

# Innovation @ NZZ

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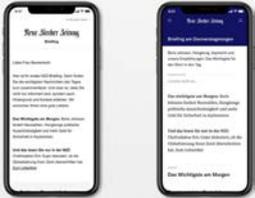
**Innovation**

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# Establishing Innovation Management @ NZZ

Challenge 1  
**Manifold  
Definitions of  
Innovation**

# Appendix: Ansoff Matrix

	Existing Products	Modified Products	New Products
Existing Target Groups and Markets			
New Target Groups			
New Markets			

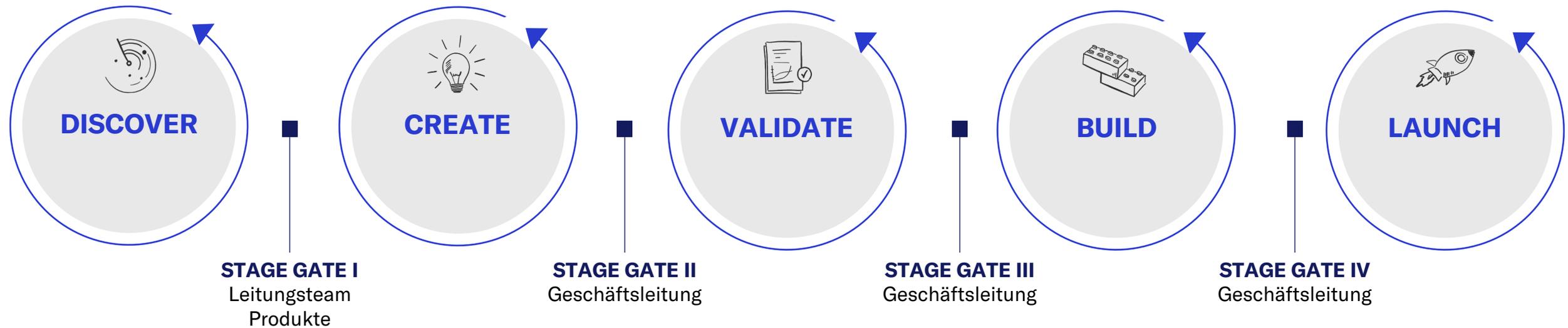
# Establishing Innovation Management @ NZZ

## Challenge 1 Manifold Definitions of Innovation

	Bestehende Produkte	Modifizierte Produkte	Neue Produkte
Bestehende Zielgruppen und Märkte			
Neue Zielgruppen			
Neue Märkte			

## Challenge 2 Requirement of structure and processes

# Innovation Process @ NZZ



# Establishing Innovation Management @ NZZ

## Challenge 1 Manifold Definitions of Innovation

	Bestehende Produkte	Modifizierte Produkte	Neue Produkte
Bestehende Zielgruppen und Märkte			
Neue Zielgruppen			
Neue Märkte			

## Challenge 2 Requirement of structure and processes



## Challenge 3 Company Involvement

**NABC Canvas**

Team Name:

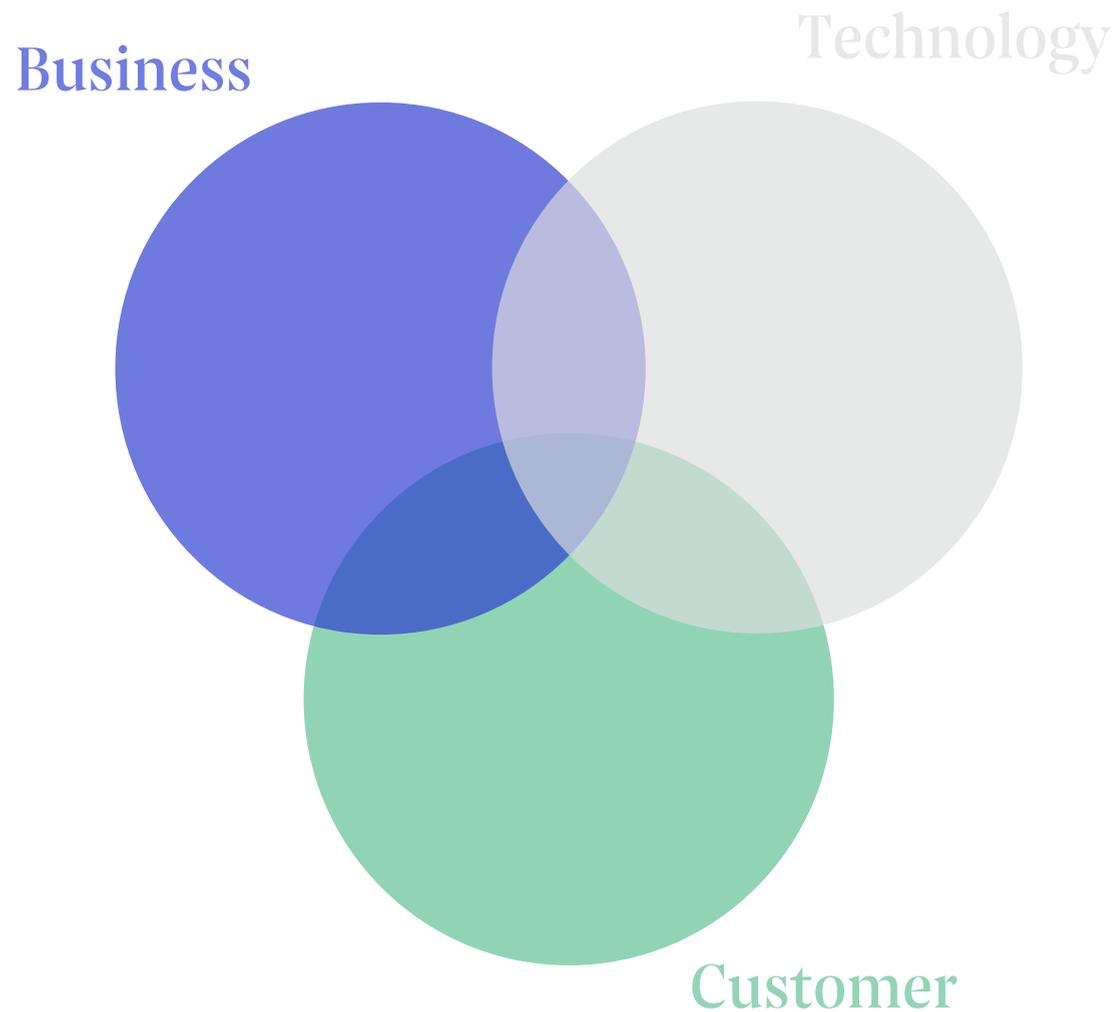
Date:

Title:

<b>Need</b>	<b>Approach</b>
<b>Benefits</b>	<b>Competition</b>
<b>Prototype / Visualisation</b>	

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# Example: Discover



## NABC Canvas

Have a HMW-question ready to tackle. Formulate the need (N) you are addressing, an approach (A), the benefits (B) of your idea and potential competition (C). Give your NABC-approach a title and visualise or prototype your solution.

Team Name

Date

Title

Need

N — Need. «N» is the most important factor in the method. An idea without a practical need for it remains just what it is: a good idea and nothing more.



Approach

A — Approach. «A» is usually a point of departure for most activities, but with the NABC method, A always comes after N.



Benefits

B — Benefit. «B» stands for the innovative elements — of an idea (USP: unique selling proposition) —, in other words, that which constitutes its uniqueness.



Competition

C — Competition. «C» stands for a study of the competition existing in the area concerned. C is often mistaken for N, C, however, focuses on the reality within which a concept has to function.



Prototype / Visualisation

Once they have their NABC defined they make it tangible. As a minimum, they should do visual sketches of a potential solution.



Innovation Project  
Daily Podcast

«NZZ Akzent»

# NZZ Daily Podcast: from Kickoff to Launch



Kickoff Workshop with  
**Podcast Hosts & Producers**

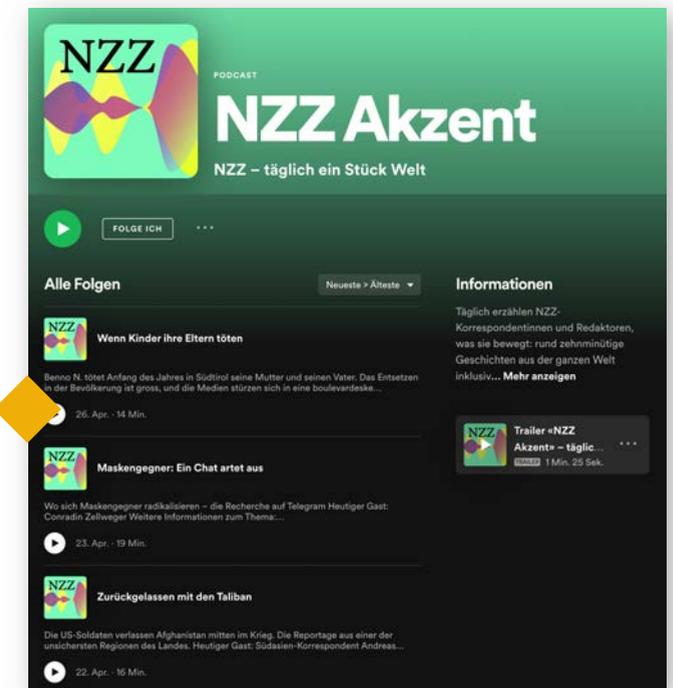


**Internal feedback** from project team & chief editorship

**External feedback** from «Podcast Beta Community»

1. Building the Community
2. Engaging the Community
3. Implementing Feedback

Launch of Daily Podcast  
**«NZZ Akzent»**



# 1. Building the Community

## Approach

- **Simple Sign-Up form;** email address, demographics, general Podcast habits, NZZ reading habits
- Recruiting through NZZ’s own **Social Media** channels
- **Lean:** built with external survey tool; no CRM; no money spent

## Lessons Learned

- **N=212** after 90 days
- **80%** of community was built within **12 days!**
- **Segmentation** proved very valuable
- **Sample Size** needs to be bigger; recruit for specific segments

Figure 1: Community Buildup

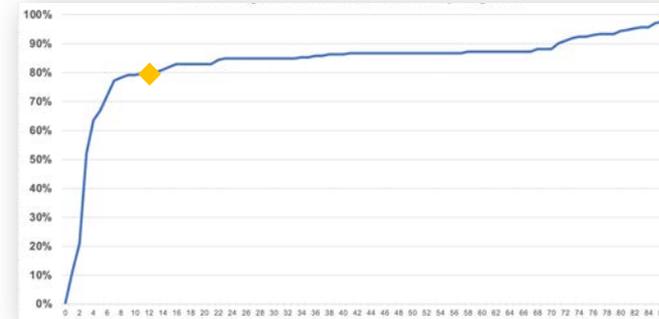
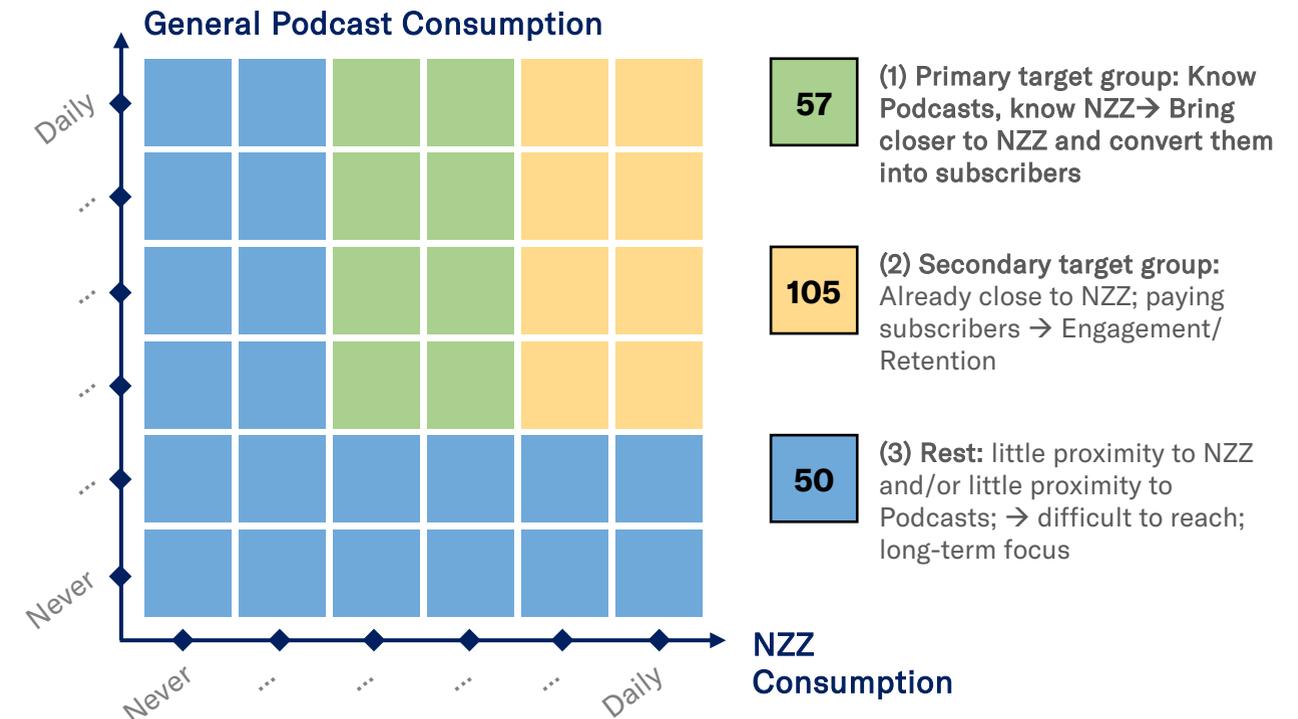


Figure 2: Segmentation of Community with n=212

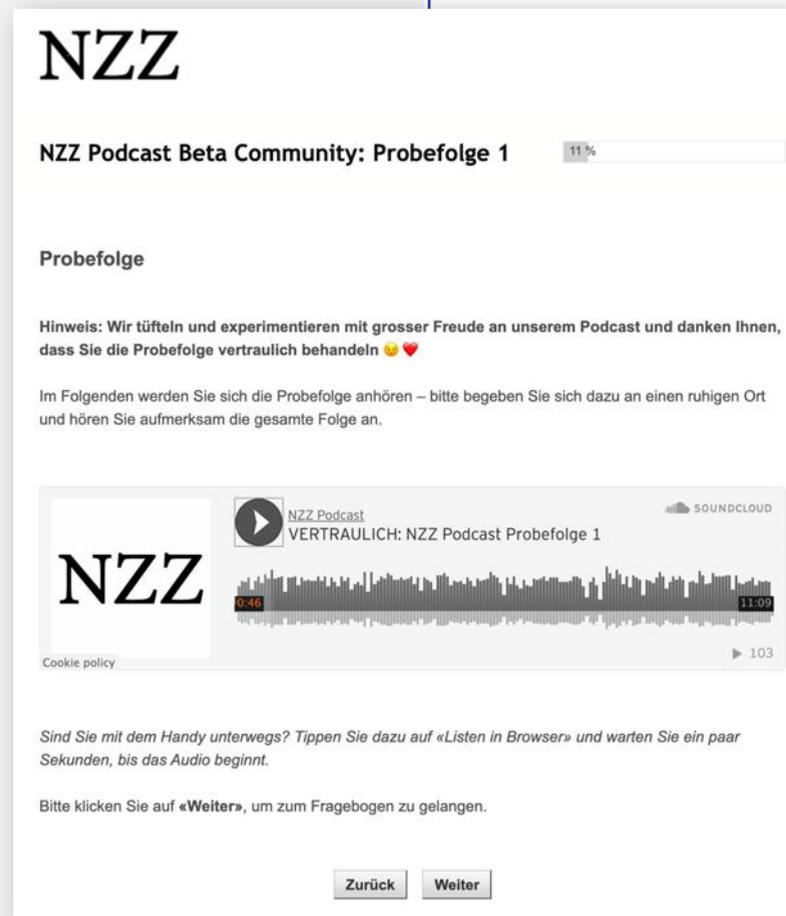


## 2. Engaging the Community

### Approach

- **ROUND 1: Demo Episode & Questions**
  - «How would you rate the **atmosphere** between the moderator and the interview guest? (**formal** <-> **informal**)
  - «Would you expect a more in-depth **analysis**?»
  - «Should original language audio clips be **translated** into German?»
  - «In your opinion, does this demo episode fit the **NZZ brand**?»
- **ROUND 2: Naming of the Daily Podcast**
  - 5 name suggestions + free text box

Figure 3: Demo Episode for Community



### Lessons Learned

- In both rounds ~**25% response rate**
- Valuable for Podcast hosts & producers: **pressure vs. room to experiment**
- No actual «community», rather: static email list
- → **Future options:** organize a real community event; set up personal conversations or panel discussion with 5-10 podcast heavy users

## 3. Implementing Community Feedback

### Approach

- Pull data, process and visualize it
- Present findings to Podcast editorial team
- → **See the Podcast Community as one source of feedback besides internal discussions and a natural learning curve**

### Lessons Learned

- How to deal with **ambiguity**?  
→ You cannot serve everyone. Have your target audience and the **vision** for your product in mind
- **Podcast = very complex product**  
**Journalistic, artistic, technical...**
  - Work with experienced hosts and producers
  - Only certain aspects can be validated through a community  
→ «tweaks», but no gamechangers
  - Centerpiece is a strategic decision!  
Vision, brand, strategy, market, target groups...

**Thank you!**