

The Power of the L-Model: Gain a Lasting Competitive Advantage



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**In today's competitive
landscape, how can
businesses stand out and
create a unique market
position...**

...to protect the leading position in a competitive environment



What would you do in such a market situation?

1 Marketing Spendings

2 Product Innovation

3 Acquisition

Another possible solution is the...

L-Model Strategy

Connecting Vertical and Horizontal



Exploring the Pros and Cons of Vertical and Horizontal Marketplace Integration



Benefits

- + Access Broader Audience
- + Higher Lead/Sales Volumes
- + Drive Innovation & Services



Challenges

- Complex Integration of Operations and Technologies
- Maintaining Brand Identity
- Addressing Potential Cannibalization

How we are
doing it...

Two Market Leaders in Germany



#1

1.4M

Listings

40K

Customers

#1

+35M

Visitors*

>50%

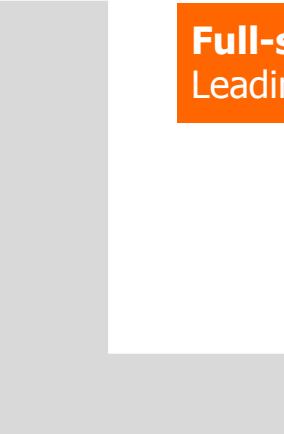
Reach in Germany*

* Average of monthly active users July - December 2023; based on AGMA/IVW;
reach: ARD/ZDF online study 2023

Combining Two Powerhouses In The German Classifieds Business



Vertical



Full-service vertical
Leading Motors brand

#1

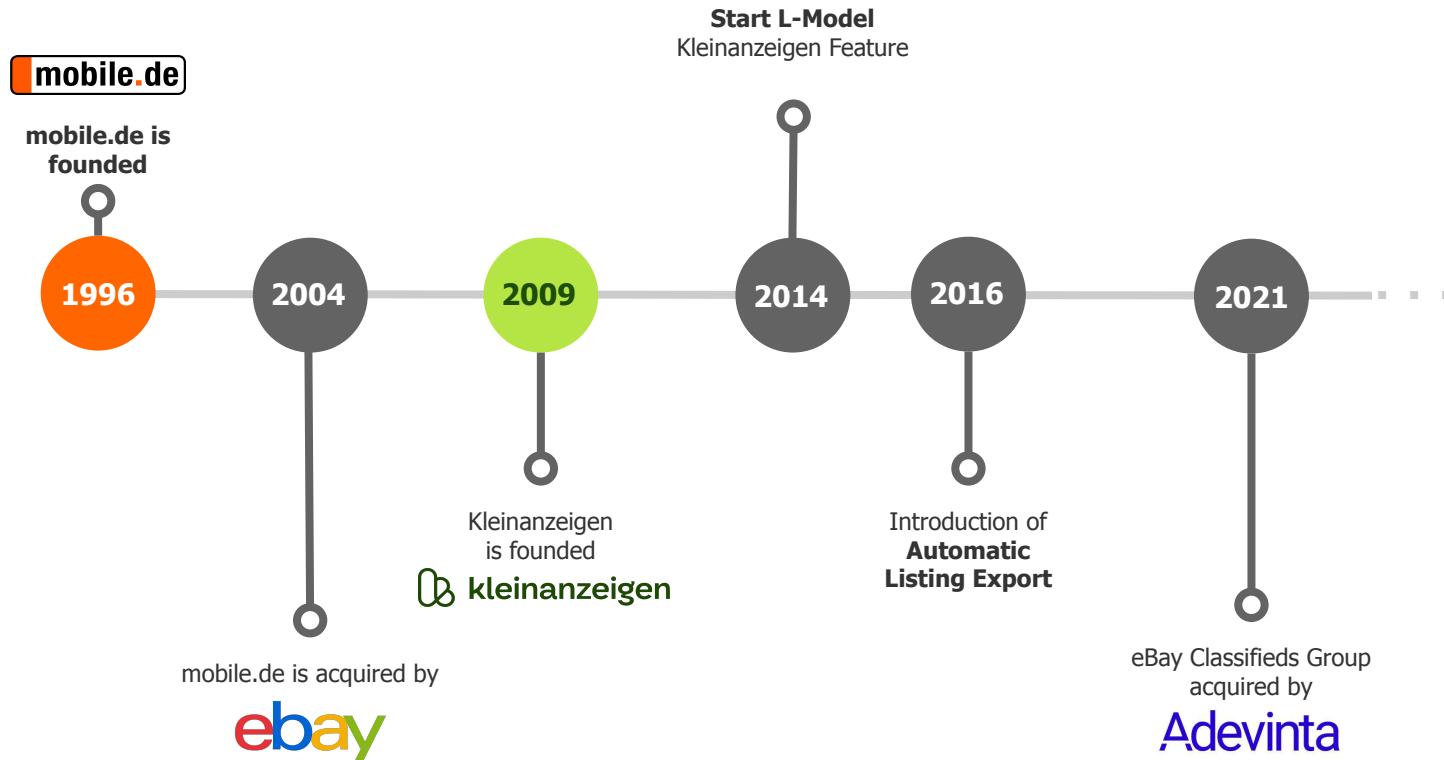
C2C market leader
Demand engine for
B2C/C2C listings

>35M
User

Horizontal



The L-Model is in place since 2014



How it looks today



What is required
to make it happen?

Building Blocks

Value Creation



Technology

Integration to facilitate the seamless exchange of listings, leads and tracked events.



People & Processes

A cross-company set up to drive strategy development and execution as it relates to the partnership.

Listing Exchange

Governance & Ways of Working

Messaging & Tracking

Analytics & Reporting

Value Capture



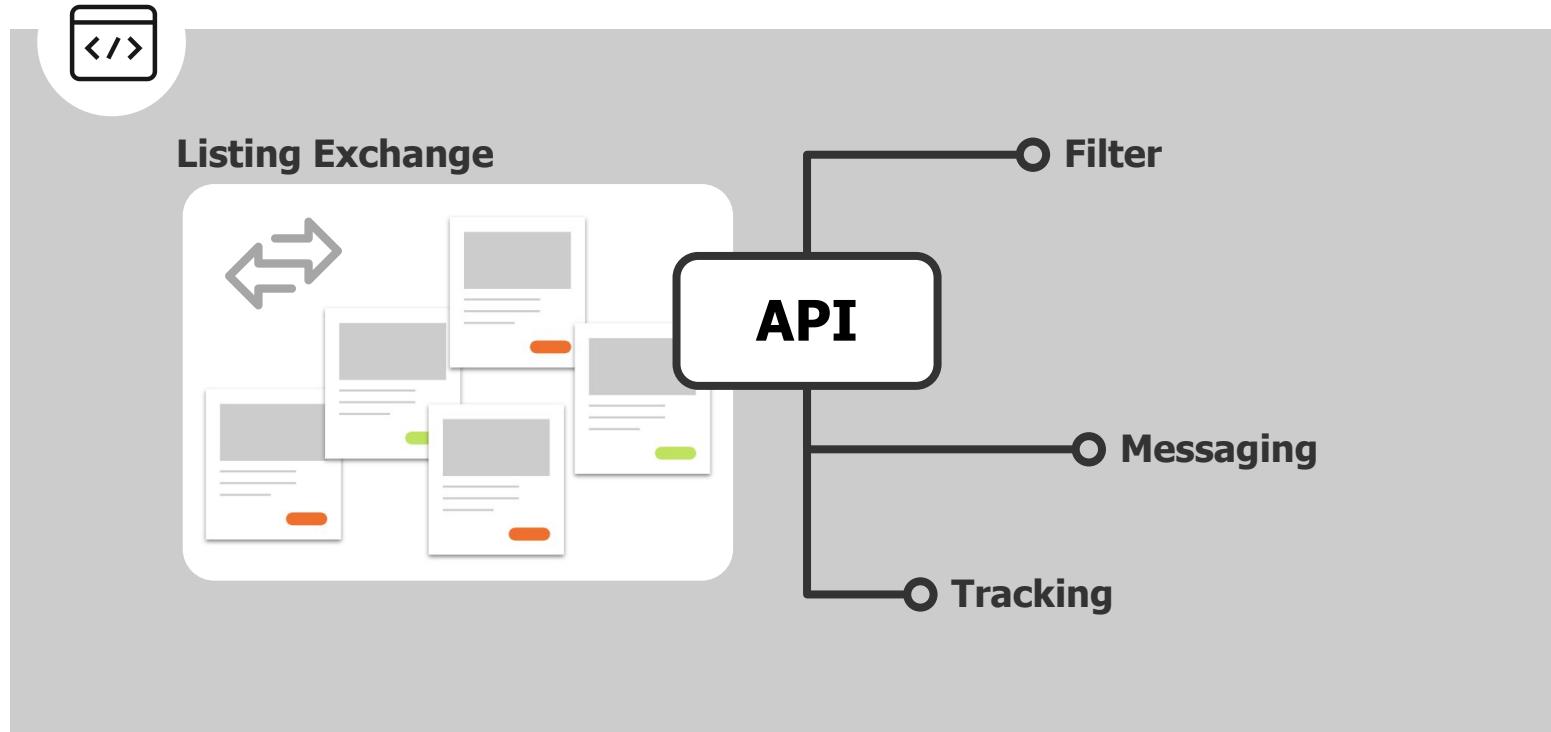
Go-to-Market

A strategic approach to capture the created value with extended reach & demand.

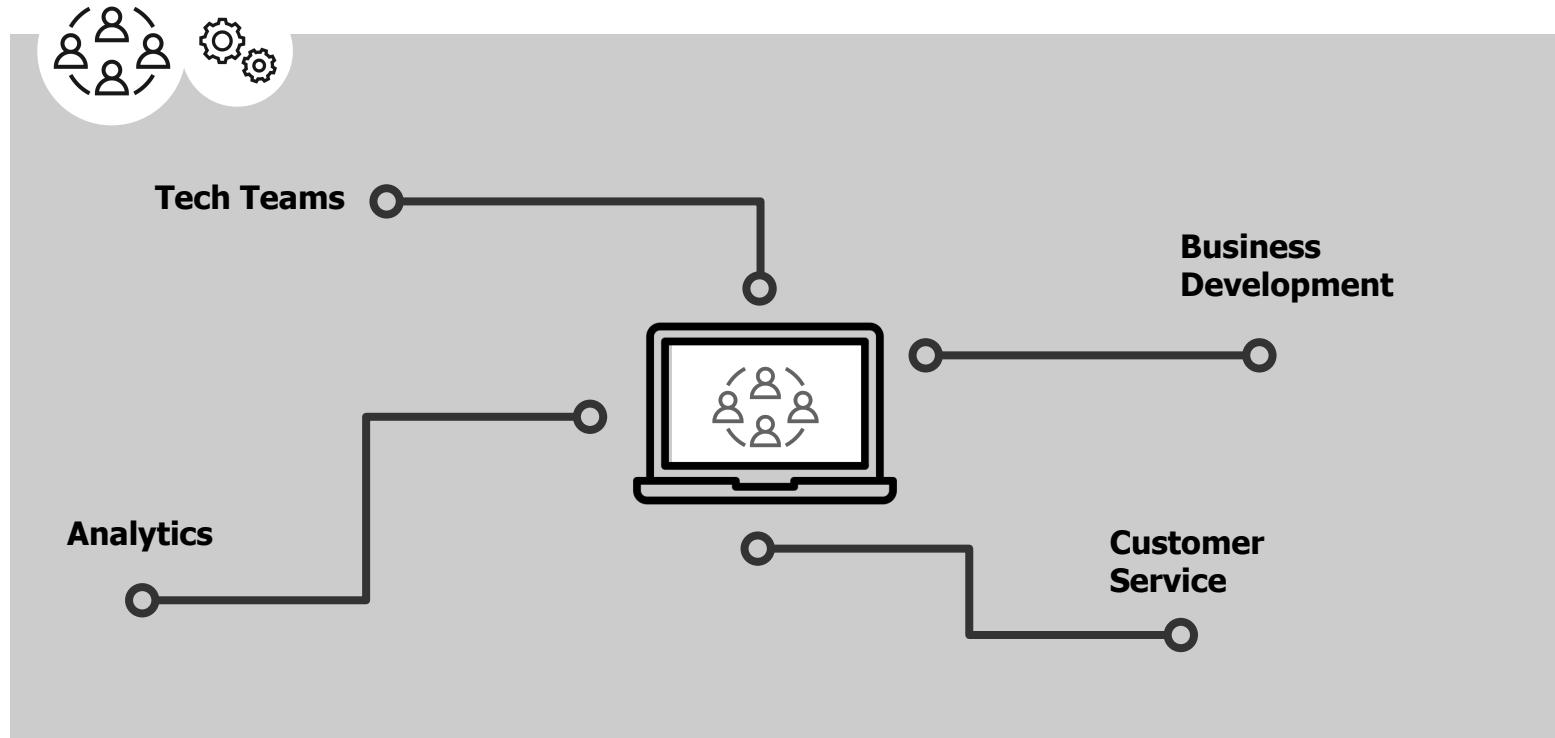
Price & Value Alignment

Winning Sales Strategy

Technical integration – API



Operations - X-Company Team



How are we
capturing the
value...

Go-to-Market: Three Export Types

Packages



Paid Demand Features



Automatic Export



Manual Export



Ad Turbo

Package Differentiation

	Bronze	Silver	Gold	Platinum	
Book					
Online marketing	• • • •	• • • •	• • • •	• • • •	
Largest reach for your adverts		Bronze	Silver	Gold	Platinum
Place and edit Ads	✓	✓	✓	✓	
Manual Export to Kleinanzeigen*	Bookable	Bookable	Bookable	Bookable	
Automatic Export to Kleinanzeigen*	Up to €6,000 maximum car price	Up to €18,000 maximum car price	Up to €21,000 maximum car price	Up to €25,000 maximum car price	

What is the impact?

Increased Demand & Listing Advantage

2.6x

more emails with
Kleinanzeigen Export

1.3x

**Listing advantage
vs. #2 in Germany**

Six key messages for today



**Leading
Motors Brand in
Germany**

**We Believe in the
L-Model Strategy**

**No B2B Offering from
Kleinanzeigen**

**Additional Reach &
Demand Improves Value
Capturing**

 kleinanzeigen
**Opportunity to Improve
Strategic Positioning for
Private Sellers/Buyers**

**Long Lasting Competitive
Advantage**

Now it's up to
you...

Thank You.

Stay in Touch



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