

Terror in Nairobi How Brighter Monday employees survived

D M O

 **Ringier**
In-house journal
April 2019

Management expert Dietmar Dahmen rocks the Ringier Management Conference

A volcanic performer – Dietmar Dahmen at the RMC:

«The pillow is your comfort zone. Kill your comfort zone!»

«Business is Fight Club!»



CONTENTS

4 12 hours

On January 15, terrorists attacked a hotel complex which also houses the offices of the Ringier company Brighter Monday. Four victims talk about how they survived the terror.

12 Big names, big money

German celebrities have launched a new trend with their own personality magazines. «Barbara», «Guido» and «Boa» are reaching a growing readership and making big money.

16 Focus on Ringier

The best press photos of the last quarter.

18 Hollywood in Opfikon

Data, technology, disruption. At the Ringier Management Conference, the company's executives gain important insights for the future.

20 «Real life is dirty»

Whenever Dietmar Dahmen enters the stage, things get noisy. And in the DOMO interview, this expert on transformation and disruption talks at full throttle. «Keep it simple, stupid!»

23 The end of a legend

Publisher Michael Ringier talks about the decline of «USA Today» – and what newspaper publishers can learn from it.

24 Resist Relotius!

Spiegel journalist Claas Relotius faked and made up features. Author Peter Hossli's helpful hints on how journalists and editors can protect themselves.

26 I didn't want DJ Bobo's briefs

Talk about southern hemispheres! Why DOMO author René Haenig turned down DJ Bobo's briefs – and almost got run over by him.

28 My Week

Meetings, telephone conferences, fitness, a little daughter, and me-time: This is how Yetunde Oyeleke in Lagos organizes her week.

30 The manager's manager

Patricia Buck has spent 20 years working for the same boss: Ralph Büchi. And yet, they are not on a first-name basis.

Cover photo: Thomas Buchwalder

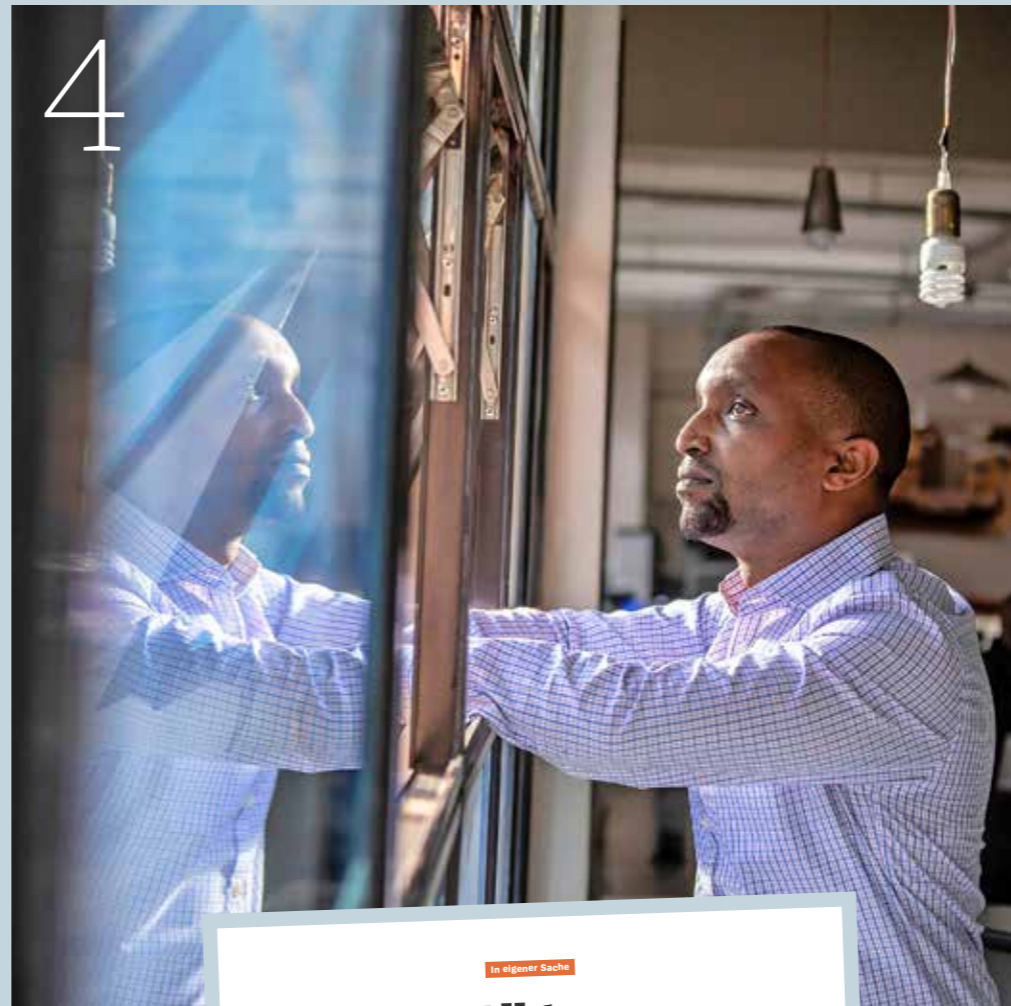
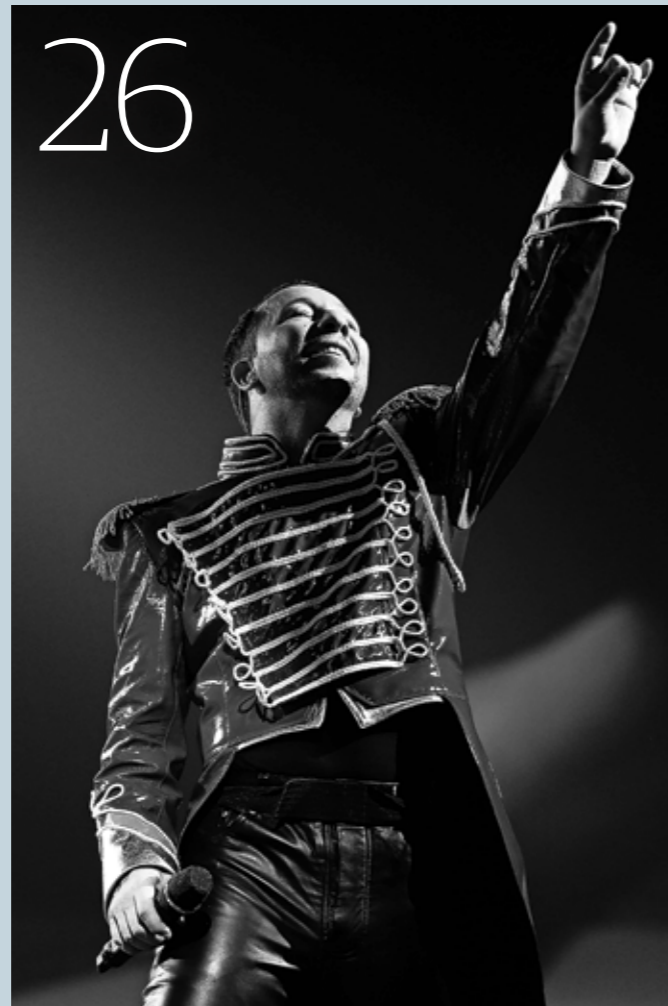
Publishing information

Publisher: Ringier AG, Corporate Communications. **Executive Director:** René Beutner, CCO, Dufourstrasse 23, 8008 Zurich. Contact: domo@ringier.ch **Editor-in-chief:** Alejandro Velert.

Contributors: Ulli Glantz and Markus Senn (visual realization), Frauke Hain, René Haenig, Peter Hossli. **Translators:** Gian Pozzy (French), Claudia Bodmer (English), Ioana Chivoiu, (Romanian)

Proofreaders: Peter Hofer, Regula Osman, Kurt Schuiki (German), Patrick Morier-Genoud (French), Claudia Bodmer (English), Lucia Gruescu (Romanian). **Layout/Production:** Zuni Halpern (Switzerland) **Image Editing:** Ringier Redaktions Services Zurich. **Print:** Ringier Print Ostrava and SNP Leefung Printers. No portion may be reprinted without the editor's permission.

Circulation: 10,000 copies. **DOMO** is published in German, French, English and Romanian.



12 hours

On January 15, terrorists charged the DusitD2 hotel complex in Nairobi, killing 21 people. The employees of the Ringier company «Brighter Monday» were also affected by the attack. Four of them tell us how they survived. And why the terror is not over in spite of that.

By Frauke Hain

Traces of terror. The Nairobi attacks begin with an explosion, followed by a charge of the Dusit hotel complex by armed fighters of the Somali terrorist organization Al-Shabaab, who start shooting people.

Photo: Keystone

January 15 is a Tuesday like any other. There is a lot of work to do and meetings back to back. Kevin Osore works in business development for Brighter Monday, a digital job portal that is part of Ringier One Africa Media. This afternoon, the 31-year-old is sitting at his desk in the open-plan office, absorbed in his laptop - when he hears shots fired.

«It was as if I were suddenly in a movie scene and they told me to act. But it was real,» he says some two months later. «I just listened to my instinct: Get out of here as quickly as possible!» Osore starts to run - through the lobby, into another office, onto a balcony where a fire escape leads down to street level. But there is shooting everywhere.

And so, he runs back to the lobby and down the stairwell to the exit. But there, through the glass front, he sees men armed with assault rifles heading towards the building. They are members of the Somali terrorist organization Al-Shabaab, entering the building complex of the five-star DusitD2 Hotel in Nairobi's affluent Westlands neighborhood on this day. One of them spots Kevin Osore. «He immediately started to shoot at me.»

The two offices of Brighter Monday are located in one of several modern buildings around the DusitD2 - on the fifth floor. Most traces of terror have been removed by now, but some bullet holes are still visible. The BBC has reconstructed the events of the attack with the help of surveillance-camera footage. The pictures show that the first incident is a suicide bomber blowing himself up inside the building complex. Almost simultaneously, four other terrorists detonate three cars in front of the entrance. Then they make their way onto the site - down a narrow lane. The attackers, throwing grenades and firing indiscriminately, enter one of the buildings.

Timothy Mocho hears the explosions as he is wrapping up a meeting on the balcony. «I saw many birds fly away,» recalls the 33-year-old. A few seconds later, he watches people escape by climbing over the property's fences. In the office, colleagues are screaming: «Those are gunshots, those are gunshots!» Timothy Mocho runs from the balcony into the office and directly into the lobby. He, too, hears the shots. «I panicked.» Just like his colleague Kevin Osore, he realizes it is too late to escape from the building via the exit. He



«I just listened to my instinct: Get out of here as quickly as possible!»

Kevin Osore

hides in the men's room with some colleagues. As he tries to barricade the doors with a flowerpot, he spots a colleague still sitting at his desk. «I waved and shouted: Come here, people are getting shot. We have to hide!» Timothy Mocho shakes his

Photos: Sven Torfinn, Keystone



head and laughs at the recollection. The attacker shooting at Kevin Osore by the exit missed his target. Osore runs back to the upper floors and tries to escape through one of the hallways. On the third floor, he finds a door that is unlocked. From

there he gets out onto a balcony and jumps down. «My ankles hurt, I could barely get up and keep running,» he says. The people around him are panic-stricken; shots are fired again and again. Osore manages to get back on his feet and escape.

The security forces try to get as many people as possible to safety from the attack of the five terrorists.

Boniface Macharia, 40, is the service-delivery team leader. When the assault begins, he also tries to escape by way of the fire escape. But the shooting deters him as well. He stays, lying down, on one of the fifth-floor office balconies, all by himself. «I should have run back to the office, just like my colleagues. But I couldn't. It felt like the office was five kilometers away.» In reality, it's not even five meters. He is lying on the floor, behind two balcony chairs, masked by the sunshade. He assumes that if he cannot see anything, he can't be seen either.

It's about 8 pm; outside, darkness has fallen. In the men's room, Timothy Mocho realizes that it has already been five hours. Through social media he learns that the whole neighborhood has been cordoned off by the police. Every hour, the single father checks in with his mother who is looking after his eight-year-old son. «Please tell him I'll see him tomorrow.» He is also continuously in touch with the police. They want to know: «Where exactly are you? ▶



Which building? How many of you are there?» They keep repeating the order to remain calm, to turn all phones to silent, not to use a vibrating alarm. «We're about to get you out of there,» the police say.

«This announcement gave me hope and courage,» says Timothy Mocho.

Late that evening, the Kenyan Ministry of the Interior declares that the situation is under control, that all buildings have been evacuated and everyone is safe. But Timothy Mocho is still hiding in the men's room. He remembers the feeling: «It is humiliating when your safety is not in your own hands.» A short time later, the employees all hear loud gunfire and explosions again.

Most of Brighter Monday's nearly 90 employees have hidden in the back of their open-plan office. Sales Manager James Waweru, 33, can see the police through one of the windows. Terrorists and police repeatedly exchange fire. Waweru's mind is filled with a thought that will stay with him all night: I will fight. His eyes flash and he laughs as he says: «I didn't want to die in hiding, I didn't want to give in to fear. I sud-

«Please tell my son I'll see him tomorrow.»

Text message by Timothy Mocho from his hiding place to his mother.

denly felt so angry and brave. They have guns and I don't. But I am also a man.»

Waweru can hear a soft knock on the glass office door, again and again. He registers the silhouette of a man behind the door. But it is dark. To this day he does not know whether it was a terrorist or a policeman. One colleague prays throughout the night. At midnight, another explosion lights up the sky. «Then there was a violent and long exchange of fire. I could hear the glass panes breaking. Then, more shots. Boom! Boom!»

It is as if James Waweru had just come out of an action movie; still



Photos: Sven Torfinn, Keystone



excited, on an adrenaline rush. «Many men behave like that. This was a painful situation, and they don't want to show their true feelings. It's like a mask,» maintains psychologist Loice Okelo. Brighter Monday hired her to help people deal with the traumatic events. In African culture, men and women are very different, she says. «The men want to show they have survived. They see this as a victory, and they want to talk about it.» Women are more affected on an emotional level. «Some of them still can't talk about it,» the psychologist explains. She goes on to say that women bear the responsibility for the family. In life-threatening situations, they primarily think about what would happen should they die.

At 3 am, the police rescue the Brighter Monday team. They have experienced twelve hours that will leave a mark on them. A few hours later, the last of the five attackers of the terrorist militia are dead, shot by Kenyan police units. Two members of the Brighter Monday team are injured, but they all survive the attack.

«Any situation where you don't



know whether you'll survive is considered traumatizing,» says psychologist Loice Okelo. Boniface Macharia, who initially hid on the balcony, describes the shots as «small noises with big effects». Unfathomable for someone who has

700 people were rescued from the hotel complex, 21 people died in a barrage of gunfire.

never experienced that. But those colleagues who had already written farewell messages to their own families would understand. Boniface Macharia's everyday life has changed. «This experience has brought us closer together as a ▶



«Shots are small noises with big effects. Unfathomable for someone who has never experienced that.»

Boniface Macharia, Service Delivery Team Leader



team,» he says. He now prefers going for a beer with a co-worker to having a drink with a buddy. «I don't feel like talking about the events to people who mostly want to be entertained.»

After his jump from the third

Four of the five terrorists were killed by Kenyan security forces, one blew himself up.

floor, Kevin Osore is unable to walk for two and a half weeks. «During the first week after I went back to work, I would leave the office around the time the terror attack had started. When I get to a crowded place, the first thing I do is check the emer-

Photos: Sven Torfinn, Keystone



gency exits and think about what to do if they come back.» And when someone slams a door, he flinches. «These are the symptoms of a traumatized person,» explains psychologist Loice Okele. «Most of them are young people. They enjoy their lives and have lots of plans. For many it is the first job allowing them to earn their own money. And now they would really like to leave that behind because they don't feel safe anymore.» But the question is: What place is safe?

Kevin Osore reflects: «This is happening all over the world. It can happen to me today, and it can happen to you tomorrow.» James Waweru says: «One shot can change everything. I feel I'm always on the alert.» Timothy Mocho explains: «Wherever I go, I watch how the security people work. And when I go shopping with my son I don't let him walk around by himself anymore. I always need to know where he is.»

Boniface Macharia can still hear the shots. «It was so loud. And then this silence. And you keep waiting for what happens next.» He loves action movies. «I compare them with what I heard and saw that day.»

«I didn't want to die in hiding, I didn't want to give in to fear. I suddenly felt so angry and brave.»

Sales Manager James Waweru at the Brighter Monday offices in Nairobi.

Sales Manager James Waweru at the Brighter Monday offices in Nairobi. Brighter Monday hired psychologist Loice Okelo to care for its employees. «There are big differences between the sexes when dealing with such experiences. Men are more likely to show they have survived. Women are more affected on an emotional level,» she says.

His voice falters. A week after the terrorist attack, he went back to the office to pick up a few things. «I was okay until the moment I reached the entrance. There was a kind of memorial there for the 21 victims of the terror attack.» The memory brings tears to his eyes. That's all he feels like saying.

Brighter Monday

BrighterMonday was founded in 2006 with the goal of improving online access to jobs. Today, BrighterMonday is the largest job portal in the East African region, with subsidiaries in Tanzania, Uganda and Kenya. It attracts about a million views per month in Kenya alone. On social media, it numbers 20000 followers on Twitter, 33000 on LinkedIn, nearly 2000 on Instagram and around 300000 on Facebook. BrighterMonday has been part of the portfolio of ROAM (Ringier One Africa Media) since 2017.

Big names, big money

A new trend has brought success back to the print industry. Personality magazines like «Barbara», «Guido», «Lafer» et al. are selling like hotcakes at newsstands. Fans and publishing companies are equally excited. Now, even celebrity influencers from social media are pushing their way into the print-magazine market. Text René Haenig

It all began with «Barbara». In 2015, the German publishing company Gruner + Jahr launched the first personality magazine in the German-language market. The name in the title belonged to TV host, actress and singer Barbara Schöneberger, 45. Ever since, her magazine, which sports the tagline «Not your average women's magazine», has been shaking up the women's-magazine market, at roughly 300 titles hardly virgin territory. The current issue, No. 34, April 2019, is attracting readers with topics like «Twixters - 38 and still sitting at home?», «Why don't you have kids? - The world's dumbest question», «You're so embarrassing! - Teenagers tell all», plus the cover story «Viva la Mama». And sure enough, the cover photo shows Barbara, blue-eyed and red-lipped in a dress printed with dinner plates, hoisting two borrowed babies on her arms and hips.

What «Barbara» has been to women for the past four years, «Dr. v. Hirschhausens Stern Gesund Leben» has been to health nuts, fitness freaks and nutrition nerds for the past twelve months. This title also bears the name of a celebrity: Eckart von Hirschhausen, 51, is TV host, physician, magician, stand-up comedian and writer rolled into one, according to Wikipedia. What the online encyclopedia fails to mention: Hirschhausen is also chief reporter, according to his credit in the masthead of his own magazine. In the first issue of this year, the funny doctor sporting a red clown nose on the cover deals with relationship man-



agement, Kegel exercises, blood vessels and cruciate ligaments - as well as his specialty: the Hirschhausen diet, i. e. intermittent fasting.

Two magazines out of a dozen. In addition to «Barbara» and «Dr. v. Hirschhausen» you'll find «Guido»

Success guaranteed: Schöneberger, Hirschhausen and Boateng - Gruner + Jahr is on a winning track with these celebrities.

(from Guido Maria Kretschmer, fashion designer and host of the TV show «Shopping Queen»), «Birgit» (from TV host Birgit Schrowange), «JWD» (short for actor and TV host Joachim «Joko» Winterscheidt), «Lafer» (from Austrian celebrity chef Johann Lafer) and «Daniela» (devoted to blonde trash icon and reality-TV starlet Daniela Katzenberger, nicknamed «die Katze» - the Cat). Another recent arrival on the personality-magazine shelf is «Sophia» (referring to 24-year-old fitness blogger, bodybuilder and YouTuber Sophia Thiel), published by the Bauer Media Group, and in May we can look forward to «Philipp», the magazine of Internet entrepreneur Philipp Westermeyer, to be published by the daily «Hamburger Abendblatt». Oh, and soccer star Jérôme Boateng («Boa») also has his own print magazine.

So much for «Print is dead». German publishing houses have been printing so many personality magazines in recent years that you can scarcely see the forest for the pulped trees. Speaking of forests: German bestselling author and ranger Peter Wohlleben, 55, will also take root in the personality-magazine market, on April 18 with «Wohllebens Welt». Big names mean big print runs and, ultimately, big money.

The Gruner + Jahr media company, which published «Barbara» and followed up with «Guido», «Hirschhausen», «JWD» and «Boa», is very pleased with their success. «The personality magazines have proven to be significantly stronger than we had originally hoped,» as ▶

Photo: Benno Kraehahn für «BARBARA»



Rocketing to print stardom: In 2015, TV host and singer Barbara Schöneberger launched Germany's first personality magazine «Barbara». And she is still flying high - the current issue attracting people at the newsstands is number 34.

one company spokeswoman put it. The circulation of «Barbara» is at 203741 copies (IVW 4/2018), and 121959 out of these magazines are sold at newsstands. The «Guido» print run is at 250 000 copies with the first issue selling about 200000 copies, while #2 clocked 150000 copies in over-the-counter sales. «Hirschhausens Stern Gesund Leben», «JWD» and «Boa» are also making money.

Jahreszeiten Verlag, which publishes the testimonial magazine «Lafer», is also very happy with its success. «Its launch exceeded our expectations, both in the distribution market and in the advertising market,» says Peter Rensmann, Managing Director Marketing and Sales. That's why they recently dared to raise the copy price to 6 euros. A further price hike is planned within the next year. More than half of the 120,000 printed copies (depending on topics and pre-orders) will be sold, 68,000 in classic magazine retail outlets alone, including railway-station bookstores. Johann Lafer, who gives the magazine its name, originally hails from the Austrian province of Styria, so he appeals to two «home markets» within the German-speaking region.

But what exactly is it that makes personality magazines so successful? Gruner + Jahr says: «We believe their success is based on people's longing for identification». People like Barbara Schöneberger, Dr. Eckart von Hirschhausen, Guido Maria Kret-



schmer, Jérôme Boateng and Joko Winterscheidt inspire their fans. And they reveal a lot about themselves in their magazines. «This subjectivity is what makes personality magazines so special,» the G+J spokeswoman concludes.

One US magazine certainly qualifies as a model for the boom of personalized magazines in Germany: «O, The Oprah Magazine» was first published on April 19, 2000. US TV talk-show icon Oprah Winfrey created the magazine, which is very popular with women, with the Hearst Communications media group. The monthly currently has a circulation of just under 2.4 million copies. At Gruner +

TV host and actor **Joko Winterscheidt**. Planning the new issue of «JWD» (short for **Joko Winterscheidt's printed materials**), he - as editor-at-very-large - and his team jointly decide which stories will make it into the magazine.

Jahr, the question of what served as a model for their personality magazines is met with reserve. All they'll admit is: «Of course we look at all markets and we've seen that such magazines do well abroad.»

In Switzerland, there is (as yet) a yawning void in the market for personalized magazines. But star advertiser and book author Frank Bodin, 57, is convinced that this country also boasts famous names with potential: «A «Roger» magazine would certainly score an ace.» He is referring to tennis superstar Roger Federer. Another name he brings up is Christa Rigozzi, former Miss Switzerland and the nation's darling. However, according to



Bodin, «despite all the sympathy and popularity a «Christa» magazine would benefit from, that might be a more difficult proposition». For a simple reason: Switzerland is simply too small for any publication to reach a really large readership. He considers special-interest magazines for specific target groups to be more plausible. For example? ««Bligg» for the music industry,» quips Bodin, alluding to the Swiss rapper whose name echoes the title of Ringier's tabloid.

But Gruner + Jahr's editors are convinced that a familiar face alone does not a successful magazine make. The person needs a certain something, an X factor that provides an

exciting hook for a magazine. «With Barbara Schöneberger it's her sense of humor, with Guido Maria Kretschmer it's the respect and honesty with which he meets people,» they say. With Joko Winterscheidt it's his yen for adventure that characterizes the magazine «JWD», with Eckart von Hirschhausen it's his gift for conveying medical expertise to the public in an intelligible and entertaining way. It is precisely those qualities that make these personalities unique. For publishing houses such as Gruner + Jahr, Jahreszeiten Verlag or Bauer Media, the trick is to transmute the uniqueness that characterizes the person into a magazine.



Fame alone is not enough to guarantee success in the magazine market. Fashion designer **Guido Maria Kretschmer** (left) is up to his ears in work at the editorial team meeting. **Eckart von Hirschhausen** knows how to make serious medical topics funny and easy to understand.

The celebrity namesakes not only lend their face and name to the personality magazines, they also contribute as editor-at-very-large (Joko Winterscheidt) to finding topics in the editorial meetings, write editorials as editor-at-large (Schöneberger) or report as chief reporter (see Hirschhausen) from the weight-loss wars. «They are members of the editorial team, they regularly attend meetings, write, conduct interviews, introduce topics - in short, they assume editorial tasks,» emphasizes Gruner + Jahr.

Journalists' associations take a dim view of the fact that these celebrity journalists are also entrepreneurs in their own interests. In particular, the fact that products from designer Guido Maria Kretschmer or soccer star Boateng are interspersed within articles rankles and looks to critics like camouflaged advertising.

Still, the success of personality magazines will scarcely be slowed down, not even by grouchers. In addition to «Wohllebens Welt» by Gruner + Jahr, which will bring more nature to newsstands on April 18, the Jahreszeiten Verlag is also eyeing new ideas for magazines. «Our success with «Lafer» has encouraged us to go on investing in this growth segment,» says Peter Rensmann. Another title is due to be launched by the end of the year. The name is still secret. One thing is certain: it will be big. 🌐

Checking back with Barbara Schöneberger

Whom would you like to interview for your magazine at all cost?

To be honest, I'd be fine with anyone. The people you've heard a lot about you want to ask questions about new things or get new stuff out of them. And those who are not yet very well-known you want to ask about all sorts of things. So basically, either is fine by me, and while I also choose people according to my taste, I always keep in my mind whether it would appeal to our readers.

How often does writer's block afflict you when writing your editorial - and what do you do about it?

I not only write the editorial, but also my column as well as other articles in the home decoration and fashion sections. If I ever find myself short of inspiration, I talk to two or three people about it and pick up two or three things that somehow give me the spark of an idea. And most of the time I can jerry-rig something worthwhile out of that plus some anecdotes from my own life.

What topical story are you currently dying to do?

Luckily, I don't need to jump onto any current-affairs bandwagons, because everyone else is doing that. So, my

editorial staff and I keep trying to come up with topics of our own and remain true to our own point of view.

So, there is no specific story right now?

No, I don't currently have a topic that I think I've always wanted to do. Otherwise I'd be doing it!

How do you react five minutes before the famous deadline if your text is not yet ready?

(Laughs) As people know me and the way I work, the editorial staff start to appeal to me a week ahead of time so my texts will actually be done by the time the final deadline comes around. My entire



Photos: Axel Heimken/dpa Picture-Alliance/Keystone, Wiese/face to face

entourage arranges my schedule accordingly. As to how I feel personally - I sometimes think I've already missed the deadline by a week.

Did you ever completely forget about a deadline?

No, nothing ever slips my mind. I take «Barbara» very seriously. And I am well aware that the publication of a magazine

should not be determined by my personal whims but by deadlines set by third parties. Thank God there are also people who make sure I arrive on time for all my appointments.

And my last question: As a woman, how do you make «Barbara» appealing to men?

By telling them: It contains everything women care about. That should be

enough to get a man interested. And, personally, I don't believe all that much in separating men's issues from women's - or that men are only into engines and computer games while women just want to read recipes and stuff about menstrual cramps. The two sexes are far closer than many people think. I'm sure men can get a kick out of our magazine.

Ringier's best photos of the last quarter

Our best pictures and their stories: Fake sausages, a model amidst cars and donkeys, an angry artist and two tributes: one to «Twin Peaks», and one to photographer Jean Revillard.

BOLERO
KIPLING PHILLIPS
HELEN POMBO

Photographer
Editor

«Standpunkt» (point of view) is the title of this fashion spread in the fashion and lifestyle magazine **Bolero**. It is hard to imagine a more appropriate title, because this pictorial feature not only gives us a view of current fashion. All pictures were taken from the same vantage point: on a busy intersection in the middle of Marrakech, Morocco. «We wanted to be in a vibrant city. In a place teeming with people, carriages, animals and cars. Marrakech was just the ticket,» says Kristin Müller, the editor in charge. But being at the center of attention can also be exhausting. Because the photographs were taken from one traffic island to another. «The air quality was bad, the noise level horrendous. We only had a small van in which to touch up the make-up and change outfits,» says Müller. What was really nice though was the response from the locals. «They were not only very surprised, but also very interested and extremely friendly,» according to Müller.

ELLE ROMANIA
DAN BELEIU
DOMNICA MARGESCU,
MAURICE MUNTEANU

Photographer
Editors

The model's posture may seem a little unusual, but it is by no means coincidental. «Twin Peaks» was the title of the fashion spread in **ELLE Romania** magazine. According to Domnica Margescu, ELLE's Fashion Director, the pose was inspired by Laura Palmer, the murder victim in David Lynch's cult TV series. Not that the fashion in the picture is completely irrelevant. After all, the blouse is Michael Kors, the stockings are Calzedonia and the boots are Prada. «But the message of the picture is that fashion is upside down these days and that the social message is usually more important than fashion,» says Margescu.

JEAN REVILLARD, who died on January 3rd at the age of 51, has left us a rich photographic legacy. He won two World Press Photo Awards and was internationally regarded as one of Switzerland's best known and most committed photo reporters. Bertrand Cottet, photo editor at **L'illustré**, pays tribute to the Geneva photographer who worked closely with the editors of Ringier Axel Springer.



What was fascinating about Jean Revillard's photographs, apart from their power and humanity, was the places where he took his pictures. In the refugee camps at Patras, Greece, in the middle of the night. With Sarah, a prostitute, in a damp Italian forest, his feet in the water. Flying next to Solar Impulse, high above the pyramids in Egypt. In the forest of Calais, for his pictures of the temporary migrants' shacks. Or way up in the Alps with electrosensitive people who have retreated into solitude. Jean Revillard was an adventurer who constantly came up with ideas and meticulously prepared his projects and goals. His nearly boundless strength and his willpower led him into difficult terrain, time and again. Regardless, he would happily deviate from the planned itinerary. Jean would take these liberties saying there were no straight lines in nature. He would also leave room for ambiguity in his photographs. This ambiguity is what creates meaning, he said. And he always fought against his photos' being labeled as documentary. Jean appealed to the intelligence of his audience and attracted their attention. This was often a result of the way he used light. One example is his well-known photo series «Jungles», which he shot in Calais. He gave migrants back their status as human beings by shining a spotlight on them and photographing them and their shacks the way one would normally photograph stars.

L'ILLUSTRÉ
ROLF NEESER
JULIE BBODY

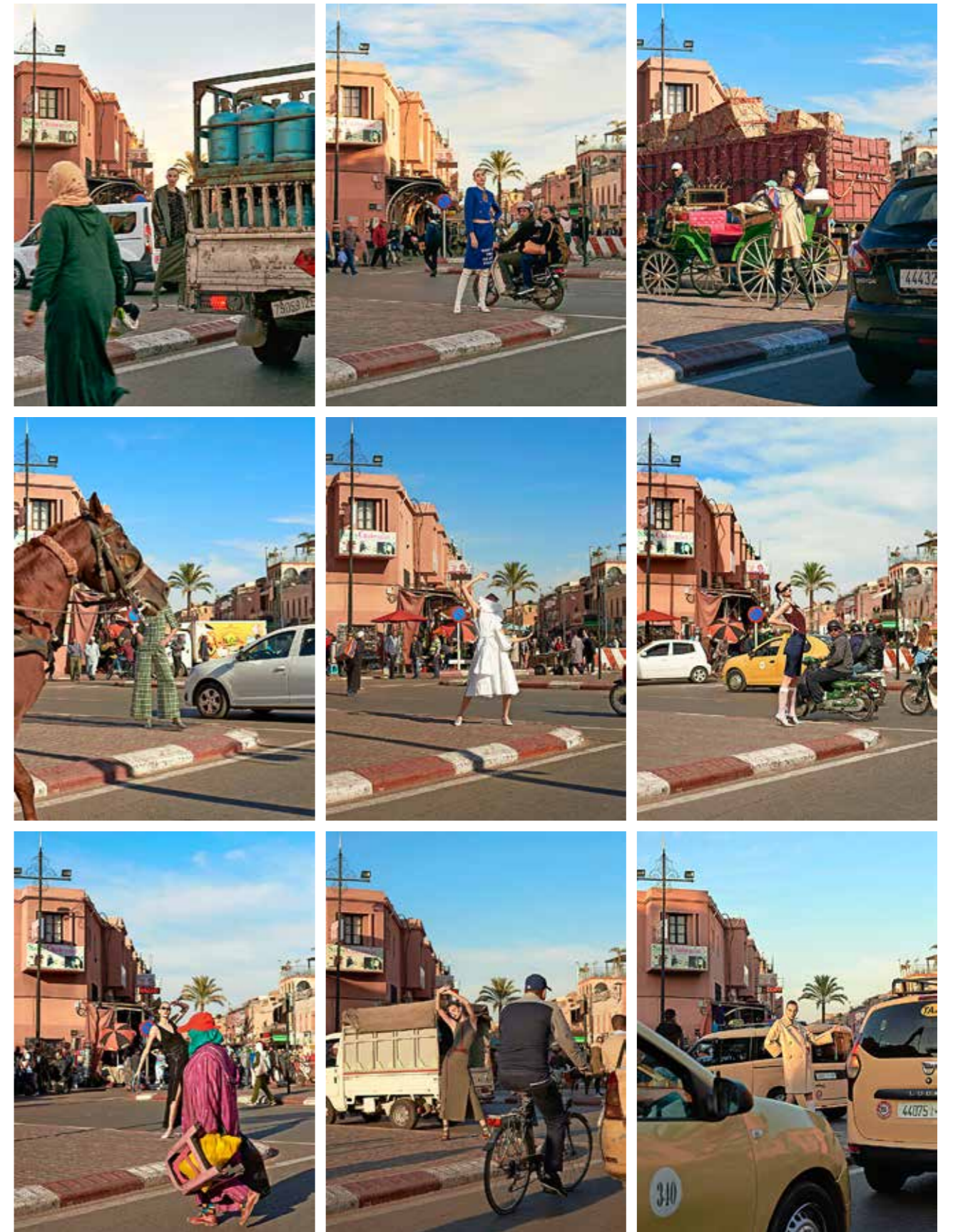
Photographer
Editor

If your mouth starts watering at the sight of this photograph, look again. Because in Dominique Kähler's butcher's shop, nothing is real except for the butcher's wife. From the pig's head to the sausage and the cold cuts, everything is knitted. Or artfully fabricated, if you prefer. On assignment for **L'illustré** at a festival for contemporary textile art in Avenches VD, photographer Rolf Neeser met «Madame Tricot», who had perfectly recreated – or rather re-knitted – a historical butcher's shop in the city. «This subject was irresistibly funny. We immediately fell in love with this vegan extravaganza,» says Art Director Julie Body. «We published the picture – tongue firmly in cheek – on the occasion of the Saint Martin festival, which takes place every year in the canton of Jura. The popular name of the festival is «Fête du Cochon» (Pig Festival).»

SCHWEIZER ILLUSTRIERTE
KURT REICHENBACH
NICOLE SPIESS

Photographer
Editor

Tousled hair, an orange vest, outdoor shoes – Miriam Cahn does not look like a world-famous artist. Or at least not like the way one would picture her. But this 69-year-old artist from Basel has caused quite a stir with her paintings: «Me as a person» is the title of her solo show at the Bern art museum, curated and hung by Cahn herself. The exhibition is not for the faint of heart. The «sex room», for example, features her clitoral version of Gustav Courbet's «The Origin of the World». Not only are you faced directly with a woman's pudenda, as in the 19th-century original, which was already scandalous in its time. Cahn ups the ante and updates the provocation for our age by dressing the woman in a burka pulled up to her breasts. «Anger is a good motor,» says Cahn. Her message: Woman is not a gentle creature. So photographer Kurt Reichenbach made sure to tread carefully on his assignment for **Schweizer Illustrierte**. He discovered: «She is a very down-to-earth person and small talk isn't really her cup of tea. But she was nice all the same.»







Hollywood in Opfikon

At the Ringier Management Conference, the company's management looks to the future. The speakers decipher brains or call for cannibalism. At least the star guest isn't blowing up any cities for once.

At the beginning of the Ringier Management Conference (RMC), Ringier CEO Marc Walder promises fifteen world-class speakers. One of them is even a real global star: Roland Emmerich, the German-born director and film producer. Whether you like his films or not, he has grossed almost two billion US dollars

with «Independence Day», «The Day After Tomorrow» and «Godzilla» alone. However, Emmerich has not come to the RMC as a Hollywood star but as a budding entrepreneur. Together with film producer Marco Weber he presents the product they have jointly developed: the «Vresh» app. Emmerich: «The app combines

The star guest at the RMC: German movie director Roland Emmerich (Independence Day) presents his app «Vresh» to the Ringier management.

virtual reality with social media. It's a kind of virtual-reality live-streaming app.» Remarkable: While his films thrive on flashy special effects and incredible twists and turns, the man from Baden-Württemberg comes across as an extremely modest and down-to-earth person.

For the third time running, the

Photos: Thomas Buchwalder



RMC is taking place at the Kameha Grand Hotel in Opfikon, Zurich. The goal is: Breaking the code. This refers to the corporate strategy 62W+52L. More than 200 employees from all 19 Ringier countries have come to the Kameha for this purpose.

Ringier CEO Marc Walder presents examples of how 62W+52L is implemented in the company. Here is what he demands from management: «Know your customers. Find new sources of revenue. Take your platforms to the next level. Master Tech & Data. And never stop learning!»

And there is no shortage of learning to be done at the RMC. For example from Shyam Sankar, the co-founder of the Big Data specialist Palantir: «Data in itself is a dead end. Artificial intelligence only works if you have the right data.» But even these have to be transformed into knowledge and understood. «And then, everything needs to be linked

to an operative decision.» And Christoph Keese, CEO of Axel Springer by GmbH, says: «To avoid disruption, you need to be your own disruptor. Build the platform that could be a threat to your business model yourself. Be your own cannibal!» Pascal Kaufmann, the founder of StarMind, also inspires the audience. He has created the program «Mindfire». Its goal is to decode the human brain. Management pundit Dietmar Dahmen provides the RMC's aural and visual highlight: In a shiny suit, he speaks at breathtaking speed about disruption, opportunities of change and innovation (see interview on page 20). He also drags a nine-foot cardboard shark onto the stage for illustration purposes and wields a chainsaw!

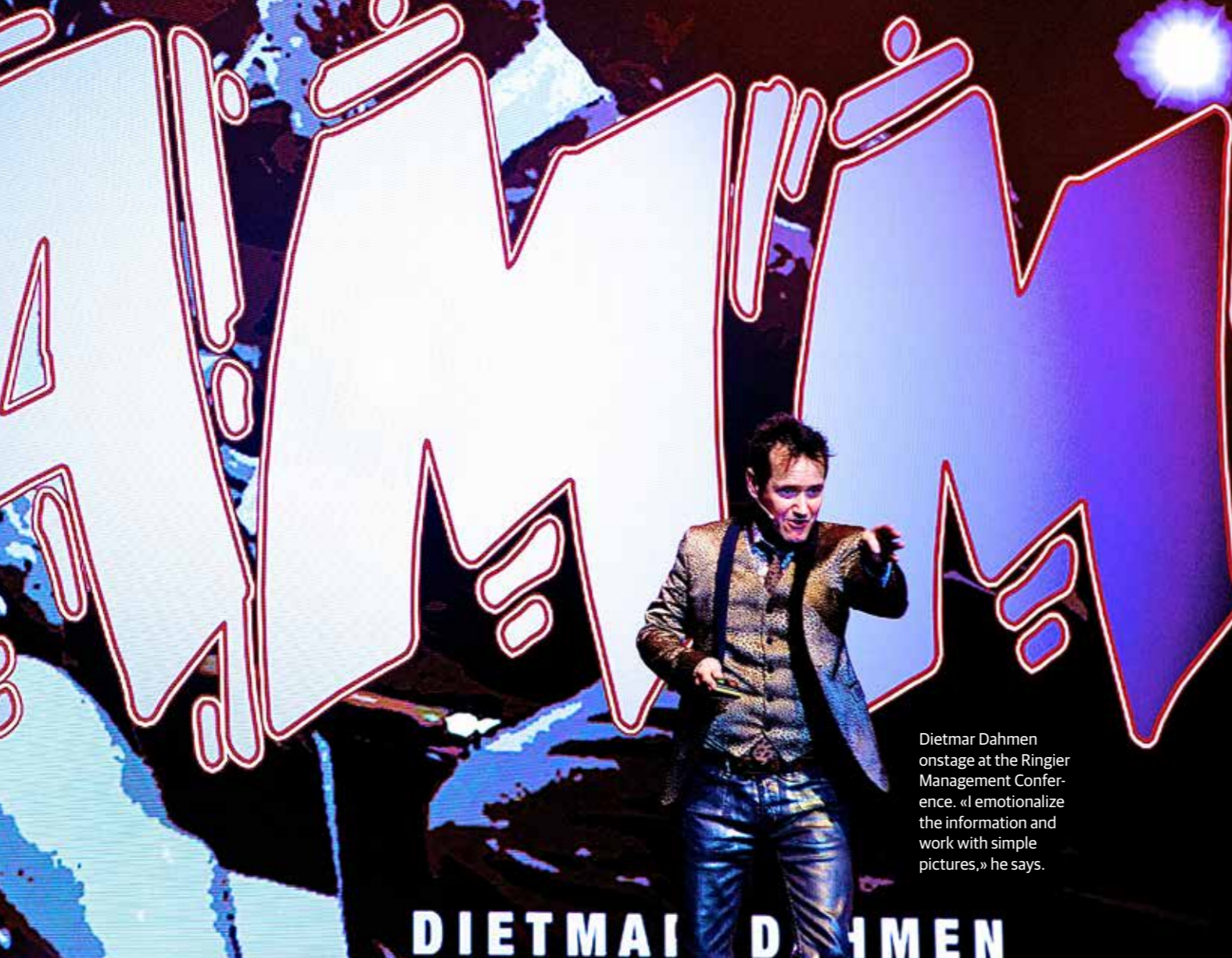
The interview with Michael Ringier is a long-standing tradition at the RMC. The publisher, interviewed by author Peter Hossli, is still shocked at the murder of journalist Ján Kuci-

Kicking off the RMC, Ringier CEO Marc Walder (left) promises the assembled Ringier management a line-up of «world-class speakers» – a promise that he has certainly kept. Among others onstage: (right, from the top): Pascal Kaufmann, CEO of StarMind: «Technology is developing exponentially, but humans do so in a straight line.» Christoph Keese, CEO Axel Springer by GmbH: «98 percent of all disruptors never worked in the industries they destroyed.» Shyam Sankar, co-founder of Palantir: «Data in itself is a dead end!» It would not be an RMC without an interview with publisher Michael Ringier: «Our company allows you to do many things, even to make mistakes. The only thing you're not allowed to do is nothing.»



ak of aktualty.sk: «We had experienced pressure, vandalism and hostility. But murder is truly unthinkable. And we're seeing the dark side of digital media. Everybody is insulting journalists these days. If you brutalize communication, reality, too, grows more brutal.» Here is what he expects from his company's employees: «Our company allows you to make a lot of decisions by yourself and to try out things. You also get to make mistakes. The only thing you're not allowed to do is nothing.»

After two days of the RMC, during which Ringier's management gained powerful insights and an overview of current and future technologies and trends, CEO Marc Walder said in conclusion: «Think entrepreneurial! Collaborate between departments, companies and countries! Invest in young talent! And test new ideas. And if the ideas don't work: Kill them!»



Dietmar Dahmen onstage at the Ringier Management Conference. «I emotionalize the information and work with simple pictures,» he says.

DIETMAR DAHMEN

«Real life is dirty»

«Business is Fight Club,» Dietmar Dahmen says – or shouts, actually! Because the performances by this expert on the future, transformation and disruptive marketing are loud and shrill. «They have to be! Otherwise nothing would stick in our minds and hearts!» Interview: Alejandro Velert

An interview with Dietmar Dahmen feels a bit like a boxing match. The Austrian's verbal blows pelt you at an incredible pace – and from all sides. His statements are uttered with such emphasis and enthusiasm one should really put an exclamation mark behind every sentence.

BAMM, WHAM, BOP! Dietmar Dahmen, your presentations look like Batman comics, your performances are pretty loud. What is behind this?

The insight that knowledge is pointless!

But knowledge is power!

In many of the various positions I have held, be it as an advertiser, as a managing director or as a lecturer, I have always had to convey information. Believe me, information goes into people's ears, but it doesn't penetrate their brains – and certainly not their hearts!

Do things tend to stick better when you get loud?

Often, we all know exactly what we should and should not do. But we do not act accordingly. We drink too much alcohol, drive too fast, get too little sleep. Knowing something is useless. Only if you interiorize it, if you feel it inside yourself, will you change your behavior. That's why I combine knowledge with emotions in my lectures. That is not always – as you call it – «loud», but most of the time it is (laughs).

When it comes to blockchain, about which you lecture ...

Everyone knows this technology will come and stand a lot of things on their heads.

But?

Most entrepreneurs just wait and do nothing! Because they know it, but they don't feel it. At my last event, I shouted at people through a megaphone: «BLOCKCHAIN IS HERE! YOU CAN'T SAY YOU HAVEN'T HEARD.» But then I lower my voice and talk about it quietly, «sub rosa», as it were. And I actually give away roses in the hall and tell them that flower imports from Africa are increasingly managed via blockchain.

Your visual language is, shall we put it this way: simple.

As it should be! KISS – Keep It Simple, Stupid! A CEO will certainly understand anything a three-year-old child can get! Emotionalizing the information is a first step. But the content must be simple and understandable. As soon as people have to think too much, it won't work. The same goes for business: If you have to take a long time to explain an innovation

to me, I'm not interested. Nowadays, everything has to work intuitively; who ever reads operating instructions?

But all things aren't that simple in this world.

Of course not! That's why they have to make small innovations big and big innovations small. A self-driving car scares people. But if you approach it step by step, it'll work. First cruise control, then distance control, then automatic parking – one by one. That's something people can deal with! That's why I'm asking company bosses to experiment with blockchain on a small scale. Just try it, don't be afraid of mistakes!

What makes you think Blockchain will change everything or at least a great deal?

The advantage of the Internet was the democratization of information. Now it's about the democratization of truths. In the blockchain I can track «facts». Is the mileage in the used car real? Is the watch, the cognac, the garment real? Even ownership, identity, everything that has so far needed to be notarized can also be handled faster, better and more easily by blockchain. This permits new functional growth for any company as well as technological growth through new functionalities.

And where will new markets emerge?

Everywhere! At last I know whether the cow whose organic milk I drink really was on a mountain pasture. And the art collector knows that his painting is genuine and once hung in Jackie Onassis's parlor. But that alone is not enough. The point is that you can offer completely new services, it's about customer relationships.

Dietmar Dahmen

Austrian-born Dietmar Dahmen, 52, began his career as a strategic planner and spent the next 20 years working in marketing in Hamburg, Los Angeles, Munich, New York and Vienna. Today, Dahmen works independently as a professional speaker and consultant on change, innovation and disruptive market strategies with global clients and engagements around the globe. He is an expert on the future, transformation and disruptive marketing at the European Association of Communication Agencies and founder of BAMM! Institute for Transformation and holds the position of Chief Innovation Officer at «ecx.io-an IBM Company».

Sorry, but I still don't feel it.

Okay. If you have a good wine on the table, you can admire the label on the bottle. But that's all the bottle can do, unless you drink the wine. But if the wine is in blockchain, I can learn everything about it. Where it was grown. Who the wine grower was. Where it was stored. For how long. Who shipped it, stored it, sold it. The entire history! That enriches the customer's experience! And not just with wine, but with everything in the blockchain. Blockchain makes things exciting. This even works for ordinarily rather boring things like recycling.

Second-hand clothes are not exactly big business.

Sustainability is not a «hardship». Sustainability is an opportunity. What if you could see where your used or recycled clothing had been? Who had worn it? That way, your used jeans become a challenge cup. Or you buy a tent that has been to the Sahara, to Zermatt and on Everest! Products acquire a narrative thanks to blockchain. That's a way to generate new interactions with the customer.

How should a company's CEO approach the issue?

You have to want it! Only then will you have the energy to really sit down and actually try to make sense of the whole thing. If you don't want it, don't do it. You need to realize what novel things it allows you to do. AND THEN YOU HAVE TO DO IT! I'll say it out loud: WE NEED NEW TYPES OF ACTION! If you use the new technology to do the same thing as before, the idea is a waste. Then you're like the people who used to print e-mails.

Isn't it wiser to let the competition make the first investments and mistakes and to be the «first follower»?

Yes, that'll work too. The early bird gets the worm. But: the second mouse gets the cheese. What you don't want to be is the third mouse. By then the cheese is gone. So, you at least need to plan how to get the cheese, and when the time is right, you can move quickly out of your hole! If you don't plan at all, you have no idea and you'll be too late.

So, it's a matter of timing.

Exactly. But if you decide to wait, for how long are you going to do that? Until Rupert Murdoch enters the market? If you bet on Blockchain now, you will have a few competitors but not a hundred. I think it's better to be on your toes. Otherwise you'll eventually realize that the marathon has started and you haven't been training for it. ▶



«The restaurant owner does the C-O-O-L stuff. Artificial Intelligence takes on the shit at the bottom»

Dietmar Dahmen

So, what does a smart CEO do?

BE RADICAL, BAMM, BOOM! Do, do, do and stop thinking so much! Run it up the flagpole, invest in relevant companies. That will get you a few experts to start with. And if you're a big company like Ringier, offer your first products in certain markets and see what works. Business is Fight Club! If you don't move fast and strike first, you'll get clobbered.

Another big topic in your lectures is «Artificial Intelligence» (AI). Do you see any major changes ahead for us in that field?

AI is pushing its way into absolutely everything that can become algorithms, from production to advertising. This will have a great impact on people's jobs. Take an inn, for example. AI checks the weather forecast and uses it to predict the approximate number of guests. Now AI organizes the right amount of staff, for example via Whatsapp. And AI also knows which drinks will be particularly in demand and knows the stock levels. AI therefore takes on a large number of operational tasks. AI is S-M-A-R-T, i.e. S-specific, M-easurable, A-pplicable, R-ealistic, T-imed.

And what does the restaurant owner do?

He does the C-O-O-L stuff! He does the C-omprehensive, O-ffbeat, O-pen-hearted, L-ibidinous stuff. In Maslow's hierarchy of needs the restaurant owner's job moves up, while AI takes on the shit at the bottom. People like tasks they can

shine at emotionally and show heart. At Google, they've set up gondolas, ping-pong tables and heaven knows what else. It doesn't make much sense, but it's C-O-O-L. And motivated employees are good employees. I call that a digital upgrade.

What would constitute a downgrade?

If you let AI steal your job. My doctor takes my blood, a machine analyses it and tells him what medication to prescribe. Basically, he could throw in the towel, but he does the opposite. He attends to me much more, has more time, provides me with comprehensive, holistic care. That's how it should be.

So, how smart is Artificial Intelligence?

It mostly depends on the environment.

The environment needs to match the technology?

Exactly. You can feed a computer the rules of chess and after four days the thing plays better, as if it had analyzed 50 million games. But that doesn't mean you can teach the self-driving car the traffic rules and subsequently end up with a smart car that can handle any situation. In chess, you don't get drunks who kick away the chessboard, or a child running onto the playing area. Chess is an extremely clean environment, always the same. Real life is dirty!

And highly chaotic.

That's why Deep Learning doesn't work there. That's why the developers madly collect data from real cars and feed the AI with it. If we go back to the restaurant owner: What happens if the farmer next door throws shit on the field adjoining the restaurant? AI won't be any help! That's where the restaurant owner needs to step in. Because humans can do context, AI can't. Humans also have culture, AI doesn't. Those types of tasks will be left with humans.

Can you appreciate why people are afraid of all these developments?

Why? Disruption only works if it improves the customers' world. If it makes it worse, we won't do it. Who would opt for a customer experience that is worse? The Stone Age did not end because they ran out of stones but because someone got a metal ax. That's why it's so important that you always remain dissatisfied with your own solutions. If we don't offer the customer the better product, someone else will. The world is full of start-ups - and they all want to succeed. And the advantage of something new does not necessarily have to do with quality.

What else?

You need more simplicity! Spotify with MP3 is inferior to an analog record. But Spotify is so much easier. So, whenever I apply a technology, there's a crucial question: How do I simplify my customers' lives?

The End of a legend

At the end of the eighties, it was a sight that had never been seen in Canton Lucerne. Twenty-five black limousines approached the Adligenswil printing plant in single file, and those who took a closer look at the environs spotted suspicious movements in the bushes surrounding the industrial estate: snipers and security guards were tokens of the highest level of US security. After all, the wife of former President Jimmy Carter was paying a visit to what was then Europe's only printing plant with a satellite aerial on its roof.



Michael Ringier, Publisher

The reason for this Hollywood-like entrance was a board meeting of Gannett, the largest American newspaper publisher, headed by the legendary Al Neuharth and with Rosalynn Carter on the board of directors, which took place on Bürgenstock mountain near Lucerne. In 1982, Al Neuharth had founded «USA Today», the first US national daily and the only one in the world to make use of satellite transmission. With a circulation of over 2.2 million and almost seven million readers, it became America's biggest newspaper. Entire hosts of journalists made the pilgrimage to Arlington, Virginia, to glean new ideas from this hybrid of for-sale and free newspapers and its blend of tabloid and traditional dailies.

The «USA Today» layout style and particularly its use of utterly novel infographics were copied around the world. In Hong Kong, Hamburg and Houston all of the newspapers

imum. Their goal is not to save a publication but to squeeze out all liquid assets and sell off the remains.

Gannett, a listed stock corporation since 1967, is not entirely blameless in all of this. In 2015, the enterprise had been split up. One company called Tegna got all the electronic and digital activities, the other got all the newspapers. The goal was defined as follows: «These are significant next steps in our ongoing initiatives to increase shareholder value by building scale, increasing cash flow, sharpening management focus and strengthening all of our business.» Just how the newspaper group - all by itself - was supposed to achieve these things was unfortunately not explained in the rest of this stock broker's missive. In lieu of a financial dowry, the newspaper group was allowed to keep the name Gannett. How long this name would continue to exist may soon be decided by the hedge fund's strip-miners. However, this example should also be heeded by all those European newspaper entrepreneurs who only allow traditional print titles to graze on their green pastures: The milk yield and the feed costs are unfortunately evolving in completely opposite directions.

suddenly looked similar. It was undoubtedly the biggest newspaper innovation of recent decades - probably without ever having made any real profit. However, the many other regional newspapers as well as radio and television stations, generated over 5 billion in sales for Gannett in the 1990s, easily keeping the paper going. But now?

At the beginning of this year, Gannett received an offer to take over the entire company for just 1.36 billion dollars - which is still 23 percent above its current market value. The hedge fund Alden Global Capital, dubbed a «destroyer of newspapers» by «Bloomberg News» and described as «ruthless corporate strip-miners» by the «Washington Post», is known for cutting down editorial offices to an absolute min-

Michael Ringier

Resist Relotius!

Fake features, pretend protagonists, made-up meetings. «Spiegel» journalist Claas Relotius managed to hoodwink (almost) everybody. But how can editors protect themselves? And what can journalists do to resist the temptation of following his example? A 10-point manual. *Peter Hossli*

The news broke shortly before Christmas 2018, and it rattled the media industry: German «Spiegel» reporter Claas Relotius (33) was not really a reporter but a brazen tale-spinner, the Hamburg weekly revealed. Relotius had faked dozens of his articles. The multiple-award-winning journalist made up characters, scenes, quotes, even entire interviews and wrote profiles of people who do not exist.



Journalist Claas Relotius

And of all things, it was the «Spiegel», whose motto «Sagen, was ist» (Tell it like it is) stood for quality and factual accuracy, that fell for this. Deploying an abundance of criminal energy, Relotius had succeeded in deceiving «Spiegel»'s redoubtable fact checkers. For the media industry, the scandal comes at a highly inopportune moment, damaging its reputation and credibility. Relotius fans the flames of those who denounce the media as «lying press» or disseminators of «fake news». How can such counterfeiting be prevented?

... for chiefs

1 Attitude. Make your reporters realize they are not artists but service providers. It's not their opinion they should bring into their work, but the right attitude. This will oblige them to stick as close to the truth as possible.

2 Photographers. Don't skimp on the budget for photographers. Four eyes see more than two. When photographers and reporters do field work together, they bring back a better story - and it makes sure neither of them cheats.

3 Notes. Demand insight into the notes. Any reporter will keep handwritten and digital notes during an investigation. If in doubt, carry out spot checks. Demand selfies of your reporters with the protagonists they meet.

4 Proofreading. Give more power to your proofreaders. Few publications can afford «Spiegel»-style fact-checking departments. This makes proofreading all the more important. Skimping on that will diminish the quality of your product.

5 Consequences. Crack down on cheats! Credibility is your greatest asset. Counterfeiters and fraud-

sters in journalism undermine it. They have no place on an editorial team.

6 Reporter's luck. Send your reporters out into the world wishing them «reporter's luck», together with a clear mission: «Come back with a different story than the one you had in mind.»

7 No blinkers. Tell your reporters to ditch their blinkers, not to look exclusively to the left or to the right, but to take in all sides, untrammelled by ideology.

8 Corrigendum. Introduce a corrigendum. Correct even minor mistakes publicly, on all channels: in newspapers, on the radio, on TV, online. This will reassure your audience and prevent future mistakes. Because nobody wants to appear in the corrigendum.

9 No frills. In all your products, call for straightforward and clearly written texts. Intelligibility is your number-one priority.

10 Skepticism. The better the story sounds, the more you should be leery and double-check its authenticity. Always question its plausibility, have qualms, be suspicious. So much the better if your reporter can allay all your doubts.



Photo: Paul Seever

... for reporters

1 Curiosity. Let yourself be driven by one thing primarily: curiosity. Nothing matters more to a journalist than the insatiable urge to want to understand. If that's your motive, you won't fake.

2 Local reporting. No matter where you are, behave like a local journalist, not like a foreign correspondent. Get up close, talk to people - and always assume that your texts will be read by everyone you write about.

3 Attitude. Honesty is your moral compass. If you drop it, you should look for a different job. It is not

Spiegel's Nightmare: In December 2018, the magazine revealed that their journalist Claas Relotius had faked numerous articles.

your own mindset or ideology that governs your work, but the facts. A journalist who fakes and invents is like a doctor who refuses to help the sick.

4 Name, age, origin. At the outset of any investigative interview, always ask the same three questions: What is your name? How old are you? Where do you come from? Everyone has a name, an age, a place of origin.

5 Selfie. Make sure you are photographed with your protagonists. This will allow you to prove that the people that you're featuring in your reports actually exist. Also, bring back a verifiable telephone number.

6 Teamwork. Work in teams! Four eyes see more than two. As a reporter, you should work with photographers whenever possible.

7 Captions. When your research is done, sit down at the computer with your photographer, jointly select the pictures and write the captions. Working together will prevent mistakes.

8 Writing. Good journalistic writing is more than just turning phrases. It includes developing an idea, research, writing, fact-checking, revision. Do your research thoroughly and tell unbiased stories. The actual writing constitutes a mere fraction of a reporter's work.

9 Style. Make sure your writing is straightforward and clear, free of digressions, never self-indulgent or cynical. Flowery sentences are never welcome, not even in love letters. Find the right balance between telling and informing.

10 Craft. Journalism is not an art; it is a craft. When a bricklayer builds a wall, it needs to hold up the house. If it can't, he has done his job badly, and even if it's beautifully painted, such a wall will be of no use to the bricklayer. For journalists, facts are the building blocks with which they create a true story that holds up.

I didn't want DJ Bobo's briefs

He's been the «King of Dance» for over 25 years. The summer hit «Chihuahua» launched him into the Pantheon of Pop, but his «Vampires» put a stake through his heart at the Eurovision Song Contest. DOMO author René Haenig experienced many ups and downs with Switzerland's most successful musician up close - and almost wound up sharing a pair of underpants with Bobo.

Text René Haenig

Anyone who, like me, has been working for Schweizer Illustrierte for many years, will inevitably find themselves having to do more than usual with certain celebrities or starlets. DJ Bobo, 51, has long been one of the people I track closely. Together we have already enjoyed the sun in Cape Town, the depressing darkness of Helsinki, the gleeful screams of Bobo's kids Jamiro (now 16) and Kayley (now 12) at Europapark as well as surviving a wild drive through Eastern Germany - from Dresden to Berlin. So, I am entitled to make this claim for myself: From time to time, I was basically glued to Bobo's ass.

He often enjoyed that. But there was also this one moment when he would have loved to run me over with his car. I don't blame him for that. Firstly, he wasn't personally sitting behind the wheel, and secondly, he was so depressed at the time that he probably would have run down anyone who wanted to accost and question him at this bleakest moment of his musical career.

It happened at the 2007 Eurovision Song Contest (ESC) in Helsinki. The erstwhile Swiss baker's apprentice René Baumann (DJ Bobo's real name) comes to the Finnish capital ready to teach the heavy-metal rockers of the

group Lordi the meaning of fear. With his vampire song, DJ Bobo wants to suck the «Hard Rock Halleluja» blood out of them - and finally lead his homeland to an ESC victory after all those years of shame. The Swiss pop star enters the race as a hot favorite, even though his wife Nancy seriously warned him months before: «Bobo, don't do that thing with the Euro song.» Sometimes you should listen to your woman. Already in the semi-finals, Bobo suffers a shocking defeat: He is roundly shut out of the international singing competition. We have basically agreed to conduct a short interview even in the case of an (unimaginable) upset. Due to time constraints, we have already produced the photos of the singer in a victorious pose in advance. But after the semi-finals, Bobo sneaks through the back entrance of our hotel without a word, slips into his room and sinks into a hot bathtub (as his wife told me the following morning).

Only a few months earlier, he had invited me to Camps Bay near Cape Town in South Africa to talk about his upcoming ESC appearance and for the first time publicly present his then five-month-old daughter. A joyful meeting that almost came to brief: Because I had landed with a very late

flight from Zurich in Frankfurt and only just caught the connecting flight to Cape Town. The joy only lasted until I landed. Because there I learned that my luggage did not make it into the connecting plane during the stop-over in Germany. Even better, the suitcase was on its way to America instead of Africa - to Miami.

Despair is hardly an adequate term to describe my state of mind at that moment. The southwest coast of Africa is hot and humid. And I have no change of clothes. And, of all times, during the Easter holidays, when the shops are closed. One man keeps his cool: Bobo. «I can give you some of my briefs.» - «Hmm, er, don't bother! I'll just wash my things in the evening and let them dry overnight,» I decline, with thanks.

I should have accepted his offer. For two reasons.

Because in Helsinki, the day after his disgrace, Bobo tries to get to the airport in secret. I run out of the hotel and, impelled by hubris as much as my sense of professional duty, stand in the way of his car. I could have hoisted Bobo's briefs as a sign of my willingness to negotiate. If that hadn't worked, I could now at least auction his underpants on Ebay - including the skid marks from his car. 🌐

Photo: Getty Images



Yetunde Oyeleke, Director for Marketing
Ringier Africa Digital Publishing

«Everyone needs to be informed»

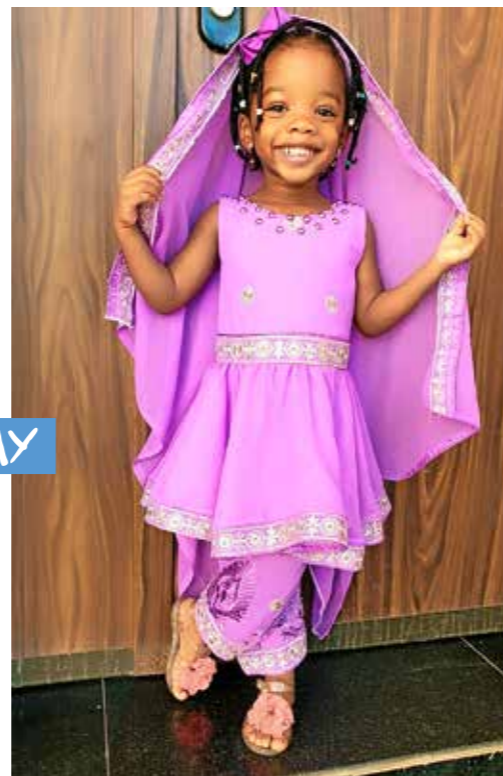
Yetunde Oyeleke's week is packed with meetings, chats and conference calls. And even on weekends she scarcely slows down. But then it's her family that comes first.



MONDAY

One of the cool things about work is the fact that I get to liaise with different teams across different countries. I kick off the week with a Skype call with all the marketing team leads in Ghana and Kenya. We discuss ongoing initiatives, performance analyses, special campaigns, the focus

for the new week and planned content formats. In the afternoon, the content teams in Nigeria (marketing, editorial, video) meet to discuss our elections coverage plan. Somehow, I've managed to skip lunch so I make up for things with a snack of moin-moin, a traditional Nigerian dish made of ground boiled beans, and salad.



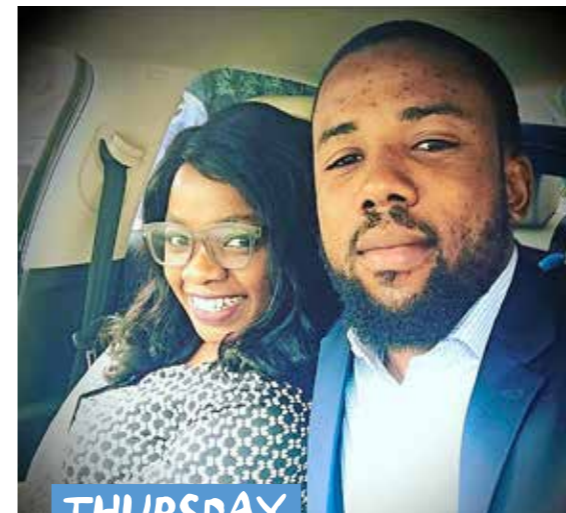
TUESDAY

My two-year-old daughter Iman has a Continental Day event in school today, and she's super excited. She is representing India, so my husband Bolaji and I have a mini photo session with her in Indian dress at home before taking her to school. At the office, I take on Skype calls with the content directors of Ringier Africa Digital; in the afternoon, I join the sales team to give updates on content formats, social & newsletter performance.



WEDNESDAY

As part of my New Year resolution to keep fit, I start the day with a 30-minute exercise, which means I only get to work by 8:20 am. The focus for the day is to plan our coverage of the Nigerian parliamentary and presidential elections. The EIC, Pulse Africa, the Senior Editor, Pulse Nigeria, and I meet with Marek Mracka, the Media/Digital Communications Analyst for the EU Election Observation Mission to discuss the role of the media houses in the upcoming elections. At Pulse, we want to make sure all Nigerians are correctly informed, so we will be creating articles, videos, infographics and polls, to ensure that all of our users can get informed quickly, easily and in the relevant format.



THURSDAY

My morning is spent reviewing brand newsletter campaigns for clients, then I have a quick meet with the Head of Finance. Following this is a quick chat with the graphics team. Later in the evening, I join my husband for an event his team at work have organized. It is an opportunity for me to meet potential clients for our brands.

FRIDAY



On Fridays, the atmosphere is always a bit more relaxed. I join the weekly management Skype conference call with all the country directors and team leads. We discuss the week's events, key projects or collaborations, content initiatives and so on. A few meetings, then I end the week with my team at a team-bonding session.



WEEKEND

Saturday starts off by 9 am with swimming classes for Iman. Then it's off to a friend's wedding and then a quick meet with some other friends for drinks and movies. In between, I check with the weekend teams when necessary. Sunday starts off with a family event and I get to wear my traditional attire. Later on, I meet up with some of my cousins at the park and we go paintballing. In the evening, I catch up on some 'me' time with my daughter and husband, then together we begin planning for the week and general housekeeping.



The Manager's Manager

Patricia Buck's first boss, 20 years ago, was Ralph Büchi. Her next boss was: Ralph Büchi. And her current boss is: Ralph Büchi. «And yet, nothing is the same as it used to be,» says the assistant to the CEO of Ringier Axel Springer.

Photos: Geri Born, private

Patricia Buck is just 19 years old when she starts working at the reception desk of the financial weekly Handelszeitung. She previously graduated from a private commercial college and finished a one-year internship with a lawyer. The CEO and (co-)owner of Handelszeitung at that time is Ralph Büchi. But Patricia Buck soon grows bored in her job and tries her luck elsewhere. When she returns a few months later, the position as assistant to the boss opens up - and Buck applies. «My workmates advised me against it! Büchi is a tough boss, everyone said.»

After working with Büchi for 20 years, the 39-year-old knows: «He's a perfectionist who demands high quality.» She admits this can be a bit exhausting at times. «Unfortunately, he's usually right!» When he is not, she knows how to stand her ground. «An anxious little mouse would be out of place at his side.»

Her current tasks hardly resemble the job she started out in, says Buck. «The industry, the company, the requirements, everything has changed.» She, too, is not «merely» an assistant, but also organizes trips, events or entire conferences. After twenty years, she knows her boss - just as he knows her - inside out. «I know what he wants - and what he doesn't.» Nevertheless, they have maintained a certain professional distance. «He calls me by my first name, but using the German polite form of address. I call him Mr. Büchi or boss.» Speaking of names: The C in her first name is pronounced like an S, because Patricia Buck has French roots.

Like her boss, Patricia Buck is a passionate skier. «I have an apartment in Davos, my partner and I almost always go there on weekends.» And now, spurred by her boss, she goes to the gym two or three times a week. «For a long time, I shunned sports, even though I'd played tennis quite well in my youth.» That leaves very little time for her other hobby: cooking.

The question remains as to what Patricia Buck will do when Ralph Büchi becomes Chairman of the Board at Axel Springer in Berlin. «I'm not worried about that. He will keep an office in Zurich in the future. And he'll need someone to manage the manager's work.» AV



The company name of Patricia Buck's employer changed several times over the past 20 years: from Handelszeitung to Axel Springer to RASCH. Her top boss, however, remained the same: Ralph Büchi. When Patricia is not working, she enjoys skiing, mostly in Davos, or cooking, e.g. trout baked in foil with asparagus and tomatoes, as seen in this photograph.



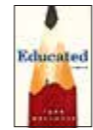
Editor's Choice

by Marc Walder

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

Tara Westover

EDUCATED



Tara Westover is 17 years old when she first sets foot in a classroom. This is because Tara's father is a fundamentalist Mormon. Instead of going to school, Tara and her six older siblings have to help out at their father's junkyard in Idaho. And this is a father who will not call a doctor even if one of the children is seriously injured. Nothing could be further from this world than education. Nevertheless, Tara Westover finds the strength to cut the cord and leave her family to go her own way. She gets into college, graduates with distinction and, with the support of the Bill Gates Foundation, earns a Master's Degree in Philosophy at Cambridge. Later, she was even awarded a PhD in history. Westover is a strong-willed, highly gifted and impressive young woman. In «Educated», she tells her life story authentically and without pulling any punches. A book that gets under your skin.

John Carreyrou

BAD BLOOD



At the peak of its value, Elizabeth Holmes's company was worth nine billion dollars. But only a little later, everything vanished into thin air even though Holmes had long been regarded as the female Steve Jobs. With Theranos, her laboratory company, the 19-year-old start-up prodigy vowed to revolutionize the medical industry. In Silicon Valley, Elizabeth Holmes and her team garnered a lot of hype, despite the fact that her fabled system for sampling and analyzing blood with handheld devices never worked! Pulitzer Prize winner John Carreyrou, writing for the Wall Street Journal, began tracking down this enormous case of fraud in 2015. In his award-winning book, Carreyrou tells the gripping story of his revelations.



Marry
Marry.vn is Vietnam's largest wedding website with the biggest online community of brides and directory of wedding vendors.

Marry baby
MarryBaby.vn is the No.1 Parenting channel which targets first moms in Vietnam

Marry living

MarryLiving.vn is the first personalized website which targets moms had kids from 6-12 in Vietnam; also includes BepGiaDinh.com - The leading cooking channel for kitchenistas.



EVERYTHING NEEDED FOR
VIETNAMESE WOMEN'S LIFETIME
HAPPINESS.



RINGIER AFRICA DIGITAL PUBLISHING

AFRICA'S LEADING INTEGRATED MEDIA GROUP



Reach an engaged audience of over 150 million users across Sub-Saharan Africa with our media brands and grow your business with our unrivaled **360 creative services and digital marketing solutions.**

Take advantage of our **Holiday Season Offers** to kickstart your 2019!

Reach out:

Hello@radp.africa

+234 1 295 1053

www.radp.africa

Your one-stop digital shop

our 360-degree digital Marketing Provider

rdm
ringier digital marketing

Our new media publisher

pulse