info about jobs, know-how and life;
- MERIAN.de – the enjoyment of travel. Market leader in the online travel magazine segment;
- NetMoms (www.netmoms.de) – the first German-language online network by mothers for mothers;
- opodo.de – the comprehensive Internet travel service which meets the demands of modern-day travellers;

In addition to placing standard advertising in print, online and mobile media, SPIEGEL QC also offers its clients comprehensive creative communication concepts, up to and including the concept development, planning, implementation, management and documentation of multi-day brand events, drawing on the many resources available within the SPIEGEL Group. They include competent contacts – in the field of event and moving image production, for example, or in market research – to guarantee innovative solutions which are tailored to the customer’s individual needs, all under a single roof.

**Detailed information** about all the advertising media, along with detailed media data and the latest news, is available round the clock at www.spiegel qc.de.
At Ericusspitze

The SPIEGEL SHOP

PHOTO

COOPERATION PRODUCTS AND SPIEGEL SHOP

The virtual SPIEGEL SHOP allows all the available magazines, books, e-books, audio books and cooperation products to be conveniently ordered (www.spiegel.de/shop). In cooperation with the large German mail-order company Libri.de, the media shop offers a wide range of books, audio books, DVDs and CDs in addition to the publisher’s own products.

A real-world SPIEGEL SHOP, operated by PWV Presseshop GmbH, opened its doors in November 2011. It is integrated into the publishing company’s building in its own separate retail area. All the publisher’s products are on offer here. In addition, the shop has close ties with DER SPIEGEL, and in future it is to serve as a venue for book presentations and public talks, for example. The shop is also open to all publishers who want to test new press marketing concepts directly at the point of sale.

Arthaus Collection is a series of DVDs that now comprises 10 films, all of them selected by the journalists of KulturSPIEGEL. The first of these were 50 masterpieces by great film directors, entitled “The 50 Best Good Films”. The series was continued in 2009 with ten films each from the field of classics, film adaptations of great literature, Asian cinema and documentaries. In 2010 and 2011, the “classics” and “film adaptations of great literature” were continued, and further films were released representing British, American, Scandinavian and French cinema. Each DVD includes a comprehensive booklet with detailed background information supplied by the writers of KulturSPIEGEL.

The series is produced in cooperation with Studiocanal GmbH, which is responsible for the production and distribution of the DVDs. Another joint production between Studiocanal GmbH and KulturSPIEGEL journalists is the 50 Milestones of German Cinema. Starting with “Metropolis” and including cinema hits such as “Good Bye, Lenin!” and “Alles auf Zucker”, this series covers all the highlights of German cinematographic history, from its origins, through the partition of Germany, to the present day.

Große Kinomomente (Great Moments in Cinema) is a selection of award-winning films from the recent past. KulturSPIEGEL assembled this series in collaboration with Universum Film GmbH. From the impressive documentary “Our Earth”, through “The Years of Plenty Are Over”, to the DVD premiere “Cloud 9”, the collection consists of 50 films inviting you to laugh, cry or contemplate. Another 25 films are to follow in 2012, both on DVD and on Blu-ray.

Special trips are available to the readers of DER SPIEGEL, offered by the publishing company in association with its partners Studious and TUI. For many years, the destinations have included Spain, from “Parador to Parador”, and China, the Middle Kingdom. Every year, new destinations are added to the list, as well as city trips to selected European cities.

The every-increasing quality standards that are expected of a service centre led to the founding of the company QS Quality Service GmbH in 2006, as a wholly-owned subsidiary of the SPIEGEL Group.

QS Quality Service GmbH offers all the services required by a publisher under a single roof, and has years of experience with demanding readers.

It offers individualised after-sales services to customers of the SPIEGEL Group’s own products as well as those of external clients. Beyond this, QS Quality Service GmbH offers its customers a broad portfolio of CRM (customer relationship management) services and numerous measures to prevent subscription cancellations, and to win back and re-activate lapsed subscribers.

Its after-sales services include professional address generation and validation, customer loyalty measures, increasing customer value through cross- and up-selling, as well as retention measures using tailor-made offers. These services are made possible through a rigorous training of the workforce, often individually, and by performing independent quality checks followed up by on-going improvement procedures.

In the field of active telephone marketing, the range of services includes winning back lapsed subscribers and generating direct debit payments, as well as selling classified ads.

QS Quality Service GmbH also operates successfully on behalf of clients from outside the SPIEGEL Group. In addition to all the SPIEGEL publications, manager magazine and Harvard Business Manager, its telephone marketing services are also used by the high-quality magazines of other publishing companies. These include “c’t”, “IX” and “Technology Review”, “Digitale Fotografie” and “Mac & i” for Heise Zeitschriften Verlag; “Cicero” and “monopol” for Ringier Publishing; as well as “Der Freitag”, “Mare” and “Mare ahoy!” for Mareverlag.

QS Quality Service GmbH is a competent partner in the field of e-media for all the customers of SPIEGEL Group as well as the customers of external publishing companies. This includes providing technical services to the users of digital publications of the SPIEGEL Group, on all the usual platforms and user interfaces.

QS also provides technical support for users of the SPIEGEL archives, the biggest research database on the German-speaking Internet. Likewise, QS Quality Service GmbH provides after-sales services for the SPIEGEL SHOP and the shops of Libri.de Internet GmbH, one of the leading online dealers for books and e-media, and it is available to provide technical support for electronic offers and formats of the book and music business.
SPIEGEL-Verlag utilises all the possibilities offered by modern computer technology in order to ensure maximum quality and a smooth production. All the staff in the news departments have access to the system; up to 200 can log on to it at the same time. The Berlin office and a number of other external news bureaux are integrated directly in the production process via the SPIEGEL network. Secure dial-in facilities allow journalists who are travelling and overseas SPIEGEL offices to transmit articles and carry out research in the archives.

Since the middle of the 1990s, the picture desk has been able to directly access the latest digital images released by the major news agencies. Photographers and picture agencies now usually offer their pictures on the Internet in a digital form or send them to the picture desk by other digital routes. SPIEGEL-Verlag has its own production department with access to state-of-the-art equipment and technologies for digital reproduction. All cover pages of DER SPIEGEL and all news pages are produced to completion and sent directly to the printer via the SPIEGEL net-work. This means that over 900 copies are produced every minute. Light-weight coated paper is used in making DER SPIEGEL, weighing 54 grams/square metre. One issue of DER SPIEGEL requires approx. 350 tonnes of paper. The paper quality provides optimum lightness, colour and opacity while taking into account environmental requirements. The cover of DER SPIEGEL is printed on heavier paper, weighing 115 grams/square metre.

Environmental protection has been a top priority for SPIEGEL-Verlag for many years. Years of close collaboration with just a few paper factories ensures that the publishing company’s quality and environmental standards are met. The paper for DER SPIEGEL must fulfil at least the following ecological criteria:

- use of wood from sustainably managed forests;
- use of recycling fibre (as high a proportion of recycled paper as possible);
- use of totally chlorine free (TCF) wood pulp.

SPIEGEL-Verlag is closely involved in the Environmental Workgroup of the Association of German Magazine Publishers (VDZ). The Environmental Workgroup promotes the continued development and the implementation of ecological standards for every link in the manufacturing chain, from forestry through to recycling. In the context of these efforts, voluntary statements of commitment have been signed for every stage of the manufacturing chain, in association with the Association of German Paper Factories. These apply for all sectors of forestry and timber felling, cellulose manufacturing, paper manufacturing, paper recycling, printing and inks. In addition, a catalogue of requirements was drawn up in 1999 regarding the issue of forestry certification. These are now met by certification systems such as the FSC® (Forest Stewardship Council) and the PEFC (Programme for the Endorsement of Forest Certification). All publications of the SPIEGEL Group are printed entirely on FSC-certified paper.

SPIEGEL-Verlag makes sure that environmentally friendly and energy-saving production methods and products are used in-house. In addition, it has successfully participated in the environmental programme Ökoprofit organised by the city of Hamburg.

The measures implemented include:

- use of recycled paper in all offices and all printers;
- environmentally friendly disposal of recyclable and harmful waste by means of special collection bins on every office level;
- use of re-usable components for building conversions;
- use of environmentally friendly paints, varnishes and cleaning agents;
- purchase of energy-saving technical equipment, use of energy-saving bulbs and a lighting system that responds to the available outdoor light;
- since 1992 the publishing company has refunded 75 percent of the cost of a “Profi-Card”, a subsidised pass for Hamburg’s public transport network, to all members of staff;
- purchase of environmentally friendly and recyclable office materials;
- regular systematic examinations of the flow of materials and energy in order to save energy;
- processing kitchen leftovers in a biodegradable waste unit to produce a precursor of biogas, which is then used by our waste disposal service;
- environmentally friendly disposal of electronic scrap;
- no use of drinks in non-reusable containers;
- use of organically sound food, drinks, meat products, vegetable products and dairy products.
- donation to charity of surplus food proc-essed in the kitchens;
For 42 years, the German news magazine was produced in the SPIEGEL House on Brandstwiete, in Hamburg. After a three-year construction period, the SPIEGEL Group moved to the Ericusspitze at the eastern end of the new HafenCity in September 2011. For the first time, all the employees, brands and media of the group are now united under a single roof.

The new SPIEGEL House was designed by the renowned Danish firm of architects Henning Larsen, which had emerged in 2007 as the winner of a competition in which 14 international architects’ offices participated. It is one of the most modern media buildings in the whole of Europe, with an atrium as high as a house forming the centre of the new building, criss-crossed with bridges and staircases – symbolising transparency in times of multimedia communication and networking. With a total floor space of approx. 30,000 square metres (320,000 square feet) on 13 storeys, it offers room for more than 1100 employees.

Gold in Category 1: Sustainable use of energy resources
The overall primary energy consumption of the building is particularly low, at less than 100 kilowatt hours per square metre per year. This is achieved, among other things, by triple-glazed windows and a thermal activation of structural components, as well as the use of geothermal energy, whereby 70 subterranean probes absorb heat at a depth of 100 metres. Photovoltaic systems also help reduce the primary energy requirements. The lighting adjusts to incoming daylight and the presence of people; in addition, energy-saving lamps are deployed.

Gold in Category 2: Sustainable use of public goods
The building stands out for being unusually accessible to the public. The area between the SPIEGEL House and the neighbouring Ericus-Kontor as well as certain areas of the ground floor are open to the public. In order to conserve public assets, rainwater is treated and used as grey water.

Gold in Category 5: Sustainable operation of the building
Thanks to its reduced power consumption and a low level of renewal, the building can be operated sustainably. All the materials are environmentally friendly, low-maintenance and easy to renew. Its day-to-day operation is constantly being analysed and optimised.
Facts and Figures

### Inland

<table>
<thead>
<tr>
<th>National bureaux</th>
<th>Turnover of the SPIEGEL Group, in million euros</th>
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<tbody>
<tr>
<td>Berlin</td>
<td>205.1</td>
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<tr>
<td>Dresden</td>
<td>192.7</td>
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<td>Düsseldorf</td>
<td>133.9</td>
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<td>Frankfurt am Main</td>
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<td>Kassel</td>
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<td>München</td>
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<th>Advertising sales offices</th>
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<td>(Düsseldorf)</td>
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<td>Frankfurt am Main</td>
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<td>South</td>
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<td>(Munich und Stuttgart)</td>
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### Abroad

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<tr>
<th>Foreign bureaux</th>
<th>Employees of the SPIEGEL Group</th>
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<tr>
<td>Tokyo</td>
<td>Full-time employees</td>
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<td>Chicago</td>
<td>2012</td>
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<td>Beijing</td>
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<td>São Paulo</td>
<td>2011</td>
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<td>São Paulo</td>
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<td>Kuala Lumpur</td>
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<td>New Delhi</td>
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<td>Munich</td>
<td>2024</td>
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<tr>
<th>Editors-in-Chief</th>
<th>Turnover of the SPIEGEL Group, in million euros</th>
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<tr>
<td>Klaus Nauck</td>
<td>1996</td>
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<td>Willy Brandt</td>
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<td>Oskar Lafontaine</td>
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<td>Joachim Fischer</td>
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<td>Helmut Schmidt</td>
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### In-Depth Interviews

By 31/12/2011, a total of 4,955 SPIEGEL in-depth interviews had taken place, the first appearing in SPIEGEL issue 50/1956. The largest number of interviews were conducted with:

- Wolfgang Schäuble (38 in-depth interviews)
- Gerhard Schröder (35 in-depth interviews)
- Willy Brandt (34 in-depth interviews)
- Oskar Lafontaine (33 in-depth interviews)
- Joachim Fischer (31 in-depth interviews)
- Helmut Schmidt (25 in-depth interviews)

### Day of Publication

**DER SPIEGEL**

- As of issue 1-2/1966: 1 January 1966

**SPIEGEL apps for digital devices**

As from Sunday morning, 8 a.m., users can access the digital edition of DER SPIEGEL and read it on their iPad, other tablet, Mac or PC.

8/11/1974

Rudolf Augstein handed half of the company to his employees. This means they are shareholders of the company via the Management Co., of which they are silent partners. Since then, sharing in the responsibilities, decisions and half the profits has been a key feature of the working environment, and has helped to shape the atmosphere within the company.

### Boxes

#### The SPIEGEL Group

- **Rudolf Augstein GmbH**: 50.5% Kommanditgesellschaft Beteiligungsgesellschaft für SPIEGEL-Mitarbeiter mbH & Co.
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