

**BERLINGSKE'S
NEW(S) VISION:
ENGAGING
TOMORROW'S
READERS**



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TABLE OF CONTENTS

SETTING THE STAGE

- 05** Setting the Stage
- 06** Newsflash: Letter from the CEO
- 07** Problem Formulation

BERLINGSKE MEDIA

- 09** A Legacy in Transition
- 10** The Four Brands
- 11** Business Models

TODAY'S HEADLINE: BERLINGSKE

- 13** The Road Ahead: Letter from the Editor-in-Chief
- 14** Core Values
- 15** Subscription Strategies
- 16** User Profile

YOUNG DANES' MEDIA HABITS

- 18** Demographic Overview
- 19** Digital Preferences of Media Consumption
- 20** Subscription Habits

NAVIGATING A COMPETITIVE LANDSCAPE

- 22** The Danish Media Market
- 23** Willingness to Pay
- 24** Global Insights into a Changing Industry

CLOSING REMARKS

- 29** Closing Remarks

APPENDIX

- 31** Berlingske Media's Timeline
- 32** Berlingske Media's Organizational Chart
- 33** Berlingske's Extended User Profile
- 34** Berlingske Media's Income Statement
- 35** Revenue Distribution Amongst Brands



A blurred city street scene with a man sitting on a bench in the center, looking at his phone. He has a beard and is wearing a dark hoodie. The background shows a building with a red sign, a bridge, and other pedestrians in motion. The text "SETTING THE STAGE" is overlaid on the left side of the image.

SETTING THE STAGE

5. SETTING THE STAGE
6. NEWSFLASH: LETTER FROM THE CEO
7. PROBLEM FORMULATION

SETTING THE STAGE

The media landscape is ever-changing and traditional media companies such as Berlingske Media are constantly challenged by technological innovation. It's been like this many times in the company's 275-year history, and yet there has always been a future for great journalism.

The rise of social media, mobile platforms and access to instant news has redefined how news is consumed. Young adults, particularly those aged 18-30, represent a both crucial and challenging demographic for Berlingske. They demand fast, accessible, and engaging content across platforms, while still valuing authenticity, transparency, and depth in reporting.

The challenge is not just about keeping pace with digital transformation, it's about leading the way. Berlingske Media is 100% committed to leveraging a long-standing tradition of journalistic integrity while setting new standards for what multimedia journalism can offer younger audiences.

Berlingske Media is the free press, a cornerstone in our democratic society. The company's Editor's Declaration serves as the foundation for their publications, expressing the owners' commitment to defending freedom of speech and ensuring the editorial independence of the house editors. The Editor's Declaration also establishes that the standpoint of the publications is conservative while stressing that they are not and should not be affiliated with any political party.

Get ready to turn the page and write the next headline in modern journalism as the classic media house invites innovative solutions and bold strategies to capture the eyes and minds of the next generation of news consumers.

Source: Gemius Audience Report, 2024



NEWSFLASH: LETTER FROM THE CEO

Dear students,

I am pleased that you are reading this letter because it means you have taken on the challenge of looking into the future for legacy media. Berlingske Media is proud to be the case company for this year's GLOBAL Case Competition. My management team and I look forward to your view on our business as it can help form the strategic development of our company. The media landscape tomorrow will be shaped by your generation's needs and habits today - and by the talent and grit you bring to the table when working with us to refine our business model.

Berlingske Media is in the business of democracy. We are the free press and for 275 years we have published news about the world we live in. In 2024 our four media titles are Berlingske, B.T., Weekendavisen and Euroinvestor. All publications deliver timely and reliable information to offer fair and honest guidance to empower people in a democratic society to form their own opinions and make their own decisions. We are a conservative media company which means that we value a society with diversity of thought, free speech and private initiative and enterprise.

When it comes to our business model, for the past seven years, we have transformed it to a "mobile first"-strategy. While the traditional print business is declining, digital is growing rapidly. We still publish newspapers and expect to be doing so for many years to come. However, the majority of our subscribers and our advertising business are mainly digital, and surely the future is 100% digital, and this is the position we need to win.

Our challenge to you is regarding our main brand Berlingske. Editor-in-Chief Tom Jensen will take you on a deep dive later in the case, so for now let me just say that Berlingske has seen tremendous digital growth in its subscriber base in recent years. This is the result of both long-term visions and many big and small experiments on content creation, marketing tactics and tech development. Transformation is not all "big strategy", it is taking place everyday, one step at a time by making brave moves and working hard to understand what brings value to our users and subscribers and therefore to our business.

Thank you for working on this challenge with us. I wish you the best of luck.

Kind regards,

Anders Krab-Johansen
CEO and Publisher, Berlingske Media



PROBLEM FORMULATION

How can Berlingske evolve its digital offering to better engage and retain users aged 18-30, thereby reaching an additional 5 million DKK in annual revenue within this segment by the end of 2027?

You should consider the following criteria:



Understanding Young Adults:

Show your understanding of digital news consumption habits, interests and preferences among Danish young adults aged 18-30.



News is Central:

The solution should be focused on increased engagement in the news offerings from Berlingske.



Business Case:

Consider relevant aspects of a business case including financial impact and risk & mitigation strategies, while being realistic about required resources and the implementation over the next 3 years (2025-2027).

ASSESSMENT DISTRIBUTION



Is the recommendation based on a thorough understanding of the company, market, and target customers?



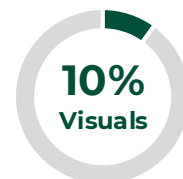
To what degree does the solution answer the case question at hand?



Is the solution bold and challenging industry standards?



How realistic is the implementation of the solution?



Is the solution clearly communicated through the submitted material?



BERLINGSKE MEDIA

- 9. A LEGACY IN TRANSITION
- 10. THE FOUR BRANDS
- 11. BUSINESS MODELS

A LEGACY IN TRANSITION

Berlingske Media, one of Denmark's oldest and most esteemed news outlets, has successfully navigated centuries of change, maintaining its position as a leader in news reporting. Renowned for its commitment to journalistic integrity and factual reporting, the media house publishes content across four key brands. Berlingske Media's strategy can be summed up by the following winning aspiration and guiding statements:

“We are the free, responsible press. We are conservative, serving the citizens. We are from Copenhagen, and we make Copenhagen greater. We are trustworthy and reliable. Berlingske Media publishes indispensable, digital media continuously reaching more Danes, strengthening the public debate and contributing to an enlightened democracy”.

The Editor's Declaration sets out the direction of Berlingske Media's strategy and publishing business. It dates back to 1948 when it was written in the wake of World War II. It secures editorial freedom and requires that the publisher is honest, reliable and conservative. To this day, all editors sign the declaration. It is the heart and soul of Berlingske Media and the foundation of the strong, independent identities of Berlingske, B.T., Weekendavisen, and Euroinvestor.



Editor's Declaration

Of November 5, 1948

For two hundred years, the House of Berlingske has published papers in order to provide Danish households with timely and reliable information on events domestic and international, and to offer fair and honest guidance on the pressing issues of the day.

In accordance with these traditions, the House of Berlingske manages its newspapers in a national and democratic spirit, in respect for Christianity and with faithfulness towards country and constitutional monarchy.

The standpoint of the newspapers is fundamentally conservative, but they are not and should not be affiliated with any political party. The members of the editorial staff are in all respects free to pass judgment on the affairs of public life, maintaining moderation and civility and showing integrity and diversity of opinion when informing the readers.

In a democratic society, freedom of speech is vital for a press serving the public. The leadership of Berlingske's newspapers will always and by all available means seek to protect this freedom against attacks from any direction.

THE FOUR BRANDS

Today, Berlingske Media owns and operates four media titles: Berlingske, B.T., Weekendavisen, and Euroinvestor. Each brand caters to different segments of the Danish media consumer base, offering a diverse range of news, analysis, and financial information. With a fully implemented matrix organization, all publications are supported by centralized, efficient operations in Commercial, IT, HR and Finance. Business development and standard operating procedures are scalable across publications to ensure effective product, sales, marketing, tech and back office.

Berlingske

Berlingske is one of Denmark's oldest and most respected news media, known for serving a well-informed audience looking for a nuanced perspective on complex issues. It has built a reputation for delivering high-quality journalism with a specific focus on both local and global topics concerning society, opinion, business and culture.

B.T.

B.T. is a tabloid that focuses on delivering breaking news and more fast-paced content across a range of popular and contemporary content on news, sports, entertainment and personal finance. They cover everything ranging from celebrity gossip to major national events, thereby appealing to a mass audience with easy accessibility and a “sensational” twist.

Weekendavisen



Weekendavisen is recognized for its high-quality long-form journalism. It caters to readers who enjoy deep dives into complex issues that are often overlooked by the general news and daily news outlets, including sections dedicated to society, culture, books and science. The blend of thorough reporting and cultural criticism makes this a unique offering to the reader.


euroinvestor

Euroinvestor is Denmark's leading financial news platform and provides real-time market data, investment insights, stock updates, and financial analysis. It serves both private and professional investors, providing comprehensive global market coverage including detailed insights on stocks and other financial instruments. Euroinvestor also offers a range of tools designed to help users maximize investment returns.

BUSINESS MODELS



Winning Aspiration	Berlingske 	B.T.	Weekendavisen 	euroinvestor	
	Berlingske is the free conservative media that continuously challenges the complacent, accepted and unilluminated truths in the world we live in. Journalists and commentators write with spirit, soul and knowledge, bringing readers together in a greater understanding of the time that is, the time that was, and the time to come.	B.T. is always with you. We want to be the preferred digital free media for big city modern conservatives and those who love news, sports, money and entertainment.	A free society requires independent and inquisitive citizens who are eager for new knowledge and want to be challenged and surprised. Week after week, Weekendavisen offers readers a broad-minded newspaper rooted in conservative values, enabling them to form opinions and act on an informed basis.	Euroinvestor is Denmark's largest independent financial media. We are the natural hub for all investors who share our belief that the one who knows the most, earns the most.	
	Media Type	Premium	Popular	Niche	Finance
	Business Model	Subscription & Advertisement	Advertisement	Subscription & Advertisement	Advertisement
	Platforms	Digital, Print	Digital	Digital, Print	Digital
Competitors	Politiken, Jyllands-Posten	Ekstra Bladet, TV2	Information, Kristeligt Dagblad, Zetland	Børsen, Finans	
Total Monthly Users (Sep. 2024)	824,448	1,789,248	356,416	556,032	

A woman with long brown hair, wearing a light green trench coat, stands in a busy train station. She is looking down at a black smartphone in her right hand and holding a white coffee cup in her left hand. The background is filled with other people walking, some blurred, and the architecture of the station with its brick walls and large arched windows. A Danish flag is visible in the background.

TODAY'S HEADLINE: BERLINGSKE

- 13. THE ROAD AHEAD: LETTER FROM
THE EDITOR-IN-CHIEF
- 14. BERLINGSKE'S CORE VALUES
- 15. SUBSCRIPTION MODELS
- 16. USER PROFILE

THE ROAD AHEAD: LETTER FROM THE EDITOR-IN-CHIEF

Dear Students,

How do you get your daily news? Today's media landscape is fragmented and digitalized in a way that poses challenges to a legacy media brand as Berlingske. Twenty to thirty years ago, it was hard enough to get your parents to buy a traditional newspaper subscription, but back then we had no idea about the changes ahead of us. Google, Facebook, Reddit, TikTok, Snapchat, LinkedIn - all the social media you know like the back of your hand are challenging both the legitimacy of news and the business models of the media industry. Like AI definitely will in the years to come.

When I came to Berlingske, Google was yet to be invented. The internet wasn't even installed in the company. Since then, we have undergone multiple developments and disruptions rooted in new technology. In many ways we have moved fast, changed things fast. But the core of Berlingske, the reason why we exist is still the same. I am an expert in what we do: Journalism. Journalism has been our product since 1749 when the first edition of Berlingske was published. Obviously, during the past 275 years the world has been through many innovations. We still need reliable news, though. But how do we need it in 2024? I ask for your help to develop more new ways of reading, watching and listening to Berlingske in a financially sustainable way.

Who is Berlingske? We are a free and conservative publication. We deliver independent and trustworthy journalism to a center-right audience. Our aim is to tell challenging stories with heart and soul, knowledge and wit as we bring together readers, viewers and listeners. We take a particular interest in our society, our democratic debate, business life and culture. Our main audience is affluent citizens in the Greater Copenhagen area, where political, economic and cultural power and influence is concentrated. We have more than 800,000 Danes visiting our site each month and more than 100,000 subscribers. It's a fantastic audience and Berlingske owes them the best, fact-based journalism every day so they can be citizens in an enlightened democracy, run their business, take care of their family and take part in the political debate forming our present and future.

Imagine a future where critical coverage of power, politics, economy, culture and business is in the hands of state media, Mark Zuckerberg and Chinese tech giants? For us at Berlingske this would not be a future in which free people thrive. Our fight is to be a strong part of the media landscape for another 275 years with all the change and transformation we need in order to continue delivering great journalism. Thank you for spending your valuable time helping us with this. And good luck.

Sincerely,

Tom Jensen
Editor-in-Chief, Berlingske



CORE VALUES

This case specifically hones in on the Berlingske brand, and as such, your research and proposed solutions should be tailored to address the unique challenges and opportunities facing Berlingske. As one of Denmark's leading news outlets, Berlingske is a cornerstone of Berlingske Media, known for its high standards of quality and editorial independence. Their commitment to factual reporting and investigative journalism has earned it a reputation as a reliable and authoritative source in the Danish media landscape. With over 800,000 monthly users, the outlet continues to solidify its position as a top-tier news provider in Denmark.

VALUE PROPOSITIONS

Berlingske offers a broad spectrum of news coverage, focusing on four key pillars: society, opinion, business, and culture. This wide-ranging content allows the brand to reach various consumer groups and

continuously grow its audience. While the media house retains its historical roots in print, it has embraced digital innovation. Berlingske's digital presence, through its website, mobile platforms, and multimedia content, enables it to adapt to the evolving needs of its readers, particularly in a digital-first world.

Additionally, Berlingske offers an array of media coverage including podcasts, recipes, quizzes, debate panels, amongst others. For example, subscribers can sign up for newsletters based on their preferences and interests via email. Berlingske also hosts in-person events that bring their media to life, where users can get a seat at these events.



SUBSCRIPTION STRATEGIES

Berlingske’s business model revolves around a subscription-based approach, offering diversified subscription models to cater to different user needs while providing continuous access to its high-quality journalism.

Berlingske offers three main subscription models designed to appeal to a wide range of users, from digital-only and mixed print-digital offerings, while still offering a traditional full week subscription to the printed newspaper. The company caters to diverse audience segments, from casual readers to more engaged users. Each model emphasizes the news media’s core mission of delivering quality journalism in formats that fit the modern consumer’s lifestyle preferences.



Digital

Price:
139 DKK/month

- Features:**
- All articles on berlingske.dk

- Terms:**
- No fixed commitments; cancel anytime before the end of the current subscription period.



Digital Plus

Price:
229 DKK/month

- Features:**
- All articles on berlingske.dk
 - Article narration
 - Access to the e-paper
 - Discount on events

- Terms:**
- No fixed commitments; cancel anytime before the end of the current subscription period.



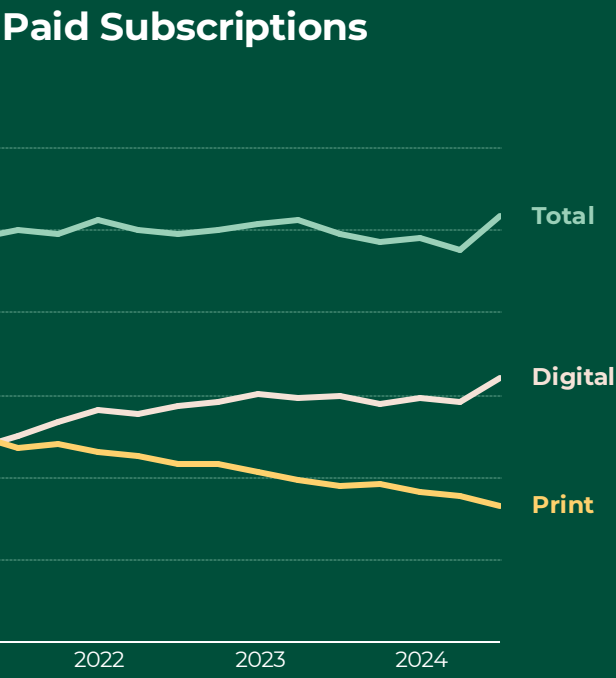
Combi

Price:
259 DKK/month

- Features:**
- All articles on berlingske.dk
 - Article narration
 - Access to the e-paper
 - Discount on events
 - Newspaper delivered every Saturday

- Terms:**
- No fixed commitments; cancel anytime before the end of the current subscription period.

Source: Berlingske Media, 2024



Since 2021, Berlingske has noticed a shift in how readers consume their news. Berlingske’s digital subscription models have overtaken its print option, reflecting a broader customer trend where online media has become the dominant means of news consumption.

USER PROFILE

Berlingske's subscription model is strategically designed to cater to its diverse target audience, segmented across different age groups. Currently, their core readership consists primarily of individuals aged 30-59 living in Greater Copenhagen.

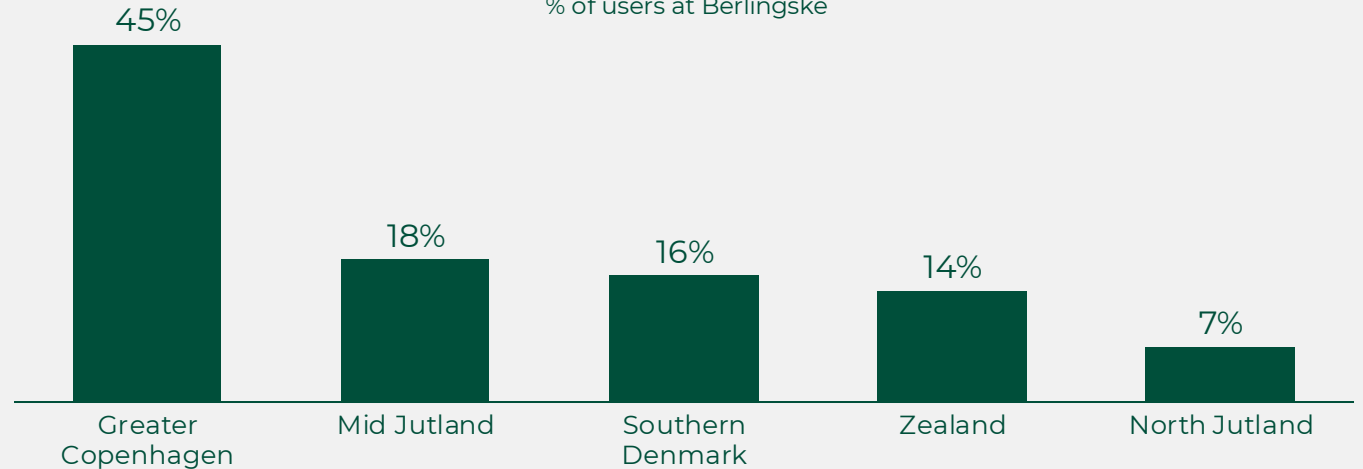
Making up 8% of Berlingske's monthly users, the under-30-year-old segment represents a large untapped potential for Berlingske to grow their customer base.

'Under 30'

One initiative that Berlingske already is pursuing to target the Danish young adults, is offering a 50% discount rate on any subscription plan.

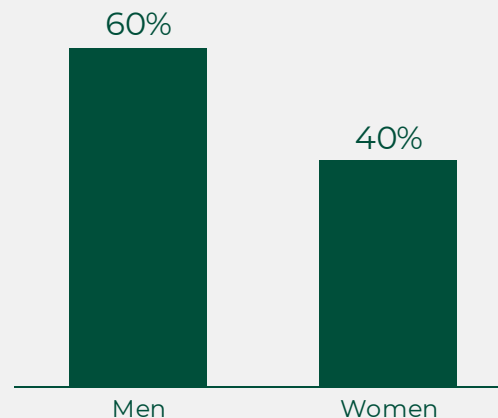
Geography (Danish Regions)

% of users at Berlingske



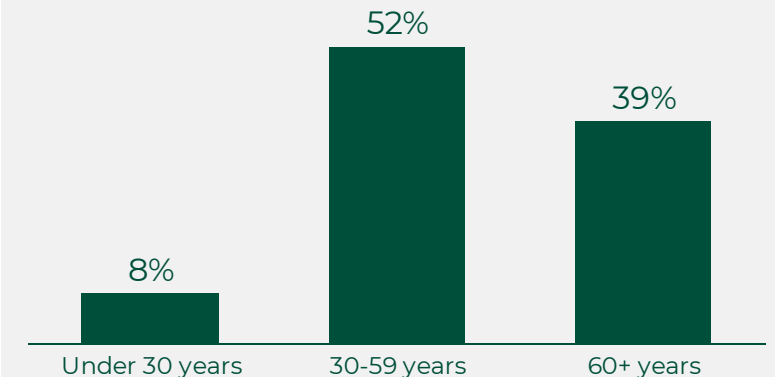
Gender

% of users at Berlingske



Age

% of users at Berlingske



A young woman with dark hair tied back, wearing large pink headphones, a light blue zip-up hoodie over a white t-shirt, and white jeans, is walking from left to right. She is carrying a brown shoulder bag and holding a smartphone in her right hand. The background is a blurred red train moving quickly, creating a sense of motion.

YOUNG DANES' MEDIA HABITS

18. DEMOGRAPHIC OVERVIEW

19. DIGITAL PREFERENCES OF MEDIA
CONSUMPTION

20. SUBSCRIPTION HABITS

DEMOGRAPHIC OVERVIEW

Having introduced the Berlingske brand, the following section will do a deep dive into the Danish media market, which has been evolving rapidly over the past decade, particularly among the 18-30-year-old demographic. In Denmark there are 1,008,000 individuals aged 18-30 – making up 17% of the Danish population. Of these, 51% are on the job market, while 44% are students.

In order to understand how Berlingske can navigate the market they operate in, this section will explore the key trends of media consumption among young Danes, delving into their preferences and behaviors. More than half of young Danish adults regularly keep themselves up-to-date on news, and 35% of this demographic are willing to pay for access to online content, such as newspapers, magazines, and podcasts.

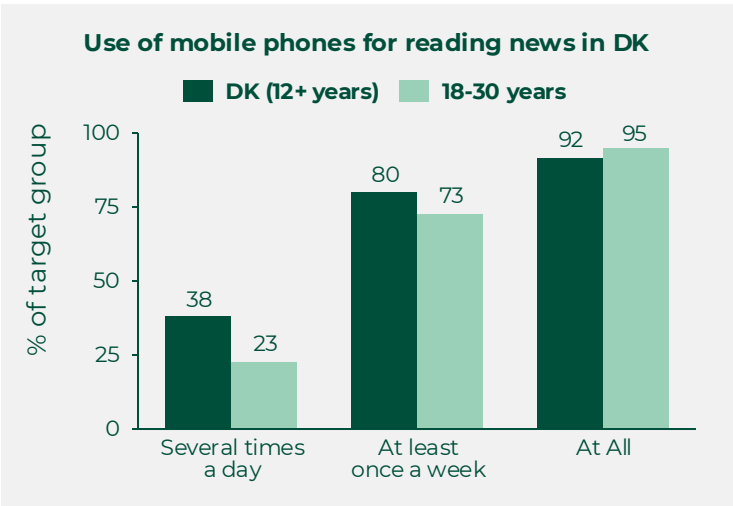
It is also important to consider the varying demographics of Danish young adults aged 18-30 and how even within this demographic, they may have differing media preferences.



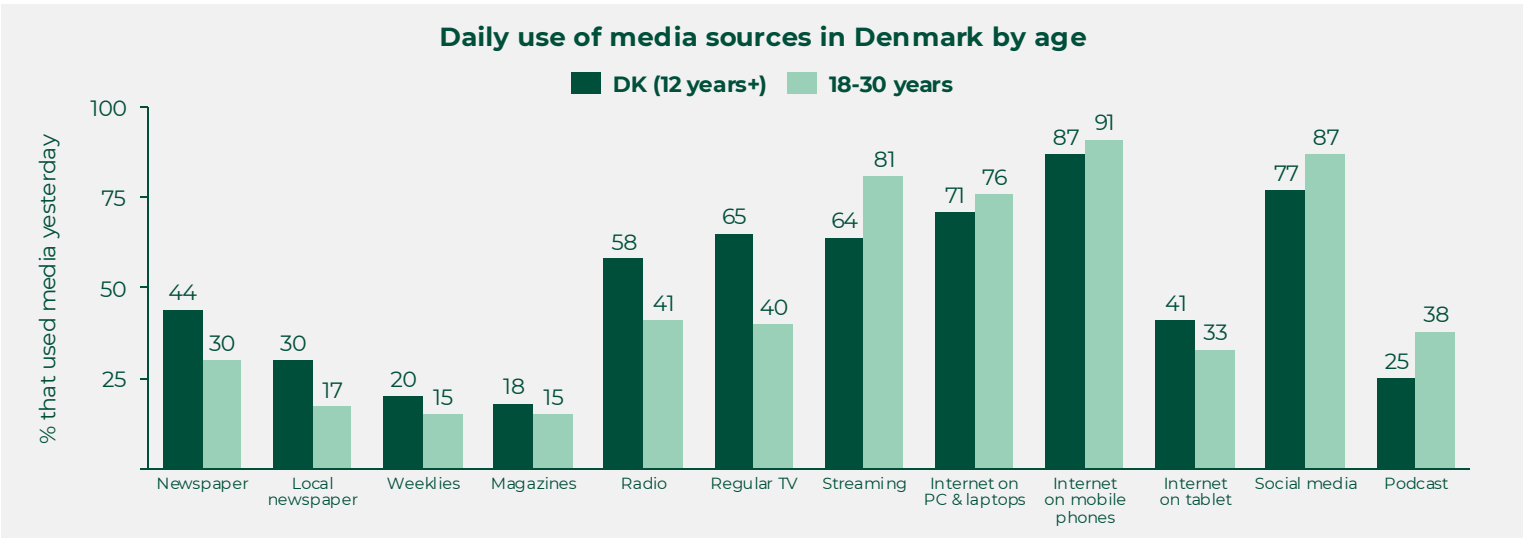
DIGITAL PREFERENCES OF MEDIA CONSUMPTION

Young adults are increasingly moving their media consumption to digital platforms, with social media playing a key role. This trend reflects Denmark's strong digital readiness as a society, with a 98% online population. In particular, Danish young adults show a strong preference for consuming news on social media, their phones, streaming services, and their PC/ laptops. This shift mirrors a broader trend in the media market, with younger audiences engaging with news in more informal, bite-sized formats. As traditional media outlets adapt, the challenge is to meet the needs of this demographic by providing timely, visually engaging, and shareable content across social media platforms. The diversification of consumption across

multiple sources and platforms indicates that younger audiences value convenience and immediacy over brand loyalty. Younger audiences are also more fragmented in their media habits, demonstrating notably lower loyalty to individual platforms compared to older generations. This demographic tends to switch between multiple sources or aggregators with a blend of several brands based on the type of content they seek, leading to higher churn rates across platforms. As younger audiences prioritize content that resonate with their interests, media companies must focus on maintaining visibility across a wide array of digital touchpoints.



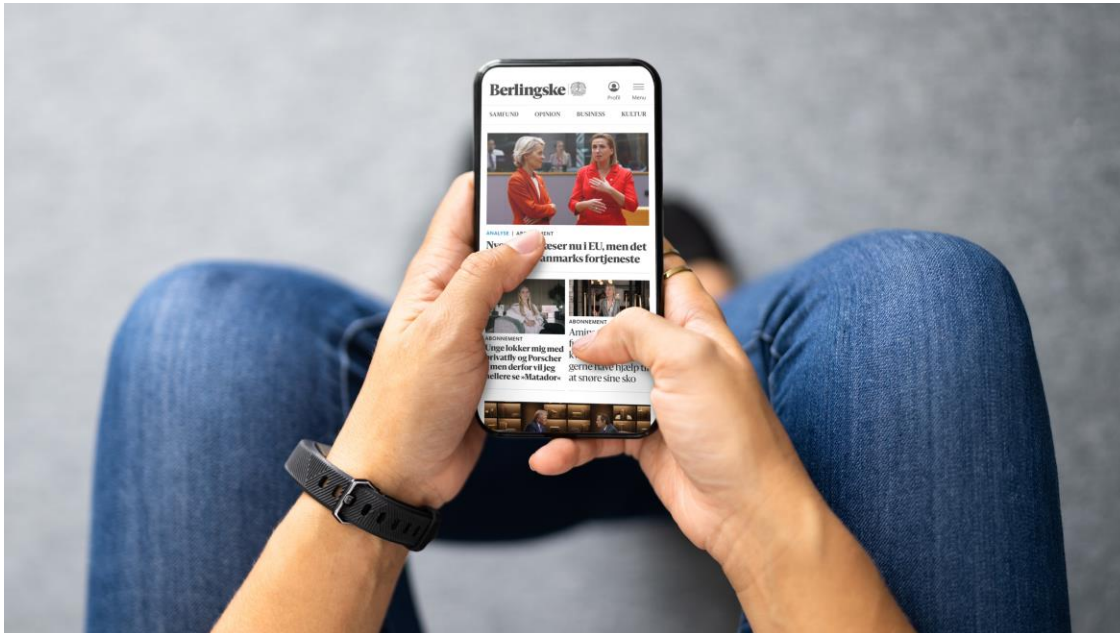
With the shift to social media, smartphone usage has become the primary means of accessing news for young adults. 95% of those aged 18-30 have accessed news on their smartphones, with nearly a quarter (23%) doing so multiple times per day. The rise of mobile-first platforms has reshaped the way media is consumed, with this demographic showing a clear preference for mobile-optimized content that can be accessed on the go. Mobile-friendly formats, including apps, notifications, and quick-read articles, are essential to keeping this age group engaged. As the market continues to shift towards mobile, understanding how young adults consume media through their phones offers valuable insights into future content strategies.



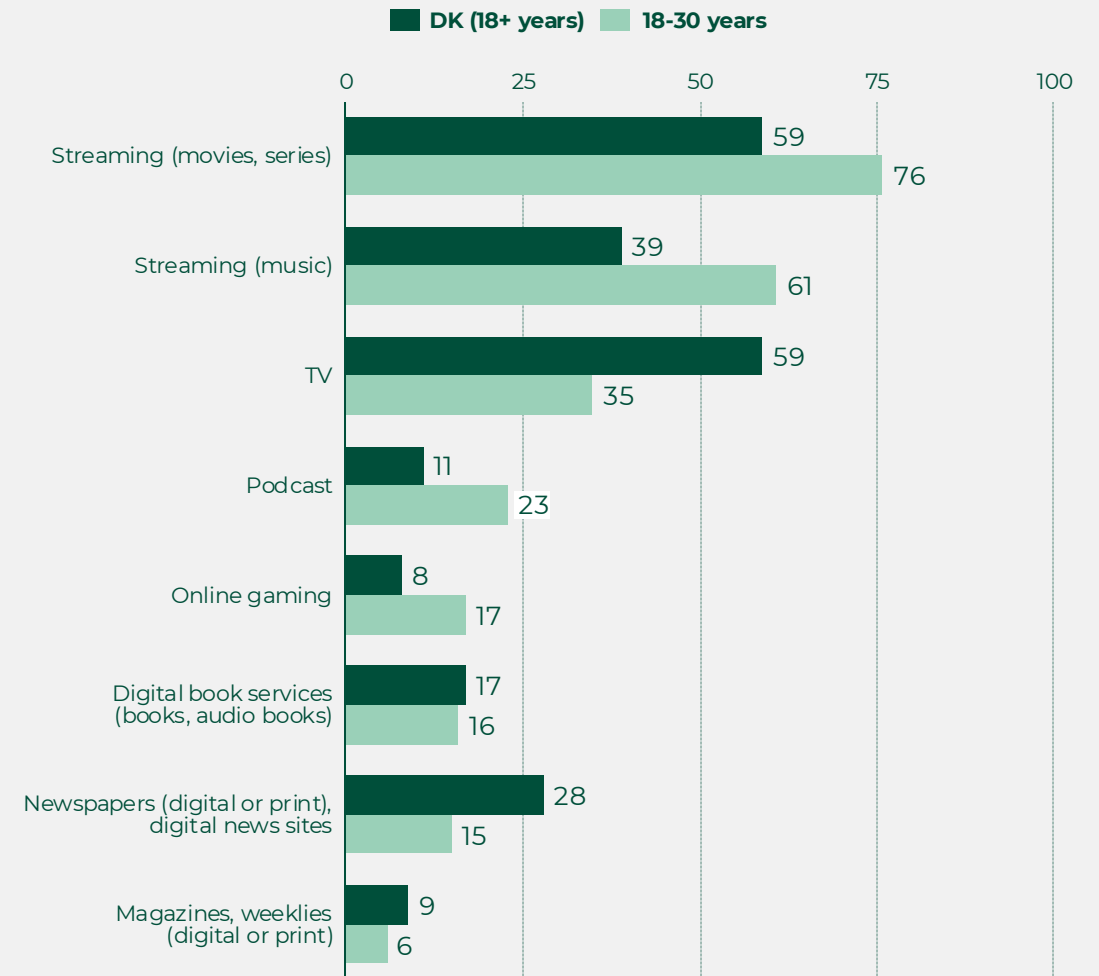
SUBSCRIPTION HABITS

A significant portion of Danish young adults (35%) are willing to pay for online content related to news, magazines, podcasts or similar media. 41% subscribe primarily for news information, while entertainment remains a key factor for 88%.

As established, Danish young adults are seeking content through various platforms and media sources. However, young adults tend to differ significantly from the overall population in their inclination to subscribe to varying types of digital content.



Fraction of age groups with subscriptions to various media forms in DK



A man with a beard and headphones is looking at his phone in front of a graffiti wall. The wall is covered in various graffiti tags and colors, including black, white, and teal. The man is wearing a dark jacket over a grey hoodie and blue jeans. A blurred figure of another person is in the foreground, partially obscuring the man.

NAVIGATING A COMPETITIVE LANDSCAPE

22. THE DANISH MEDIA MARKET
23. WILLINGNESS TO PAY
24. GLOBAL INSIGHTS INTO A
CHANGING INDUSTRY

THE DANISH MEDIA MARKET

The Danish media market is projected to reach a total value of 37 billion DKK by the end of 2024, with a growth projection of 3.46% between 2024 – 2029. Of this, 39% of total revenues will be generated via digital media by 2029. With such a thriving market, a multitude of both customer demands and industry players are present. In this market, Berlingske faces direct competition from other traditional and digital news outlets. Jyllandsposten and Politiken, both well-established media organizations in Denmark, compete for the same audience of potential subscribers. These outlets offer similar subscription models, putting additional pressure on Berlingske to provide unique value to attract and retain paying customers.

Furthermore, Denmark is home to a wide variety of free content providers, most notably public-service

broadcasters such as TV2 and DR. Even though these public broadcasters are not direct competitors of private news organizations like Berlingske, the public’s accessibility to free, high-quality content makes it increasingly hard for traditional subscription-based media outlets to incentivize consumers to pay for news.

In addition to this, Berlingske also contends with non-traditional sources of media consumption that capture the attention of younger audiences. Social media platforms, video-sharing sites, and other digital content providers, while not direct competitors in the news market, compete for the attention and time of potential news subscribers. This dual challenge – free trusted news and attention-grabbing digital platforms – creates a complex landscape for subscription-driven news models.

Glossary

Subscribers

The number of people who pay for access to the media content.

Real Users

The number of people in the audience of the media.

Visits

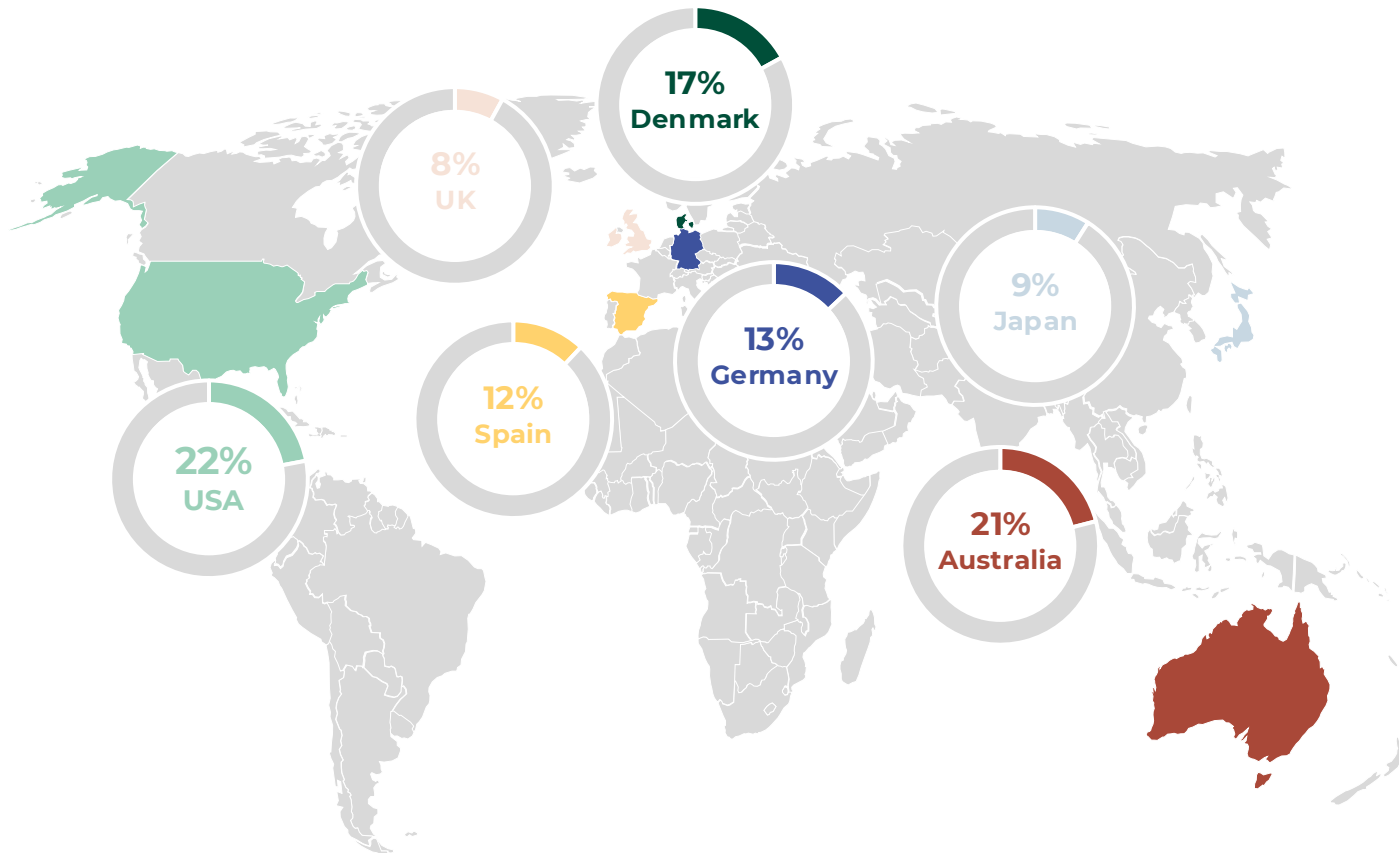
The total number of strings of views of the single medium by the single person in the audience of the given media, where consecutive views are separated by less than 30 minutes.

Views

The total number of contacts with media distinguished by the event depending on media channel.

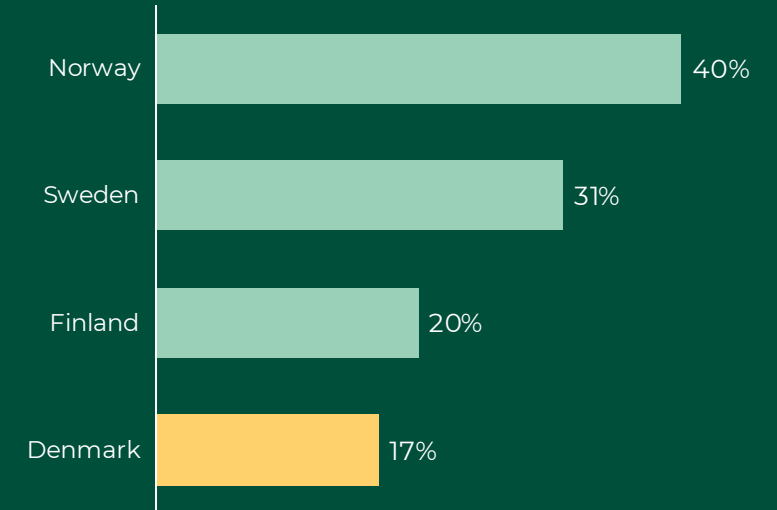
Media Brand	Age Group	Monthly Real Users	Real Users (daily average)	Monthly Visits	Visits (daily average)	Monthly Views	Views (daily average)
Berlingske	Total Population	824,448	164,282	10,219,594	340,653	42,588,969	1,419,632
	18-30 Years	66,624	9,007	473,660	15,788	1,448,330	48,278
Jyllands-Posten	Total Population	949,568	112,995	5,148,033	171,601	27,013,425	900,447
	18-30 Years	79,808	6,163	187,813	6,260	657,676	21,923
Politiken	Total Population	985,856	133,257	5,632,661	187,755	27,607,824	920,261
	18-30 Years	110,656	12,508	482,494	16,083	2,086,992	69,566

WILLINGNESS TO PAY



Source: Reuters Institute, 2024

Willingness to Pay for Digital News



Willingness to pay for news is highly dependent on the individual cultural, political, and societal landscape of a country. Danes' willingness to pay for online news has dropped by 2% in 2024 to 17%, compared to a steady rate of 19% in both 2022 and 2023.

Specifically looking at the Nordic countries, Denmark has the lowest willingness to pay. Globally, Denmark now lies in roughly the average range for a western culture. As willingness to pay evolves, recognizing what motivates Danes to pay for news is essential for Berlingske to attract more young adults.

GLOBAL INSIGHTS INTO A CHANGING INDUSTRY

With access to news being at an all time high, Berlingske also has to look outwards into the world to assess their market and competitors. The media landscape is continuously evolving, and understanding the many global trends on the rise offers a broader view of potential growth areas. The following section offers insights into current global trends; however, with a plethora of trends emerging, it is crucial to evaluate whether any align with and can support Berlingske.

The Imperative of Technical Usability and Platform Optimization

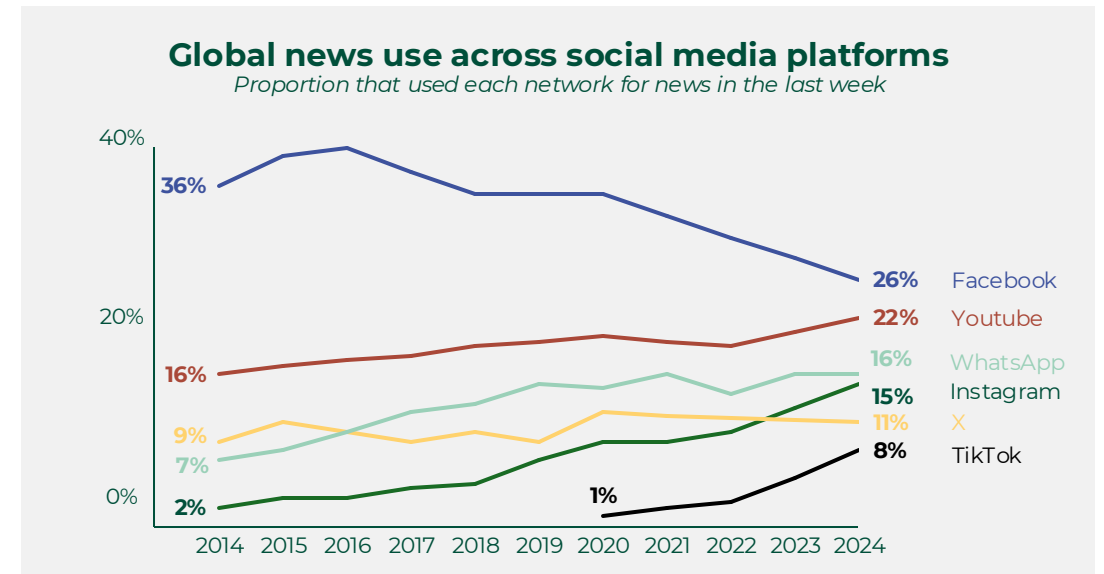
In today's fast-paced digital world, technical usability is crucial for keeping audiences engaged. Users expect seamless, fast-loading websites that work flawlessly on any device. Delays or glitches can quickly drive users away, underscoring the importance of platform optimization. Media outlets are investing heavily in improving their website speed and overall user experience. This can ensure that audiences – particularly younger ones – remain loyal and engaged. As mobile-first consumption becomes the norm, the need for intuitive, efficient interfaces is becoming more critical, shaping the future of digital media experiences. Data shows that 53% of mobile site visits are abandoned if a page takes longer than three seconds to load, emphasizing the critical role of technical performance. After optimizing its mobile site, The Washington Post reported a 23% increase in mobile traffic, demonstrating how essential technical excellence has become.





The Strategic Role of Social Media in Content Distribution

As established, social media platforms are key distribution channels for news, especially among younger audiences. News consumption is increasingly fragmented across platforms, with platforms like YouTube (31%), WhatsApp (21%), TikTok (13%), and X (10%) in global reach. Recently, TikTok has surpassed X as a news source, showcasing a demand for easily-digestible content. A study has found that videos are becoming a more important source of online news, with 66% globally accessing short news videos weekly. This evolution in news distribution will continue to influence the formats and styles of content in the digital age.



Media outlets have adapted by tailoring their content to fit each platform's style, making it more visual and bite-sized for quick consumption. For example, DR has accumulated 130,000+ subscribers on YouTube for their channel 'P3 Essensen', which is catered specifically to the younger generation.

Evolving Editorial Content to Meet Digital-First Expectations

The rise of digital-first strategies is transforming how media companies create and distribute content. Behind this trend lies a broader conversation: what does the future of journalism look like in a world where traditional formats are being overtaken by short-form videos and infographics? With the growing demand for accessible and quick-to-read articles, news platforms are shifting toward more concise and visually appealing formats, and thereby the role of storytelling itself is changing. This change caters to a fast-paced audience that consumes news on-the-go, often on mobile devices.

Some publications have successfully adapted by offering content in short, digestible formats that cater to busy, mobile-first users. For instance, The Economist's podcast "The Intelligence" attracts over 1 million weekly listeners, showcasing the growing demand for easily consumable content. Additionally, platforms like Axios have pioneered the "smart brevity" model, with articles typically under 300 words, designed for quick consumption. This invites a more strategic dialog about the future of editorial content in a fast-paced digital world.

The Rise of Gamification in Digital News

Gamification is more than a buzzword; it's a growing movement across various industries, and digital media is no exception, playing a growing role in shaping how news is consumed. By incorporating game-like elements, media companies are finding new ways to engage younger audiences. Interactive games, quizzes, and immersive storytelling foster active participation over passive consumption. As a result, news outlets experience longer engagement times and increased return visits, particularly among younger demographics who prefer dynamic, interactive content. This trend signals a potential shift in the standard features of digital news platforms – it is not just about adding “fun” to news – it's about rethinking user interaction from a behavioral psychology perspective.



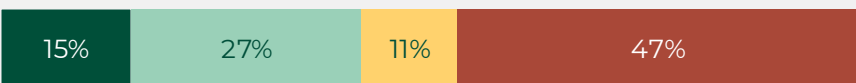


The Increasing Uncertainty with the Phenomenon of AI

Artificial Intelligence (AI) has become one of the biggest global phenomena within the last decade, with many individuals, companies, and industries using the technology to optimize their everyday lives. One in three Danes are comfortable with and use AI.

European comfortability with AI-produced news

Mostly AI with some human oversight



Mostly human with some help from AI



Comfortable Neither/nor Don't know Uncomfortable

AI has the potential to revolutionize how news is produced and consumed, but it also presents significant ethical dilemmas, such as use of AI without understanding the full extent of its capabilities. When looking at the media industry, there is still a large distrust in AI in generating or being associated with news, especially when considering sensitive topics. For example, only 23% in the USA and 10% in the UK are comfortable with AI-generated media.

Considering ethical, legal, and moral restrictions on AI is even more important in the media industry. Being an established and trusted media house, navigating the AI landscape can be tricky for Berlingske, and must be done very carefully.

CLOSING REMARKS

29. CLOSING REMARKS



CLOSING REMARKS

Berlingske Media and their Berlingske brand are dedicated to growing with their consumers and meeting their needs where they are. Young consumers are growing up in a globalized, digital age where news is accessible instantly and have increasing standards and expectations from their news providers. To ensure an enduring presence within this demographic, Berlingske must understand and cater to the distinct characteristics and needs of this audience, leveraging its strengths to meet the challenges and opportunities of a dynamic and competitive market.

With this, it will now be up to you and your team to propose your solution as to how Berlingske can engage young Danes with their media. Both senior executives from Berlingske Media, jury members from across Denmark, and the entire organizing committee of CBS Case Competition look very much forward to hearing about and considering your solutions and presentations. As this is one of the top priorities of Berlingske, which is being dealt with right now, your proposals will play a vital part in the strategic considerations going forward. As you start your work on this case, keep in mind the complexity of balancing their core values with contemporary and innovative ideas.

A woman with long brown hair, wearing a white t-shirt and a long tan trench coat, is sitting on a dark wooden park bench. She is looking down at a white smartphone in her hands. In the foreground, the legs and arms of two people are blurred, suggesting they are walking past the camera. The background shows a green lawn, trees, and a white building with many windows.

APPENDIX

- 31. BERLINGSKE MEDIA'S TIMELINE
- 32. BERLINGSKE MEDIA'S ORGANIZATIONAL CHART
- 33. BERLINGSKE'S EXTENDED USER PROFILE
- 34. BERLINGSKE MEDIA'S INCOME STATEMENT
- 35. REVENUE DISTRIBUTION AMONGST BRANDS

BERLINGSKE MEDIA'S TIMELINE



1749 – Where it All Began

On January 3rd, Ernst Henrich Berling published the first issue of Berlingske. The newspaper focuses on Copenhagen, covering business, the royal court, diplomacy, regulations, and notable names. All content was carefully censored by the university, government officials, and police commissioners.

1901 – The Free Responsible Press

The 1849 Constitution brought press freedom, yet Berlingske remained the government's official news outlet. It wasn't until the political shift in 1901 that the newspaper gained full independence - and attracted even more readers.

1948 – Editor's Declaration

This is when Berlingske Media adopted our editor's declaration. It serves as the foundation of all the house's publications, expressing the owners' commitment to defending freedom of speech and ensuring the editorial independence of the house editors.

2018 - The one who knows most, earns most

Berlingske Media acquires Euroinvestor, Denmark's leading independent site for investors, and welcomes it with news and data about stocks and markets.

1765 - Welcome Home

The company moved from Store Kannikestræde, first to Klareboderne and since then to Pilestræde, where Berlingske Media is still located today.

1916 - The Rise of B.T.

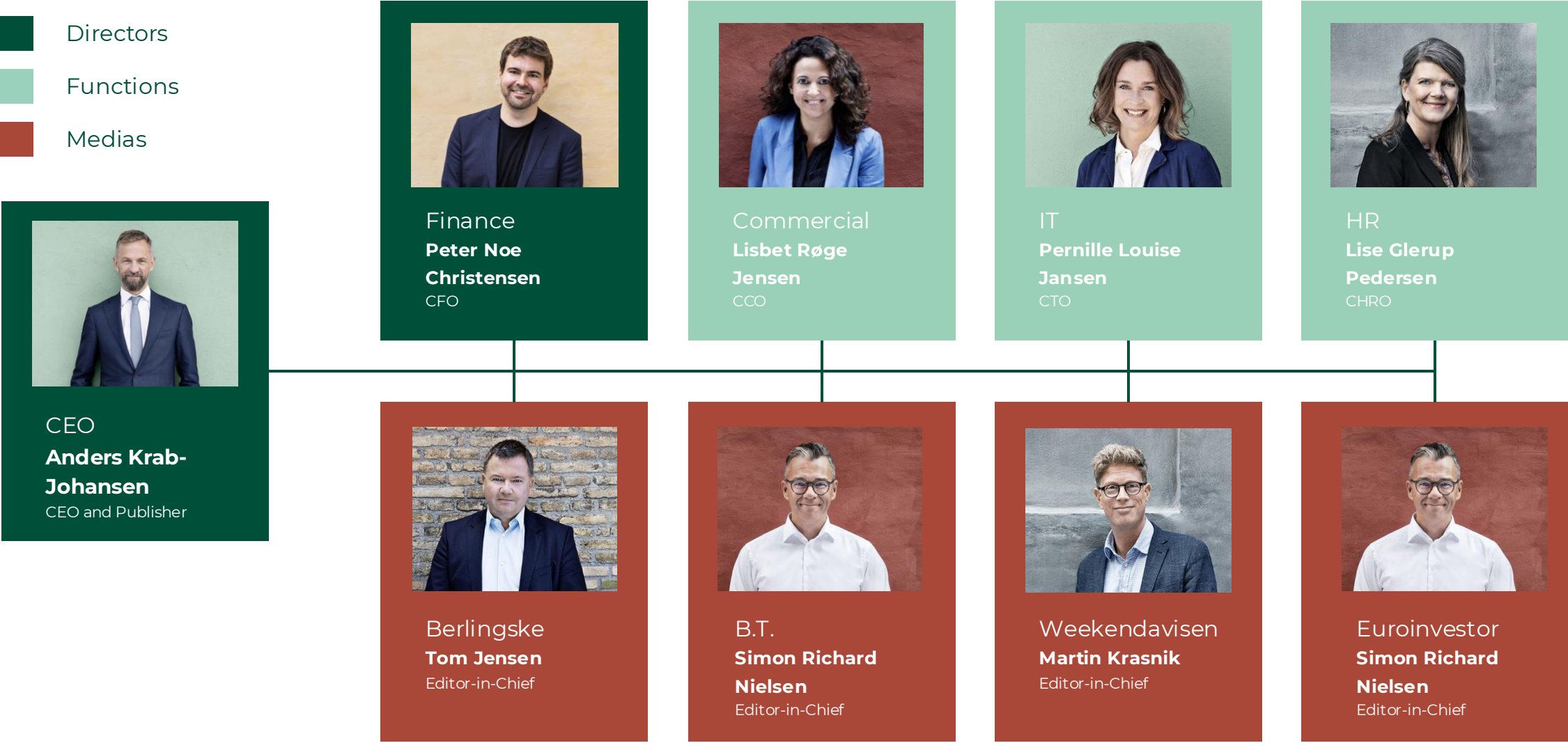
The tabloid newspaper B.T. hits the streets with Henry Hellssen at the forefront. A light and highly news-focused morning paper for the people of Copenhagen.

1971 - Less Evening, More Weekend

The rise of television and reduced postal delivery marks the end for Berlingske's evening newspaper. In its place, we get Weekendavisen, an independent newspaper offering in-depth coverage presented in a quality format, just as we know it today.

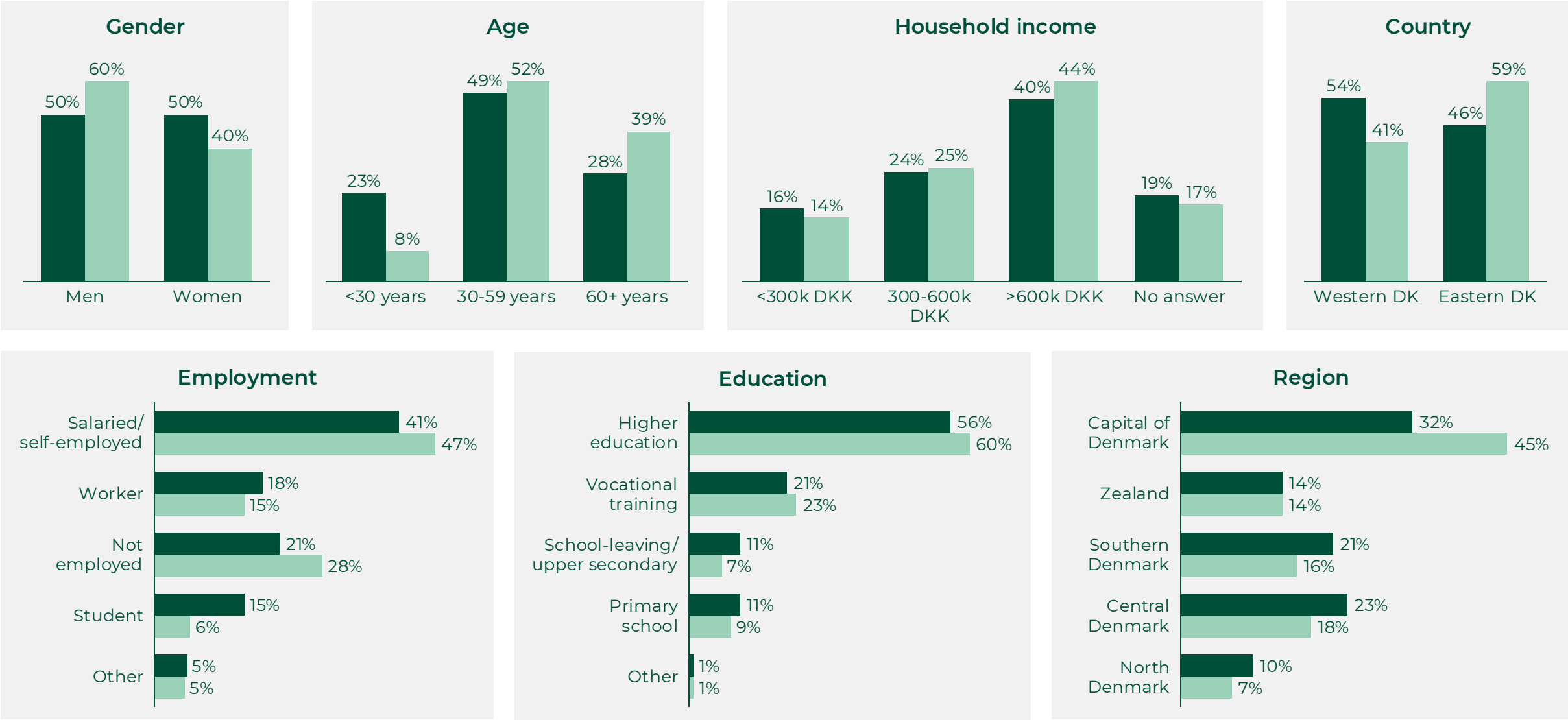
BERLINGSKE MEDIA'S ORGANIZATIONAL CHART

- Directors
- Functions
- Medias



BERLINGSKE'S EXTENDED USER PROFILE

■ All DK (online, 15+ years) ■ Berlingske.dk



BERLINGSKE MEDIA'S INCOME STATEMENT

Table 1: Berlingske Media income statements from 2022-2023 (tDKK)

	2023	2022
Revenue	635,525	730,687
Other Operating Income	134,705	156,195
Cost of Goods and Services Sold	-184,493	-211,512
Other External Expenses	-174,462	-193,956
Gross Profit	411,275	481,414
Staff Expenses	-369,306	-377,801
Profit/loss before amortisation/depreciation and impairment losses	41,969	103,613
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	-27,794	-30,812
Profit/loss before net financials	14,175	72,801
Income from associates	14,319	3,456
Financial Income	17,088	5,601
Financial Expenses	-2,479	-2,029
Profit/loss before tax	43,103	79,829
Tax on profit/loss for the year	-7,197	-896
Profit/loss for the year	35,906	78,933

REVENUE DISTRIBUTION AMONGST BRANDS



Table 2: Revenue distribution amongst brands (tDKK)

	2023	2022
Berlingske	386,470	399,277
Weekendavisen	122,738	122,221
B.T.	112,831	194,901
Other	13,486	14,288
Group Total	635,525	730,687