

A photograph of a modern building facade with large glass windows and a dark, slatted upper section. The building is identified by a large green sign that reads "BERLINGSKE MEDIA". The sign is mounted on the dark slatted section. The windows are multi-paned and reflect the surrounding environment. The overall tone of the image is professional and modern.

Breaking News: Berlinske Captures New Young Audience

Team CRAK

Berlingske



Executive Summary

Case Ask: How can Berlingske evolve its digital offering to better engage and retain users aged 18-30?



A successful solution should:

- 1. Increase annual revenue by 5M DKK
- 2. Focus on Berlingske as a news source
- 3. Respect Berlingske’s core principles

Our analysis identifies:

Five principles to attract a young adult audience:

- Easily digestible
- Curated content
- Community driven
- Daily integration
- Low-cost access

The path forward for Berlingske requires these principles.

The solution:

Dagens Trifecta

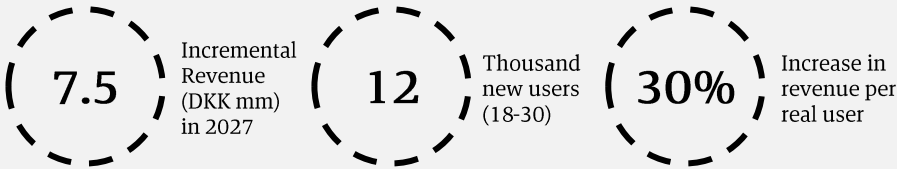
Integrous AI-generated daily podcasts based on your news interests.

Berlingske Community

Innovating Berlingske’s current digital space to cultivate intellectual discussions around its media.



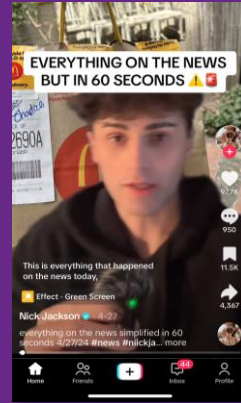
Which will be seen through:



Danish young adults aged 18-30 are not actively seeking out news in traditional ways

95% of adults aged 18-30 consume news on a mobile phone...

... but only 1/5 identify news websites or apps as their main source



Content is short and engaging, capturing short attention spans

50% of users find videos stressful if they are over 1 minute

Podcasts are growing at 7.85% YoY, with daily news podcasts at the forefront



The Daily, a daily news podcast by the Wall Street Journal has 4 million downloads per day



Genstart, a daily 20-minute podcast by Danish Broadcasting has 450,000+ young listeners everyday

80-90% of social media users see news-related content when browsing

>> *What does it look like?*



Content is intercepted into social media feeds as regular photos or videos



People like to actively engage with each other and share opinions through comments or posting their own content

What are the core concepts of success for a non-traditional method of news consumption?

Sources: Reuters, PEW Institute

The attractiveness of modern news consumption methods can be distilled to five principles

EVIDENCE



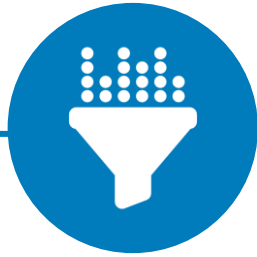
Easily Digestible

Content is fast-paced, enjoyable, and easy to understand

44% of the Danish population uses short form online news video weekly

“News is important, but it's often so negative that I sometimes avoid it

→ Engagement can be achieved by enjoyability



Curated Content

Personalized recommendations are tablestakes

75% of business leaders agree that personalization is table stakes for digital experiences

All the most popular social media platforms (Facebook, Instagram, TikTok, X, etc.) are algorithm-based



Community-Driven

News consumers like to commentate and share opinions

76% of young people participate in an online community

Social media platforms have options to post and share reactions, which increase engagement with content



Daily Integration

News is integrated seamlessly throughout the day

“I don't go on Instagram to look for news, but if something pops up, I'll check it out.

→ Consumers are often intercepted with news in their normal routines

Many podcasts are tailored to the length of a daily commute



Low-Cost Access

Common news sources have no incremental fees

“I would use [a news platform] but it needs a subscription that I couldn't care less for

90% of Nordics have used 1+ listening streaming service in the past year, which gives access to news podcasts

Social media provides news for free

Sources: Global Web Index, Twilio, Statista

Berlingske's digital offerings must follow the principles, but its core value is still relevant

Berlingske isn't currently attracting many young people because it lacks these principles...



Easily Digestible

Most content on Berlingske is long-form articles or podcasts with a very serious tone



Curated Content

Content recommendations are not personalized, but even direct competitors (e.g., Politiken) have some content curation



Community-Driven

Berlingske lacks commentary and sharing tactics that spur interest in news among young people



Daily Integration

Content on Berlingske must be actively sought out



Low-Cost Access

Even with the Under 30 50% discount, the pay wall deters people who can get free news elsewhere

... but its core value proposition is missing from other news sources, but young people still value

“

What I don't like about [most news sources] is them trying to push their own political stance or view too much. Trying to convince someone to adopt their own beliefs.

85%

of people worry about online disinformation



Berlingske can fill the missing piece of reliable news through its independent and trustworthy journalism

Introducing

Dagens Trifecta

A daily curated 3-article podcast powered by AI



Berlingske will become an industry innovator with Dagens Trifecta



Dagens Trifecta

is a daily podcast that gives you three news articles of-the-day, conveniently curated into a 2-10 minute podcast

How will it be generated?



Log-In
Or create an account



Input your preferences
(listening time, interests)



Listen to daily news
Curated just for you



Provide feedback
For further personalization

Who will be able to access it?



Any Berlingske subscriber gets access to **ad-free Dagens Trifecta**. Digital Plus and Combi users also get podcast access on demand. *With access to all articles, podcasts are curated more accurately*

Free Users

Anyone with an account can listen to **Dagens Trifecta for free with ad interruptions**. *With limited access to free articles, podcasts are not curated as precisely*



Case Study: Netflix

Netflix has introduced a Basic ad-supported plan to capture low WTP consumers and increase user base



Principles Addressed:



Dagens Trifecta will be powered by a partnership with NotebookLM and an algorithm



+

Recommendation Algorithm

AI podcast tool that can turn **any article or document** into an **engaging podcast**

Recommendation system that **learns user behaviour and preferences** over time

Benefits



Instant Insights

Podcast transcript in seconds



Cost-Effective

0.5 DKK per word



Realistic

Sounds like two people having a conversation



Closed-Loop

Curated only from Berlingske articles, ensuring data integrity

Inputs



User Inputs

Initial preferences and optional post-podcast ratings

Rate the article selection



Rate today's podcast overall



User Behaviour

Listening time per article, pauses, shares, comments, etc.

NotebookLM Technology in Action:

The algorithm included this article in the Dagens Trifecta...



SAMFUND

Medlemmer følger sig »snigløbet« i Enhedslisten-fraktion. Nu melder de sig ud efter intern uro

Here's how NotebookLM turned it into a podcast...

...Well, we're looking at this article about some major turmoil within Denmark's Red Green Alliance.

Ok, the Red Green Alliance, that's a pretty influential party, right?

I mean, at least in terms of like, you know, parliamentary seats and stuff.

Yeah, exactly. I mean, they've got a decent chunk of seats in parliament. They're known for being pretty vocal about social justice and environmental issues.

Right, right.

But it seems like they're having some serious internal disagreements...

Click here to listen to an example!



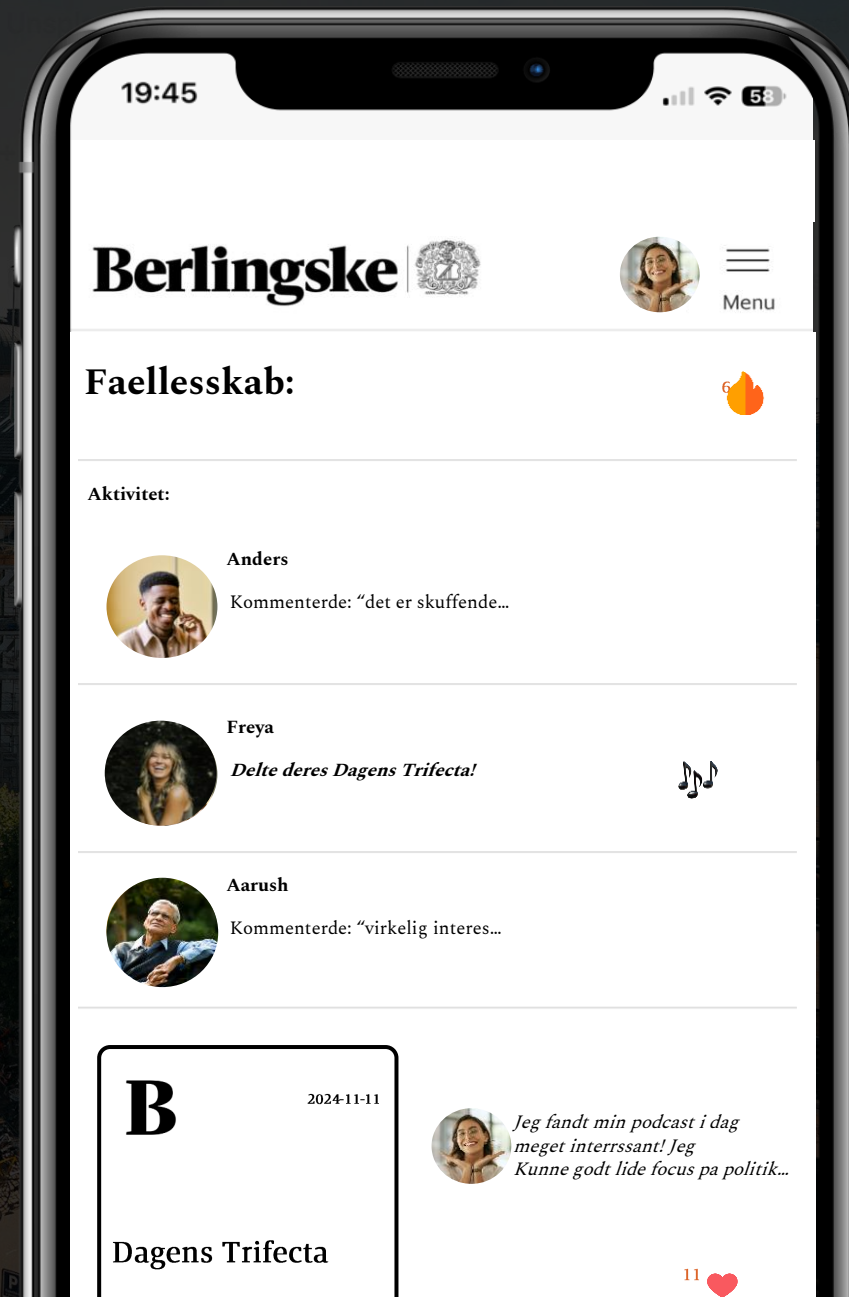
Principles Addressed:



Introducing

Berlingske Community

Prompting discussion through sharing
perspectives



Berlingske has the opportunity to build a discussion around their news



Berlingske's current offerings are missing a sense of **community**.

Vision

We aren't stopping at the Dagens Trifecta, we understand that younger adults seek **discussion** in their news journey.

76%

of young adults actively participate in **online communities**.

Sharing

After listening to their Dagens Trifecta, users can **add a comment** and share it to their friends!
Users can read updates on **what news their friends are reading** and what they are thinking about it.
Listening daily consecutively earns you a **streak**.

Case Study:
Snapchat & TikTok



Snapchat and TikTok both have **streak** features integrated in their messaging, successfully encouraging daily use.



Visibility

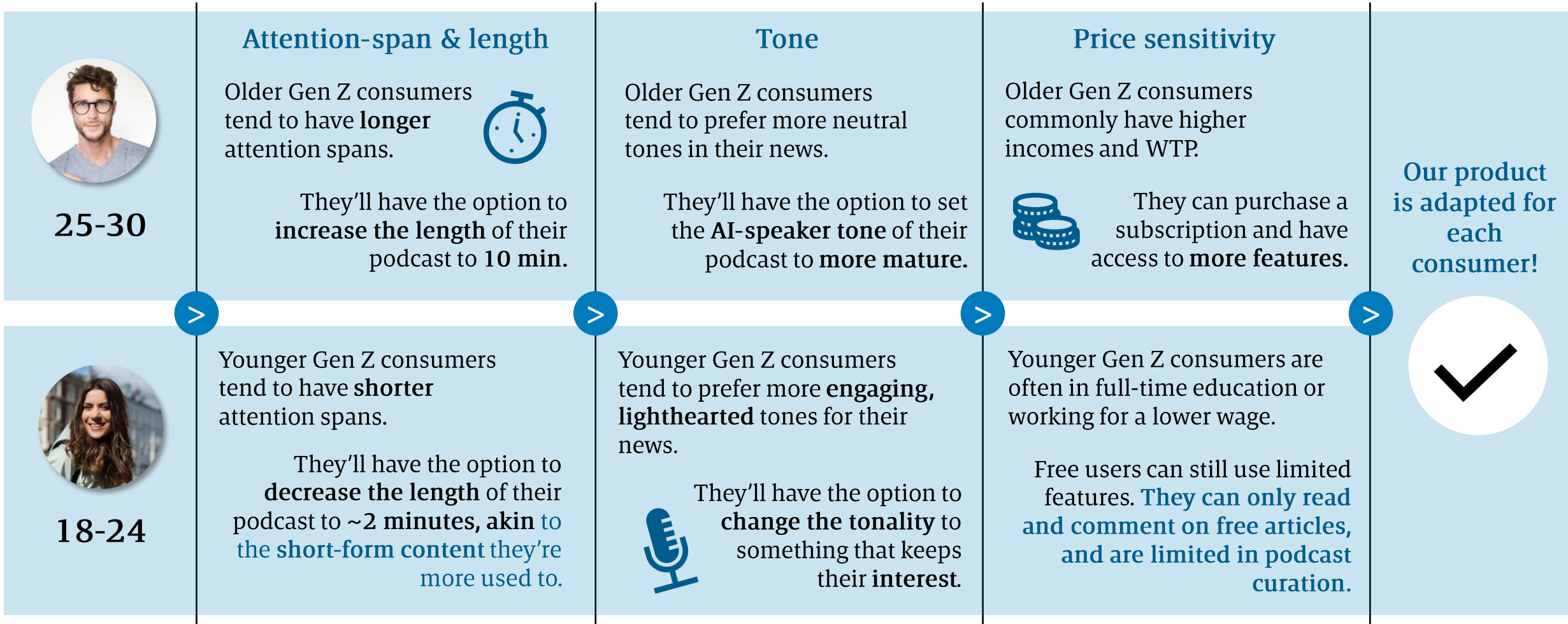
Berlingske should also offer an *iPhone widget*, a feature that enables information at a glance on user's **lockscreens**, to increase the visibility of Berlingske communities and make it the **primary medium for news for young adults**.

Principles Addressed:



Because the podcast is personalized, it adapts to fit different segments of 18-30 year olds

One must acknowledge that within the 18-30 age group, there still is **variance in preferences**.



This solution takes care of all five of the key principles to attract young adults

Dagens Trifecta

Podcast



Which of the 5 key principles does it hit?



Easily digestible:

Podcasts are more suited to the average young adult's learning style



Curated content:

Our innovative AI and algorithm integration will match consumers with targeted content



Daily integration:

Podcasts are generated daily, gamified with the addition of streaks to become part of users' daily routines



Low cost access:

Non-paid members can still have podcasts generated for them, however, less curated than their premium peers



Berlingske

Community

Which of the 5 key principles does it hit?



Daily integration:

Users are encouraged to open the app daily to comment on their podcast, and through features such as the widgets



Low cost access:

Non-paid members can still read and comment on free articles, however, they can't see paid content until subscribing



Community driven:

The community drives the new discussion fostered around intellectual discourse around Berlingske media and content

Case Study: Letterboxd

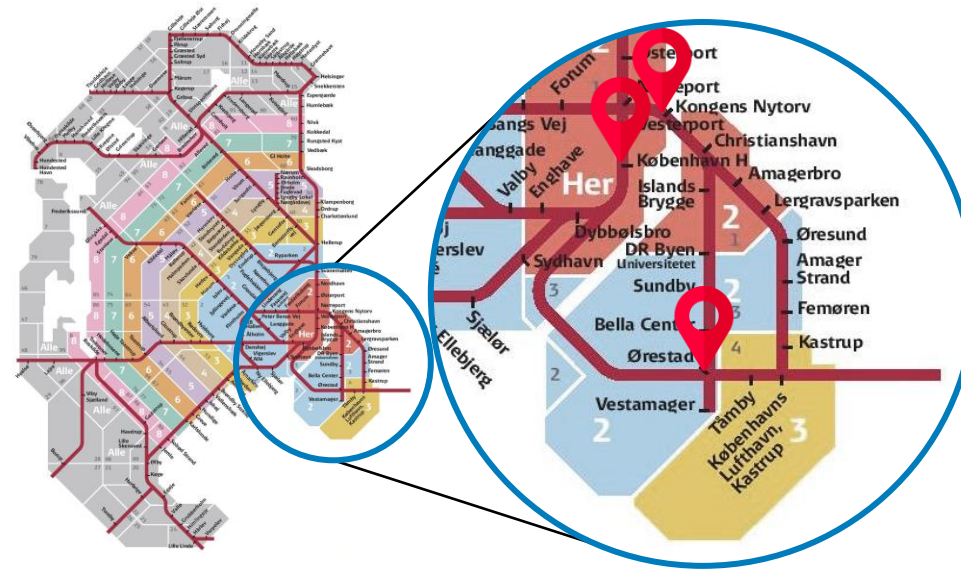
Letterboxd has bloomed in popularity amongst young adults as a space to write intellectual reviews of recently viewed movies, akin to Berlingske's future comments for Dagens Trifecta and other articles



The News that Speaks to You campaign will attract young people to Dagens Trifecta



The News that Speaks to You advertising campaign implemented in various channels where young adults might listen to the podcast



Public Locations

Bike Racks

Major business intersections

Public transit stations

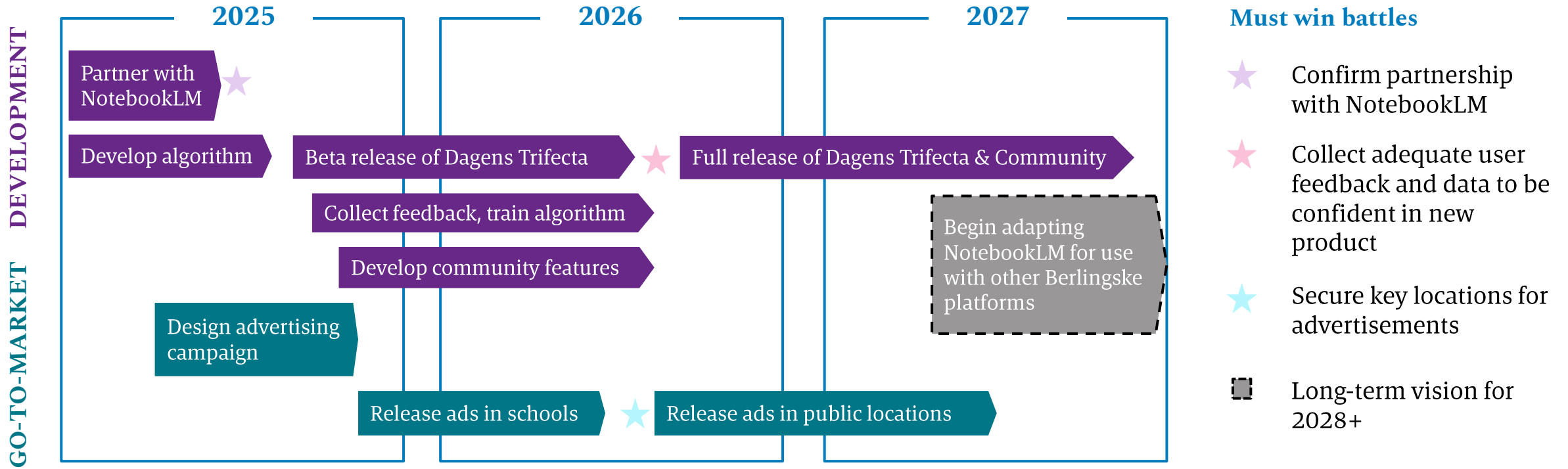
Universities

Outside of classrooms
School newsletters



Some students will be easily converted given existing Berlingske subscription provided through their universities

Dagens Trifecta uses a test-and-learn approach to ensure a successful product launch



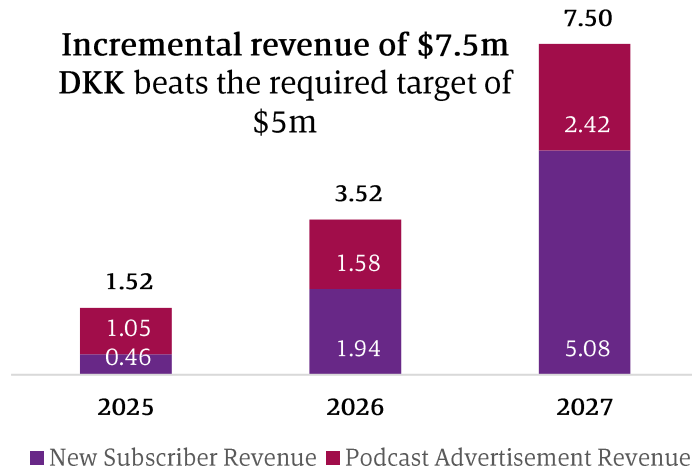
Risks and Mitigations

Most Severe ↑	1	Low consumer trust in AI tools	➤	Communicate NotebookLM's data security measures / closed loop data model
	2	Competitor copycats for AI podcast concept	➤	Develop exclusive partnership with Notebook LM to protect technology
Least Severe ↓	3	Alienation of longstanding older audience	➤	Add option to hide new features, maintain existing content quality standards

Dagens Trifecta adds over 7.5m in revenue and introduces 12,00 new young adult users

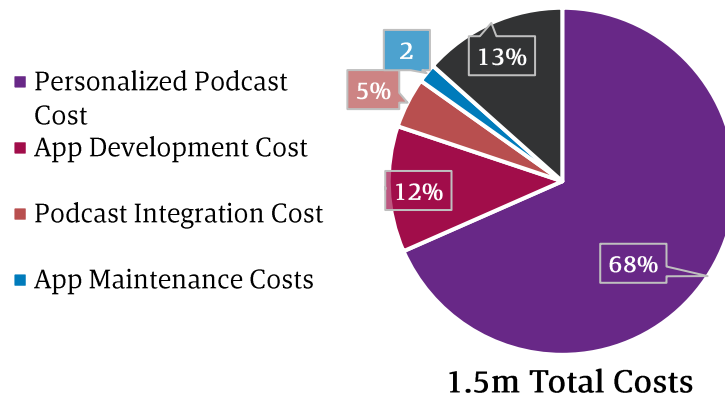
Incremental Revenue by Segment

In millions DKK

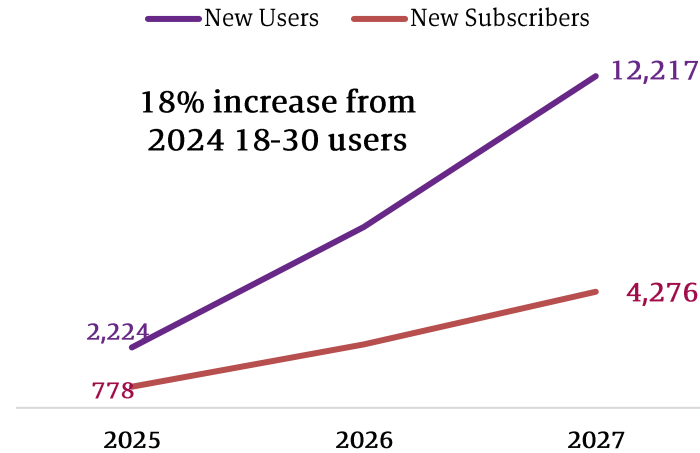


2025 Project Implementation Costs

In millions DKK

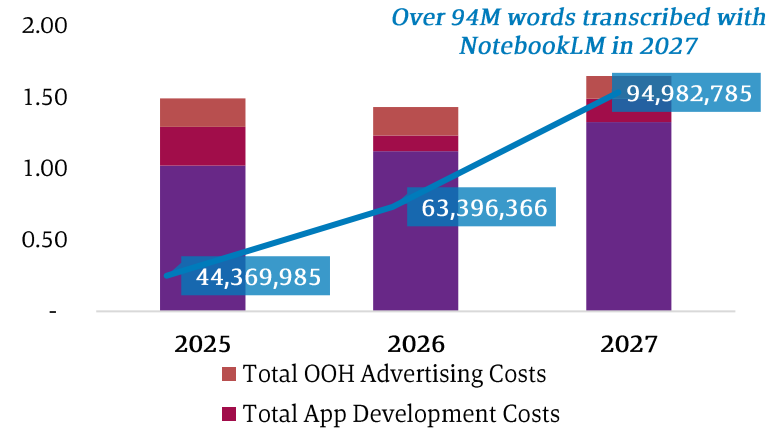


New 18-30 Users and Subscribers



Implementation Costs and Words Transcribed

In millions DKK



Key Assumptions

#1

5% Conversion Rate from Total Addressable Market to Real Users by 2027

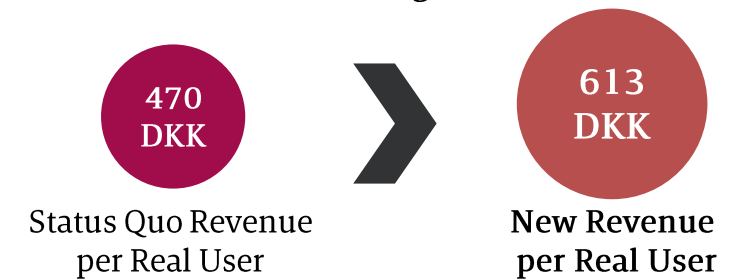
#2

0.11 DKK per 1000 words transcribed as per industry standard Eleven Labs pricing model

#3

300 DKK in revenue for every 5,000 listeners to a 30 second podcast advertisement

More revenue per user while the user base grows



Breaking News: Berlingske Captures New Young Audience



- ✓ Easily digestible 7.5M Incremental Revenue (DKK) in 2027
- ✓ Curated content
- ✓ Community driven 12K New users (aged 18-30)
- ✓ Daily integration
- ✓ Low-cost access 30% Increase in revenue per real user

APPENDIX

Financial Appendices

Revenue		2024	2025	2026	2027	Source
Revenue Build						
Total Denmark Population	000s	5,988.6	6,030.5	6,072.8	6,115.3	World Bank
Growth Rate %	%	0.70%	0.70%	0.70%	0.70%	World Bank
% of danish people 18-30	%	17%	17%	17%	17%	Case
Danish People 18-30	000s	1,018.1	1,025.2	1,032.4	1,039.6	
% who read the news online at least once a week	%	73%	73%	73%	73%	Case
People who read the news online	000s	743.2	748.4	753.6	758.9	
% of people who listen to podcasts	%	38%	38%	38%	38%	Case
People who listen to podcasts	000s	282.4	284.4	286.4	288.4	
% Comfortable with some AI use	%	63%	63%	63%	63%	Case
People Comfortable with some AI use	000s	177.9	179.2	180.4	181.7	
Less: Current Berlingske Monthly 18-30 Users	000s	(66.6)	(68.0)	(69.3)	(70.7)	
Total Attainable New users	000s	111.3	111.2	111.1	111.0	
Conversion Rate	%	0%	2%	4%	5%	
Total New Real Users	000s	0.0	2.2	6.7	12.2	
Subscribers						
% of Users who are willing to pay	%	35%	35%	35%	35%	Case
New Real Users who will subscribe	000s	0.0	0.8	2.3	4.3	
Total New Real Users who will subscribe	000s	0.0	0.8	2.3	4.3	
Subscription Revenue						
Subscription Revenue per month user	#	99.0	99.0	99.0	99.0	
Podcast Roll-Out %	%		50%	70%	100%	
Total New Annual Subscription Revenue	000s	0.0	462.4	1,940.9	5,080.0	
				320%	162%	
Advertising Revenue						
Revenue per 5,000 listens for a 30sec Ad	000s		0.3	0.3	0.3	WebFX
New Non-Subscribers	000s		1.4	4.3	7.9	
Existing Non-subscribers	000s		59.7	60.9	62.1	
Total Non-Subscribers	000s		61.2	65.2	70.1	
Revenue per 30sec Ad	000s		3.9	4.1	4.4	
Ads per day	#		3.0	3.0	3.0	
Days per year	#		365.0	365.0	365.0	
% Average daily listens	%		50%	50%	50%	
Podcast Roll-Out %	%		50%	70%	100%	
Total Annual Ad Revenue	000s		1,054.8	1,575.3	2,416.8	
				49%	53%	
Total Incremental Revenue	000s		1,517.2	3,516.1	7,496.8	
				132%	113%	
Current Berlingske Users						
Total Monthly Real Users	000s	824.4	840.9	857.8	874.9	Case
Growth rate	%	2%	2%	2%	2%	
% 18-30	%	8%	8%	8%	8%	
Berlingske 18-30 Monthly Users	000s	66.6	68.0	69.3	70.7	Case
Future Berlingske Users						
Berlingske Monthly Subscribers	000s	100	102.0	104.0	106.1	Case
% of Total Real Users who are subscribed	%	12%	12%	12%	12%	
Estimate Berlingske 18-30 Users who are subscribed	000s	8.1	8.2	8.4	8.6	

Expenses		2025	2026	2027	Source
Partnership with NotebookLM					
Price per 1000 words	#	0.11	0.11	0.11	EllevenLabs
Average thousand words per article	000s	1.0	1.0	1.0	
Average articles per day	#	25.4	28.0	33.1	NYT Proxy
Days in the year	#	365	365	365	
Additional 1000 words per person	000s	1.0	1.0	1.0	
Total Podcast Listeners	000s	35.1	53.2	82.9	
Additional Costs	000s	0.0	0.1	0.1	
Total Personalized Podcast Cost	000s	1,020.8	1,122.8	1,327.0	
App Development					
Podcast Roll-Out %	%	50%	70%	100%	
Development Cost	#	350,315.5	350,315.5	350,315.5	Business of Apps
Development Cost per Year	#	175,157.7	70,063.1	105,094.6	
Podcast Roll-Out %	%	50%	70%	100%	
Podcast Integration Cost	#	140,140.0	140,140.0	140,140.0	Business of Apps
Podcast Integration Cost per Year	#	70,070.0	28,028.0	42,042.0	
Maintenance Costs as % of Development	%	15%	15%	15%	Space-O technologies
Maintenance Costs	#	26,273.7	10,509.5	15,764.2	
Total App Development Costs	000s	271.5	108.6	162.9	
Marketing					
Copenhagen Cost per Bus Stop Ad	#	2,656.0	2,656.0	2,656.0	Billboard Advertising
# of Bus Stop Ads	#	30.0	30.0	20.0	
Total Bus Stop Ad Costs	#	79,680.0	79,680.0	53,120.0	
Copenhagen Cost per Bike Rack Ad	#	1530.94	1530.94	1530.94	Billboard Advertising
# of Bike Rack Ads	#	50.0	50.0	50.0	
Total Bike Rack Ad Costs	#	76,547.0	76,547.0	76,547.0	
Copenhagen Cost per Billboard	#	2,926.6	2,926.6	2,926.6	Billboard Advertising
# of Billboards	#	15.0	15.0	10.0	
Total Billboard Costs	#	43,898.9	43,898.9	29,265.9	
Total OOH Advertising Costs	000s	200.1	200.1	158.9	
Total Incremental Costs					
		1,492.4	1,431.6	1,648.8	

Profit Schedule	2025	2026	2027
Total Incremental Revenue	1,517.2	3,516.1	7,496.8
Total Incremental Costs	1,492.4	1,431.6	1,648.8
Total Incremental Profit	24.8	2,084.6	5,847.9

		Subscription Pricing							
		25	50	75	99	150	200	250	300
Conversion Rate	2027	2.5%	3,346.1	4,337.6	5,329.1	6,280.9	8,303.6	10,286.6	12,269.5
	5%	3,699.6	4,982.4	6,265.3	7,496.8	10,113.7	12,679.3	15,245.0	17,810.6
	7.5%	4,053.1	5,627.3	7,201.4	8,712.6	11,923.8	15,072.1	18,220.4	21,368.7