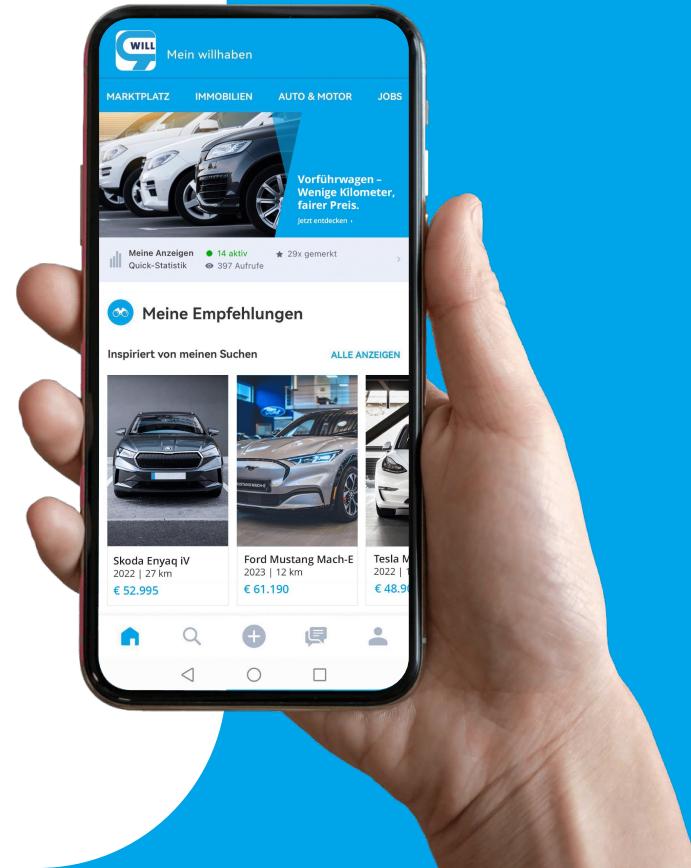


WILLHABEN

From fragmentation to focus

The transformation of
willhaben's motornetwork



Hi, I'm Alexander Reissigl

Let's talk marketplaces, data & digital scale



/whoami

- > role: Head of Cars & Motor (Vertical)
- > background: Corporate & Business Dev.
- > focus: Mobility | Ecosystem Strategy | Platform Transformation
- > fun fact: Petrol head without a car since 2020

Let's connect



before we deep-dive: willhaben at a glance ;-)

willhaben is 100% Austrian at heart 
backed by international scale...

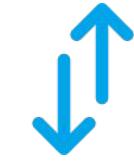


STYRIA
MEDIA GROUP

One of the leading media
groups in Austria, Croatia,
and Slovenia



Austrias #1
digital Marketplace

Adevinta

Sprints

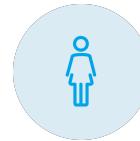
willhabinger:inner Facts



380+
willhabingers



27
nationalities



44%
female share



15
Office dogs



We are obsessed with users, customers and product



News Log in | Register + Place a new ad

MARKETPLACE 12,831,889

PROPERTY 104,986

CAR & MOTOR 206,101

JOBS 16,727

Austria's largest classifieds portal | 13,159,703 ads



WER CASH
MACHEN WILL,
WILLHABEN.

VERSAND
ab €1,99*

Verkaufe deine
Fashion-Pieces &
mache sie zu Geld!

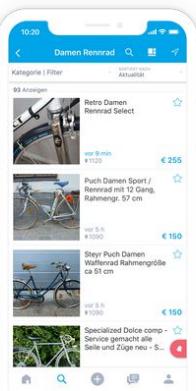
Mehr erfahren ▶

*auf Fashion & Kinder-Artikel, gültig bis auf Widerruf

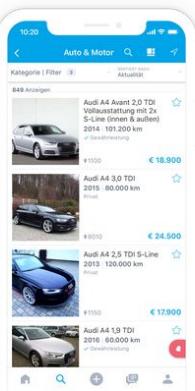
WERBUNG



Stefanie Mehr
Mid Century - 60er Jahre Kommod... €290
Heute, 10:00
Hi Anna, ja die Kommode
noch zu haben! Lg. Anna
Hilf Anna, ja die Kommode
noch zu haben! Stefanie
Super, dann würde ich sie mir
Heute Abend gegen 19:00
anschauen. Habe du Zeit?
Passt perfekt, dann sehen wir
uns heute Abend dann
Bis heute Abend dann



Damen Renread Mehr
Retro Damen
Rennrad Select €255
vor 5 h
Hi Anna, ja die Kommode
noch zu haben! Lg. Anna
Hilf Anna, ja die Kommode
noch zu haben! Stefanie
Super, dann würde ich sie mir
Heute Abend gegen 19:00
anschauen. Habe du Zeit?
Passt perfekt, dann sehen wir
uns heute Abend dann



Auto & Motor Mehr
Kategorie | Filter
Audi A4 2.0 TDI
2014 101.200 km
*Gebrauchtwagen
€18.900
vor 5 h
Audi A4 3.0 TDI
2015 80.000 km
*Gebrauchtwagen
€24.500
vor 5 h
Audi A4 2.5 TDI S-Line
2013 120.000 km
*Gebrauchtwagen
€17.900
vor 5 h
Audi A4 1.9 TDI
2016 60.000 km
*Gebrauchtwagen
€150
vor 5 h
Stey Puch Damen
Waltherrad Rahmengröße
oh 91 cm
€150
vor 5 h
Specialized Dolce comp...
Service gemacht alle
Selle und Züge neu -...
€150



Marketplace

Find everything - on Austria's largest digital marketplace



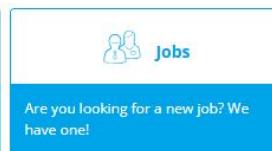
property

Discover your new home on willhaben



Car & Motor

Your cars and motorcycles in Austria



Jobs

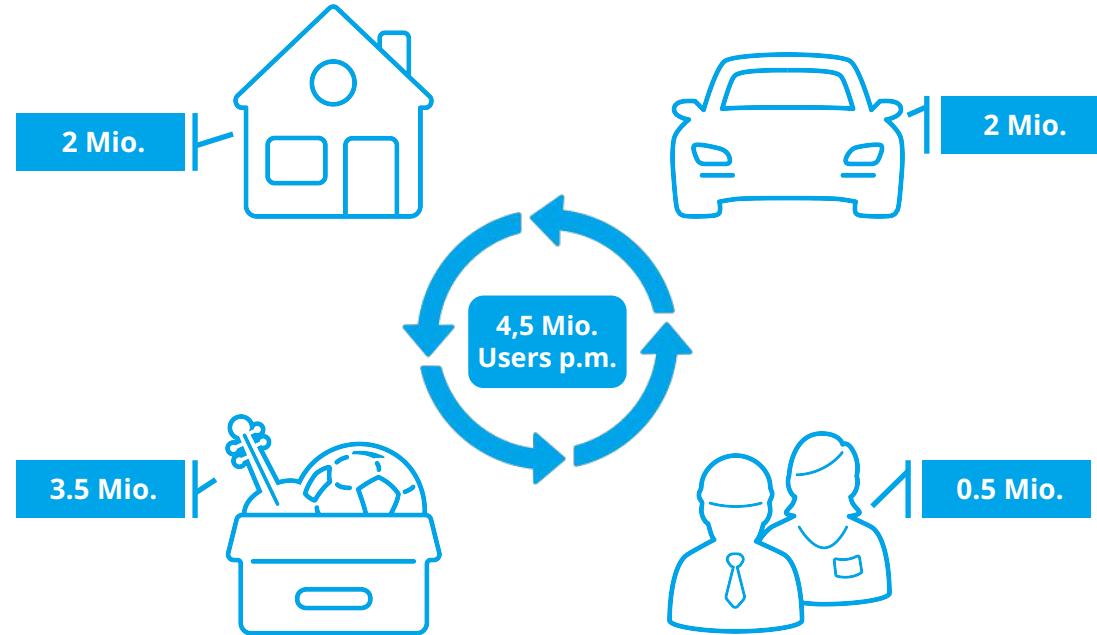
Are you looking for a new job? We have one!

€ 3,9 Bn.
GMV

€ 17 Bn.
GMV

€ 77,4 bn.
GMV

We catalyse powerful network effects across all verticals



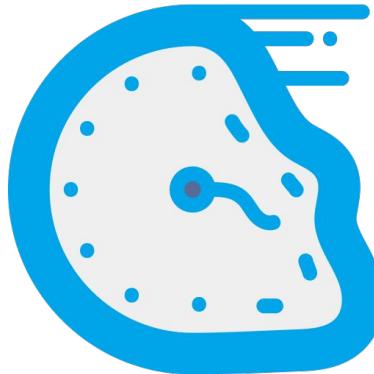
WILLHABEN

Mission

We connect people on Austria's most trusted marketplace — generating perfect matches and real value for privates and pros alike.



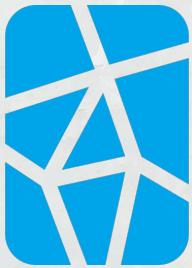
Let's rewind to where it all began — the early days of car
classifieds in Austria



15 Years ago – fragmented classifieds & tool landscape

Car Classifieds Portals

- / willhaben cars & motor
- / gebrauchtwagen.at
- / car4you.at
- / autoscout24.at
- / derstandard.at/AutoMobil
- / motorbazar.at
- / fundgrube.at
- / finden.at/auto



Limitations for Dealers

- / Multi-Platform chaos: fragmented Demand & Supply
- / No centralised inventory management
- / No platform-sync
- / Redundant work
- / No real insights on listing performance
- / Pricing decisions on gut-feeling or Eurotax
- / Mostly non-digitized, intransparent workflows



The market was fragmented — and dealers were left to navigate the digital jungle alone...

Consolidation in AT car classifieds until 2013 – Phase 1

Active ads

90.000
80.000
70.000
60.000
50.000
40.000
30.000
20.000
10.000
0

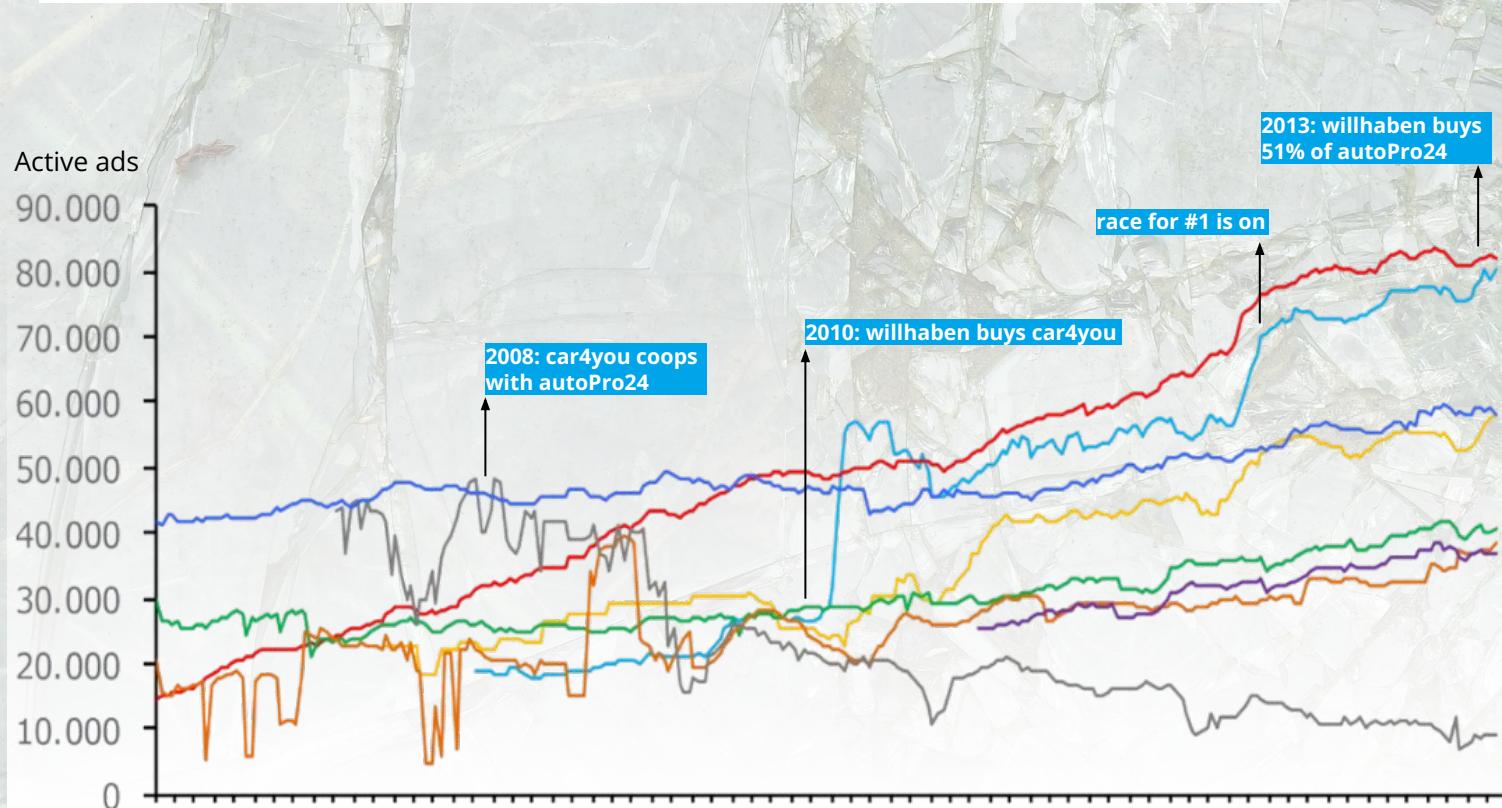
2008: car4you coops
with autoPro24

2010: willhaben buys
car4you

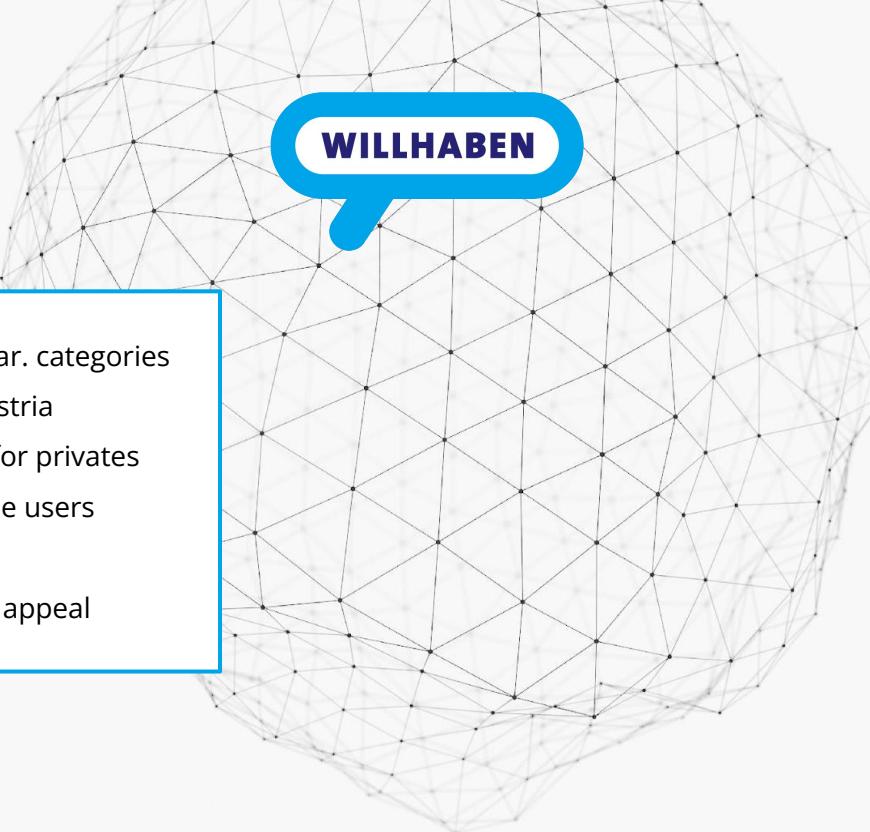
race for #1 is on

2013: willhaben buys
51% of autoPro24

- gebrauchtwagen.at
- willhaben cars & motor
- car4you.at
- autoscout24.at
- derstandard.at/AutoMobil
- motorbazar.at
- finden at/auto
- fundgrube.at



willhaben Motornetwork was brought into being



WILLHABEN

Capabilities brought in

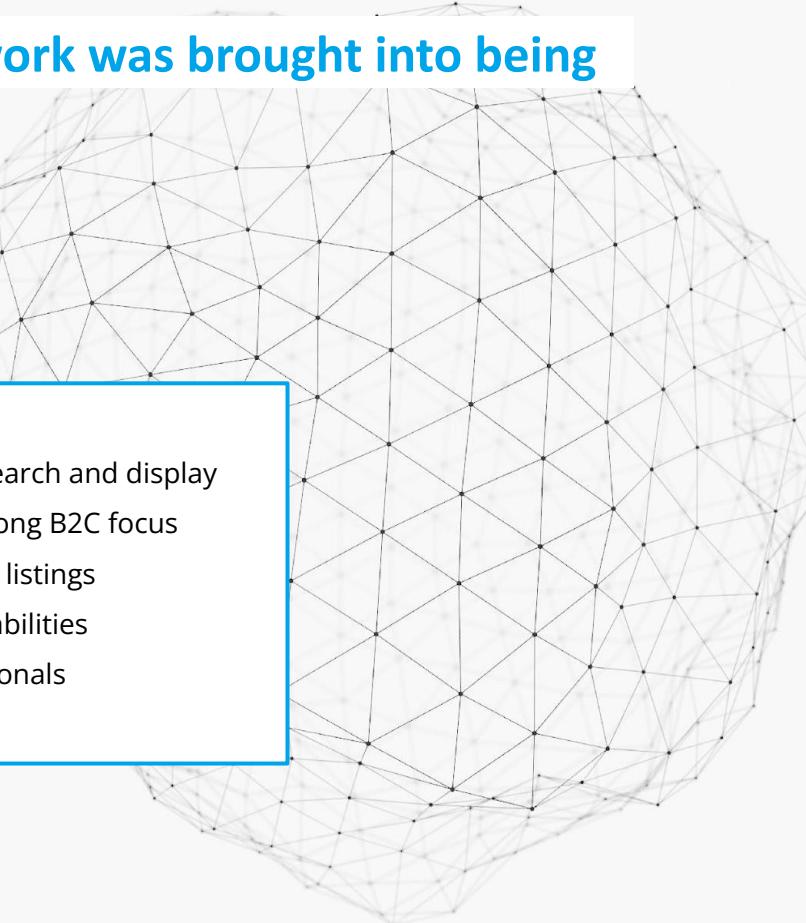
- / Wide classifieds reach across var. categories
- / Strong brand recognition in Austria
- / Simple & fast user experience for privates
- / Rapid traffic growth, incl. mobile users
- / Scalable tech platform
- / Broad, non-specialist audience appeal

willhaben Motornetwork was brought into being



Capabilities brought in

- / Structured vehicle data for better search and display
- / Established dealer network with strong B2C focus
- / Professional tools for inventory and listings
- / Integration of data enrichment capabilities
- / Trusted brand among auto professionals



willhaben Motornetwork was brought into being



Capabilities brought in

- / Tailored tools for professional dealers
- / Started as a custom-built DMS by one man for a Viennese car dealer
- / Integrations with dealer management systems
- / Multi-platform listing syndication

willhaben Motornetwork was brought into being



One of the top vertical specialists in car classifieds in AT

WILLHABEN

Strong reach and network effects as top horizontal

WILLHABEN

MOTORNETZWERK



Powering daily operations for small and mid-sized car dealers — evolving into a data hub

The mission: Creating a comprehensive offering for dealers

Under the bonnet: the „patchworky“ start of our motornetwork

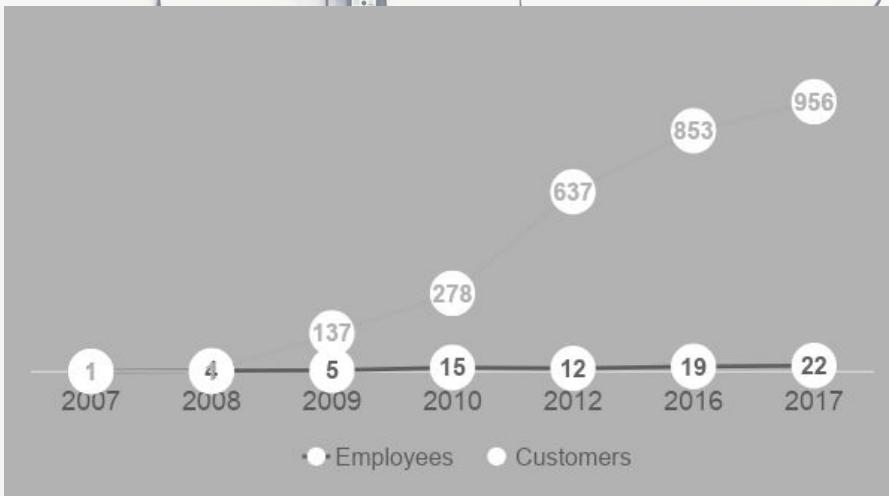


2012/2013: Wiring the engine by hand

- / car4you, autoPro24 and willhaben wired together
- / Features added driven by individual dealer needs
- / No clear product vision or roadmap guided development
- / Features were tightly coupled, making systems fragile and hard to scale
- / Maintenance relied heavily on insider knowledge and ad-hoc problem-solving

Still: it did the job pretty well for the time being...

Under the bonnet: the „patchworky“ start of our motornetwork



2014-2017: More feature, more duct tape

- / Rapid feature growth...
- / CRM
- / Payment & invoicing handling
- / Data enrichment
- / Custom Printables
- / Advanced Dealer Websites
- / Codebase complexity increased, maintenance effort soaring

Despite growing complexity, the system kept delivering

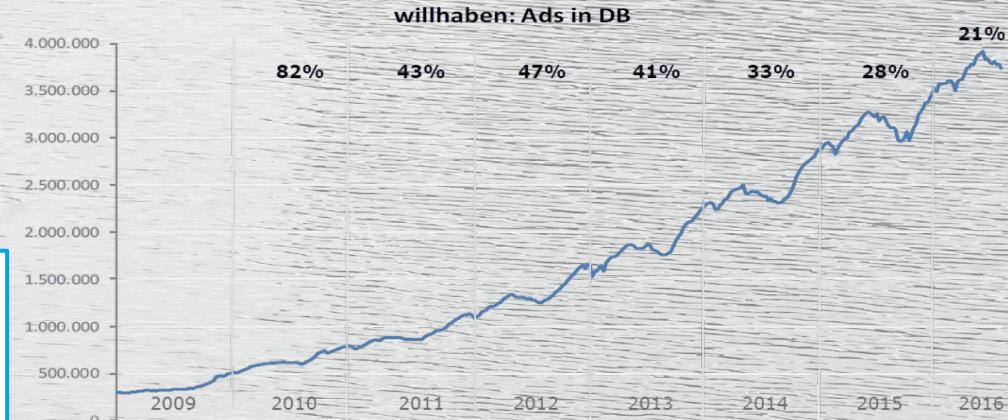
Meanwhile, willhaben fully focussed on supply & demand...

WILLHABEN

Same boat, different prios & perspectives

- / Competing across four verticals – aiming for #1 in each
- / Strong contender in Gen.Merch.: SHPOCK – acquired by Schibsted to safeguard our position (2013-18)
- / Relentless focus on solving user problems to build the best product

willhaben allocates focus where it matters most – and cars & motor are clearly delivering

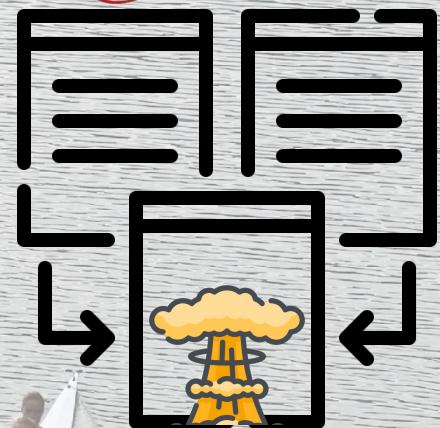


Consolidation in AT car classifieds in 2017 – Phase 2

WILLHABEN

- **Tectonic shift in the car classifieds landscape**
- / Early 2017 willhaben starts work on own dealer self-service frontend to replace car4you eventually
- / In mid-2017 autoscout24 acquires #1 gebrauchtwagen.at
- / Sets the new formation to clear #1 position
- / **Key Sales Reps changed from gebrauchtwagen.at to Willhaben**

Auto
Scout24
gebrauchtwagen.at



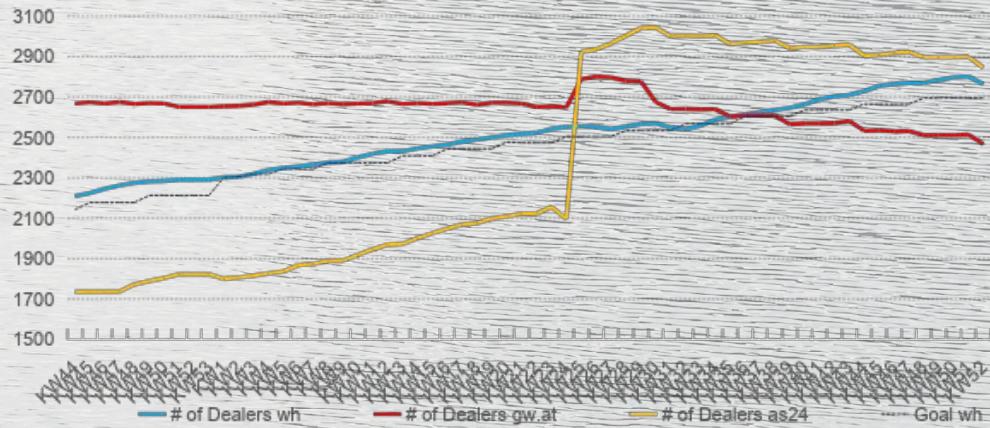
2017/18 – two dealer frontends and a fierce competition for #1

WILLHABEN

Maximum push with geared-up sales force

- / focus 2017 / 2018 on acquiring all existing dealers in the market □ USP: Reach, two dealer frontends and XML Import & exports to key players
- / Intro agile regional sales units (reps, support & KAM)
- / willhaben Sales Team Manager streamlines aP24 sales
- / Goal 2700 Dealers by end of 2018 – surpassed 💪💥

Hard sales work + high service levels made all the difference... **willhaben is finally reaching for the top!**



Under the bonnet: craftsmanship meets corporate strategy



the willhaben-chapter begins

- / willhaben (via car4you) acquires remaining 49% of autoPro24 → becomes 100% owner
- / Shift from solving dealer issues to becoming part of a large classifieds ecosystem
- / autoPro24 had become the backbone of Austria's vehicle listing data – the teenager had to grow up
- / New expectations, priorities, and stakeholder alignment followed thereafter
- / Integration into the corporate structure began and the hand-built engine had to scale
- / The technical foundation remained the same. Pushed to the limit.

autoPro24 entered a new era—no longer a clever workaround, but real critical infrastructure...

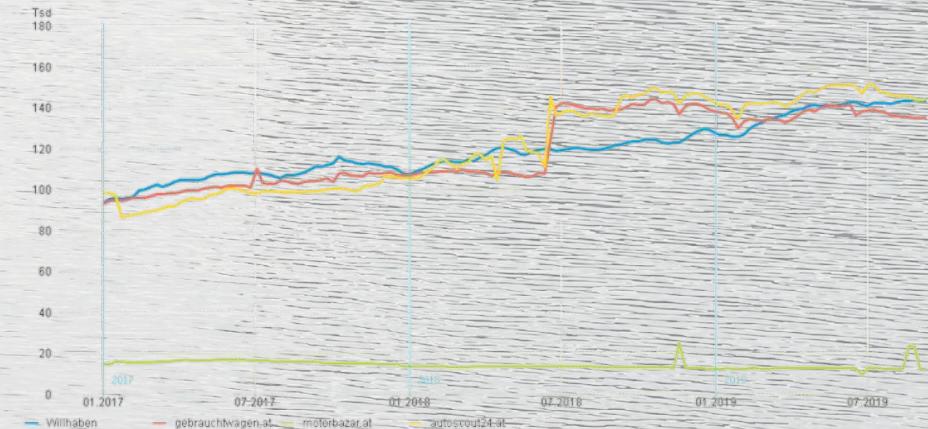
2019: Dealer tools simplified, private journeys improved - we took lead again

WILLHABEN

willhaben & autoPro24 - different battles

- / willhaben improved private journeys and iterated on a leaner DSF
- / First fully E2E team made all the difference and nailed the initiatives helping to win on the supply front
- / autoPro24 navigated internal change and stability

Clarity and focus led willhaben back to #1.



2020/21: we need to capture our monetization headroom

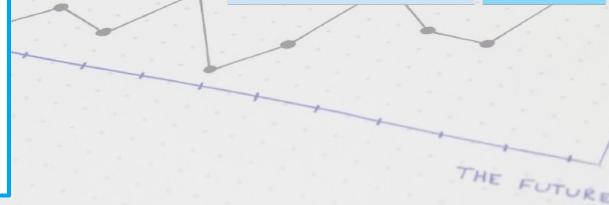
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Understanding core growth potential

- / Fierce battle for #1 □ 10YR price adjustment stalemate
- / We ran an extensive monetization boost program
- / Built up internal skills and teams and gained confidence
- / Packed autoPro24 into our bundles and launched them in 2021 with a whopping +24% avg. PI

Monetization Headroom filled, now how to keep the trajectory?

	NORMAL	SUPER	SUPER PLUS
HÄNDLERDARSTELLUNG			
Händlerprofil Pro	✓	✓	✓
Personalisierte Händlerprofil-URL	✓	✓	✓
Link zu Ihrer Website	✓	✓	✓
Link zu Ihrem Gesamtbestand	✓	✓	✓
Individuelle Link-Integration pro Anzeige	—	✓	✓
Motornetzwerk Freie Fahrt***	—	—	✓
FAHRZEUGDARSTELLUNG			
Ihr Logo in der Trefferliste	—	✓	✓
Anzeige von 360°-Bildern	—	—	✓
Mehr von diesem Händler in der Detailansicht	Fremdinserte	Ihre Inserate	Ihre Inserate
Anzeige einer Kredit-/Leasingrate	—	✓	✓
Streichpreis mit Actions-Badge	—	—	✓
PROFESSIONELLE WERKZEUGE			
autoPro24 Basis-Paket****	✓	✓	✓
Marktmonitor	✓	✓	✓
Statistik Pro	✓	✓	✓
Rabatt auf willhaben MW-Produkte*****	—	5%	10%
Fahrzeugliste für Ihre Website	Standard-Design	in Wunschfarbe	in Wunschfarbe
PRIORITÄT & SICHTBARKEIT			
Vorreihung Ihrer Anzeigen	—	wöchentlich	✓
inkl. monatl. smarter Sichtbarkeits-Produkte	—	✓	✓



Under the bonnet: VMS6 and the hard lessons of reinvention



Long awaited evolution leap

- / Goal: VMS6 was meant to be a fresh, scalable DMS built on AWS
- / Vision: modern tech stack, faster delivery, easier maintenance
- / Reality: team underestimated complexity of full rebuild
- / Chose to start from scratch — without proven frameworks
- / Lacked experience in cloud infrastructure and microservices
- / Architecture didn't hold — bugs, slowdowns, high effort for small changes
- / Tension between agility & structure, between market speed & architectural hygiene

The tech debt returned in new form...

VMS6 stumbled, we took a new path: tech & culture reboot

WILLHABEN



Pivot of product strategy & org

- / Goal: build upon old systems, refactor, decouple and win time-to-market
- / Vision: lean and performant dealer tool, reduced to the core features □ shrink to grow!
- / autoPro24 teams integrated into willhaben and adopted core principles like OKRs, cross-functional teams and culture
- / We moved from "do-it-all" generalists to clear roles and shared ownerships aligned through mutualized guidance

Recap: autoPro24 isn't just software. It's a platform with history — built from the ground up by listening obsessively to dealers, stumbling, and rebuilding again!

VMS6 stumbled, we took a new path: tech & culture reboot...

WILLHABEN

autoPro24

Best of both worlds

- / Initial skepticism in the team was natural, but overall openness was high
- / Change takes time — and patience was just as important as process
- / A common strategy was established and aligned
- / We started full on refactoring on a fresh infrastructure
- / We said goodbye to deprioritized features to gain speed

Tough decision had to be made, and new ways of work had to be established – and it worked!

...we merged minds and got to work

WILLHABEN

autoPro24

CARMA comes to life

- / autoPro24: Deep expertise on taxonomy, import & export
- / Willhaben: Great, fresh UX and fast workflows
- / willhaben: Platform data power delivering key insights and statistics
- / Together: clear roadmap enabling efficient car trading
- / Together: Fast incorporation of customer feedback

We made it – a big chunk of our dealers is migrated to the new system and start loving it <3

It's live, and it's a game changer!

Market monitor

willhaben market data at a glance!

With our new downtime and availability tool, you gain valuable insights into the market thanks to a comprehensive willhaben market data analysis.

Show more

Select filter

Used cars

Make & Model

First registration

Mileage

Condition

drive

Reset all filters

VW T5

Average service life
63 days
+32 days ↑ last 3 months

Demand index
last 30 days

Average price
€12,334
+€4,860 ↑ last 3 months

Vehicles with these selected filters had an average downtime of 106% longer in the last three months compared to the three months before.

Vehicles with these selected filters had an average price increase of 65% in the last three months compared to the three months before.

The following data was used to calculate the average downtime and average price:
57 dealer vehicles deleted in the last 3 months.

325 "VW T5" online

Recently added

2010 EZ 66 kW
414,880 km Diesel
Price €12,500

2005 EZ 128 kW
390,000 km Diesel
Price €6,700

2011 EZ 85 kW
202,000 km Diesel
Price €16,800

2010 EZ 62 kW
336,703 km Diesel
Price €4,800

2012 EZ 132 kW
243,000 km Diesel
Price €19,000

2013 EZ 131 kW
30,000 km Diesel
Price €32,000

BMW | iX | 779Lx In Fahrzeugbestand

Fahrzeugübersicht > BMW | iX | 779Lx

Fahrzeugeigenschaften Platfformen und Aktivitäten

Fahrzeugdaten

Marke	BMW	Kilometerstand	28.340 km
Modell	iX	Erstzulassung	31.03.2023
Bezeichnung	iX-Drive50 Sportpaket	Standzeit	22 Tage
Aufbauart	SUV / Geländewagen	Treibstoff	Elektro
Nationalcode	-	Getriebe	Automatik
FIN/VIN	WBV1CR990CM38544	Sitze	5
HFID GW-Nr	779Lx	Türen	5
Fahrzeugtyp	PKW	Antrieb	Allrad
Status	In Fahrzeugbestand	Leistung	385 kW 523 PS
Preis	€ 62.490	Gesamtgewicht	0 kg
Veröffentlicht auf	  	CO ₂	0 g/km

Ausstattung & Extras

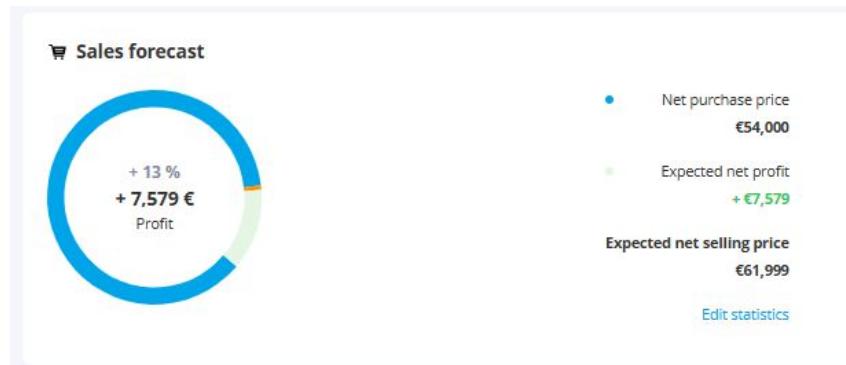
Aufzügen | Lederausstattung | Navigationsystem | Sitzheizung vorne | Leasing | Elektro Stoß | Keyless go | Parkassistent hinten | Gestrafe Scheiben | Luftfederung | Metallic-Lackierung | Abstandregensystem | Head-Up-Display | Rückfahrrampe | Sportpaket | LED-Scheinwerfer | Parkassistent seitlich | DAB-Radio | Elektro Heckklappe | Soundsystem | Town & Country | Verkehrszeichenerkennung | Tiefautonomes Fahren | Sprachsteuerung | Laserlicht | 8 Weitere...

Mehr Anzeigen

Notizen

tx

Bearbeiten



Huge performance successes since 2021...



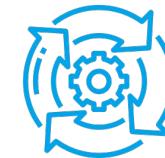
Commercial

- / ARPU +60%
- / Rev. +98%



Customers

- / #Dealers +24%
- / Low churn



Performance

- / Car buyers in AT using  89%
- / 65% of those find their car on 
- / Continuous all-time-highs in traffic and leads



WILLHABEN

MOTORNETZWERK

The mission: Creating a comprehensive offering for dealers



Thank you!