


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



Dino Levante

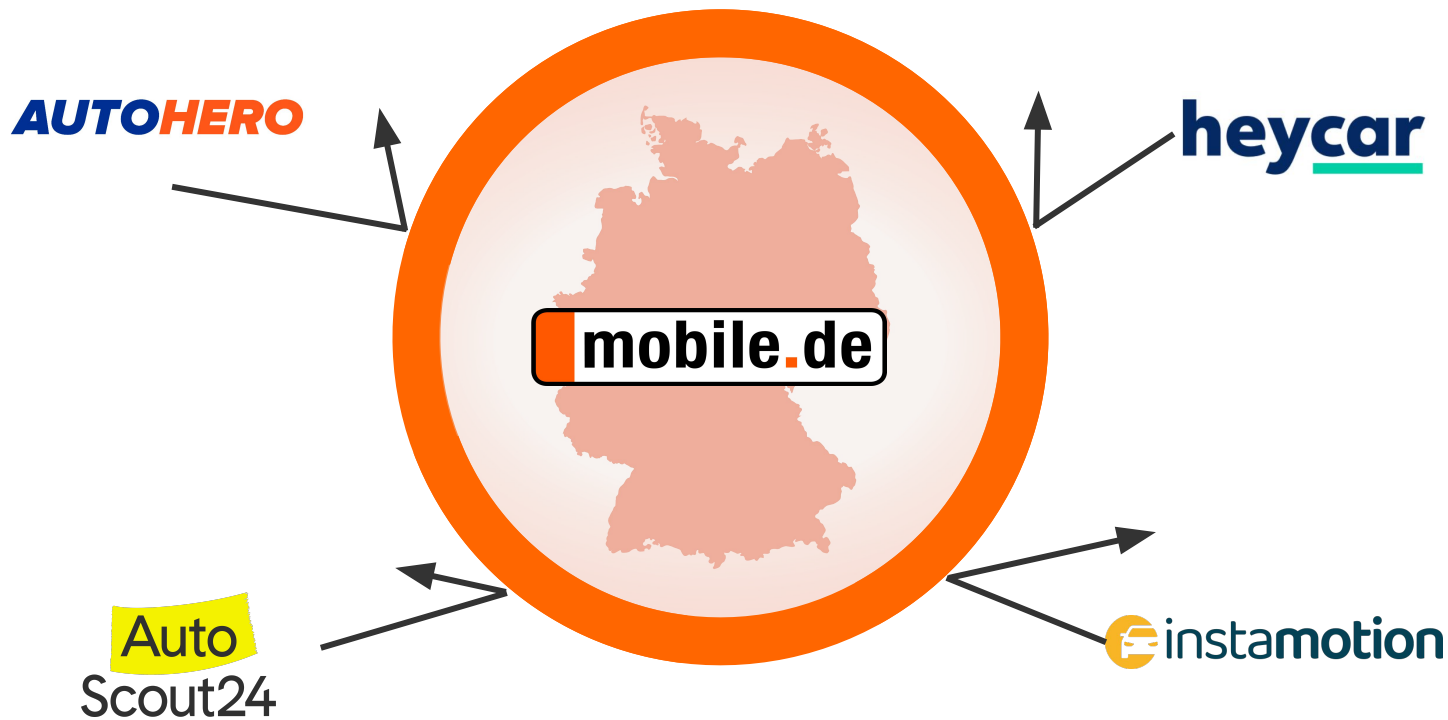
Business Development Strategy Lead
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**In today's competitive
landscape, how can
businesses stand out and
create a unique market
position...**

...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



GOALS

- **Reach & Audience**
- **Supply Network**
- **Proven Winners**

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*

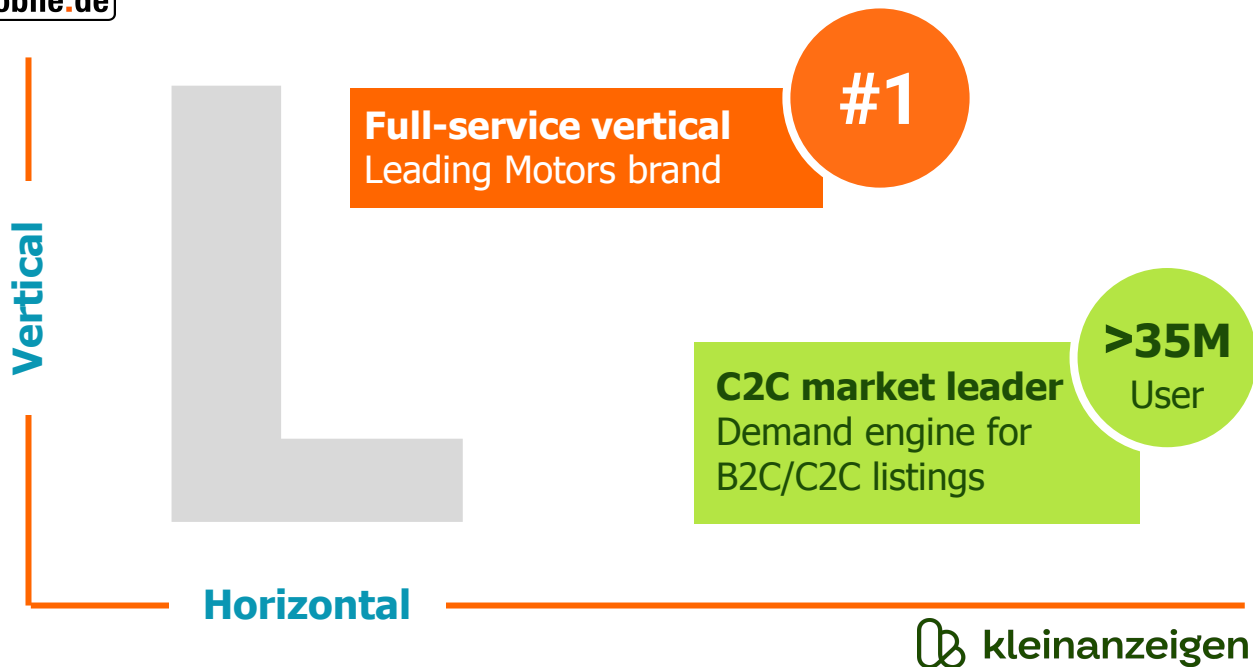
>50%

Reach in Germany*

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

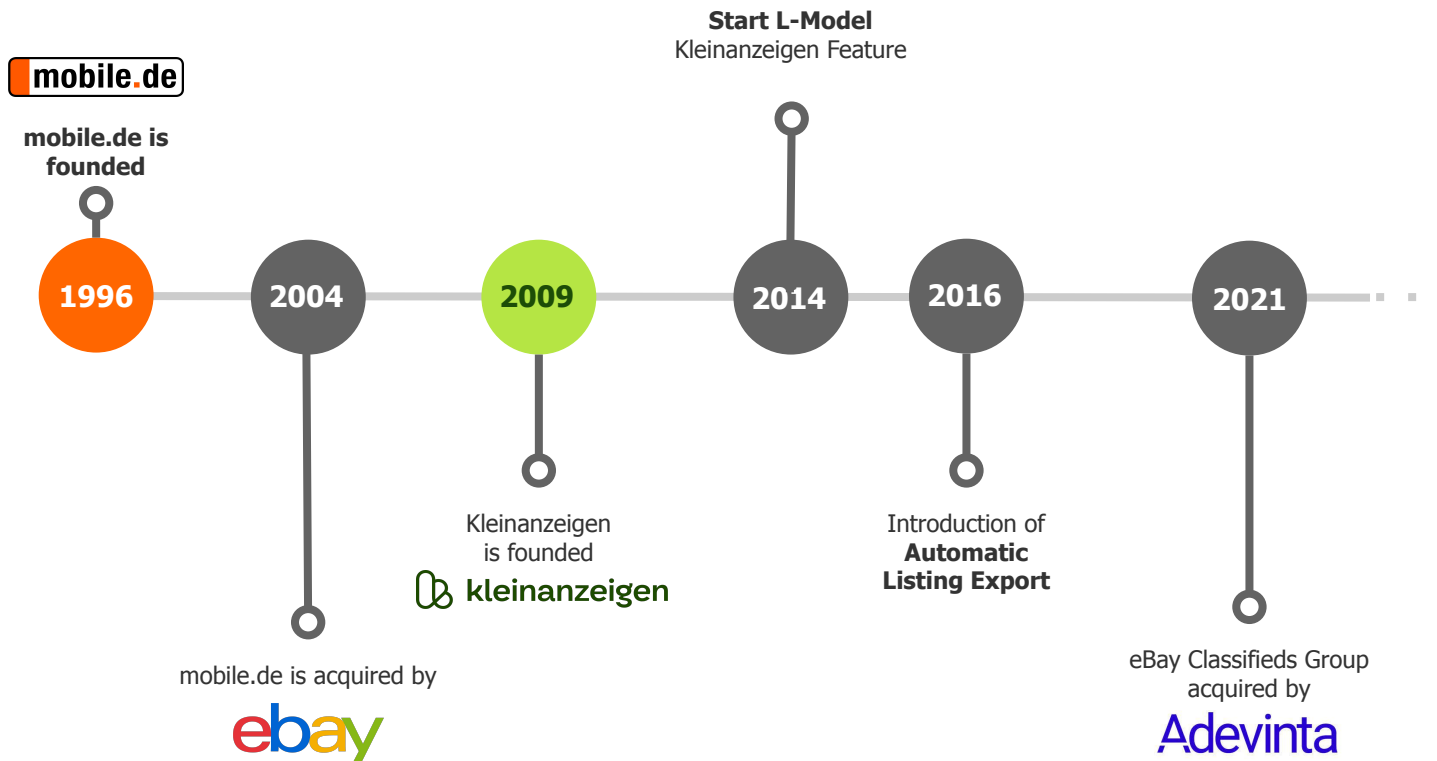
Combining Two Powerhouses In The German Classifieds Business

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The L-Model is in place since 2014



How it looks today

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kleinanzeigen





What is required to make it happen?

Building Blocks

Value Creation



Technology

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

Listing Exchange

Messaging & Tracking



People & Processes

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

Governance & Ways of Working

Analytics & Reporting

Value Capture



Go-to-Market

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

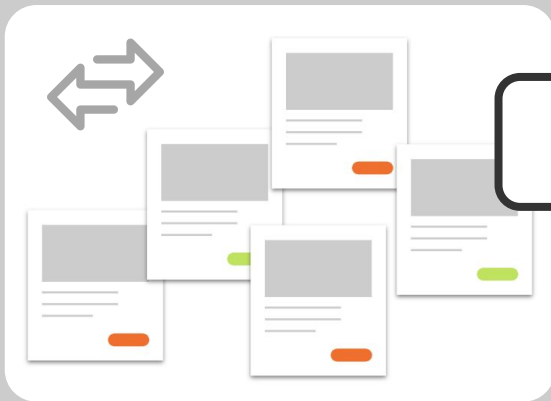
Price & Value Alignment

Winning Sales Strategy

Technical integration – API



Listing Exchange



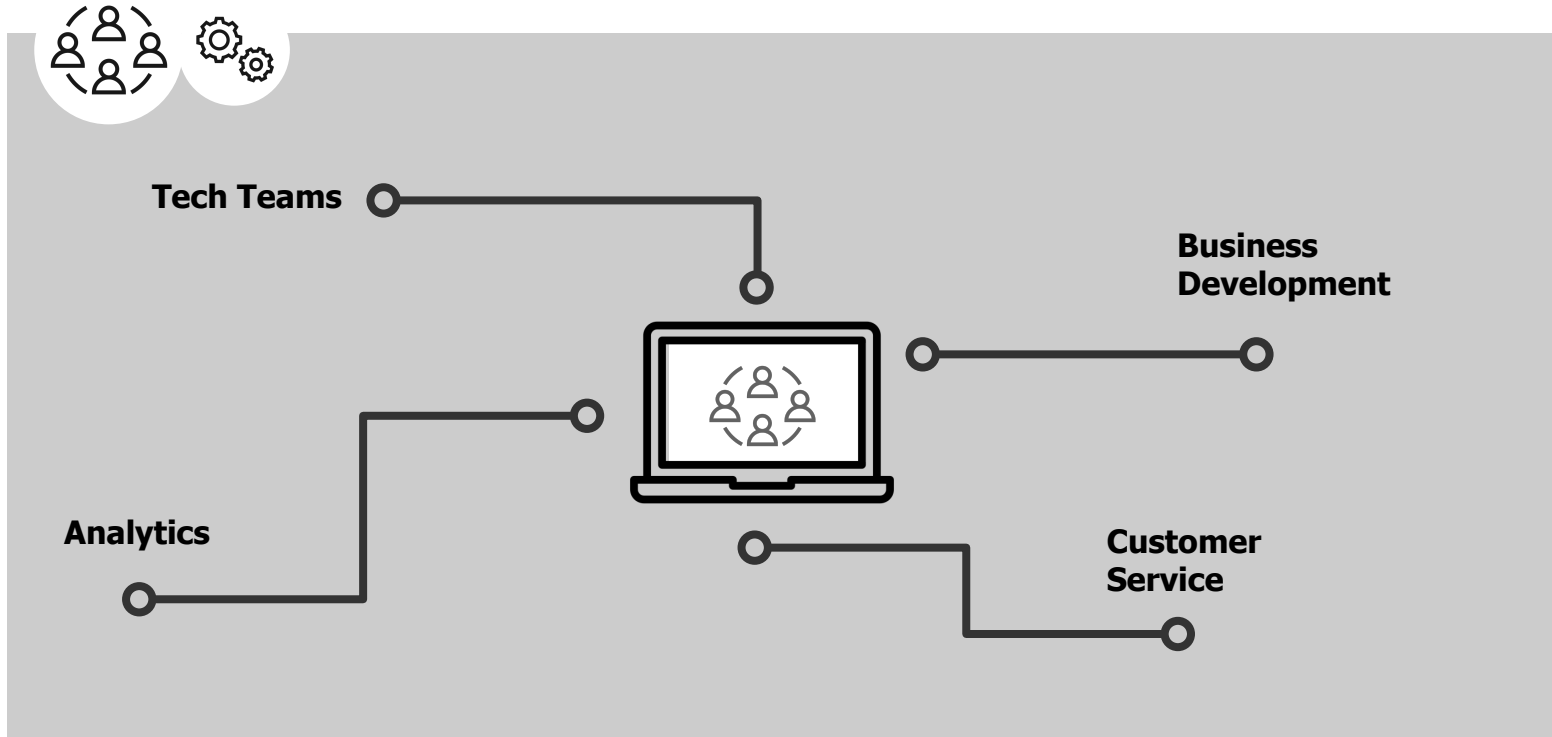
API

○ Filter

○ Messaging

○ Tracking

Operations - X-Company Team





How are we capturing the value...

Go-to-Market: Three Export Types

Packages



Automatic Export



Paid Demand Features












Manual Export



Ad Turbo

Package Differentiation

	 Bronze	 Silver	 Gold	 Platinum
	Book	Book	Book	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

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**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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