



Berlingske



Redefining the News Experience:

Capturing the attention of young Danish adults

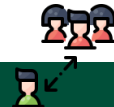


SITUATION ANALYSIS

Consumers experience information overload; can't process the information



Increased competition with social media for viewership



Current form of receiving news is isolating and lack of a community

KEY QUESTION

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?

RECOMMENDATION

Berlingske App 2.0

Through app optimization, bridging the gap between young adult needs and Berlingske offerings

IMPACT



5.43 Million DKK additional revenue by 2027



+5,500 New 18-30 yr Subscribers



Net Positive Project Cash Flow by 2nd year

Berlingske must leverage its strengths to stay competitive amongst young adults



Strengths of Berlingske



Historical Reputation:

- One of Denmark's oldest and most respected news media
- Well known and should continue uphold its brand image



Quality Journalism:

- Trustworthy and reliable fact-based journalism
- Readers seek for unbiased and high-quality journalism on complex issues



Digital-ready

- Full digital presence on website and mobile platforms
- Able to capitalize on and quickly respond to digital trends; readers are receptive to changes



Multimedia coverage

- Podcasts, newsletters, events
- Strive to engage audience with more forms of Berlingske media

A decline in young adult readership

Berlingske 

Delivering quality journalism in formats that fit the modern consumer's lifestyle preferences

824,448

Berlingske Monthly Real Users

8%

Berlingske users between 18-30 years old



Meet ... Anna



22 years old
University student
Greater Copenhagen region

*I don't have a habit of reading the news but usually come across them on social media².
When I do read, I look for what is important to know but also fun to know¹.*

Anna is representative of the Danish young adult population, who value both the inward and outwards role of news:

Inwards (...Me)

- 1 Learning:** a desire to broaden horizons through reading news
- 2 Entertainment:** To feel inspired, enjoy creativity, and as a pastime



Young adults

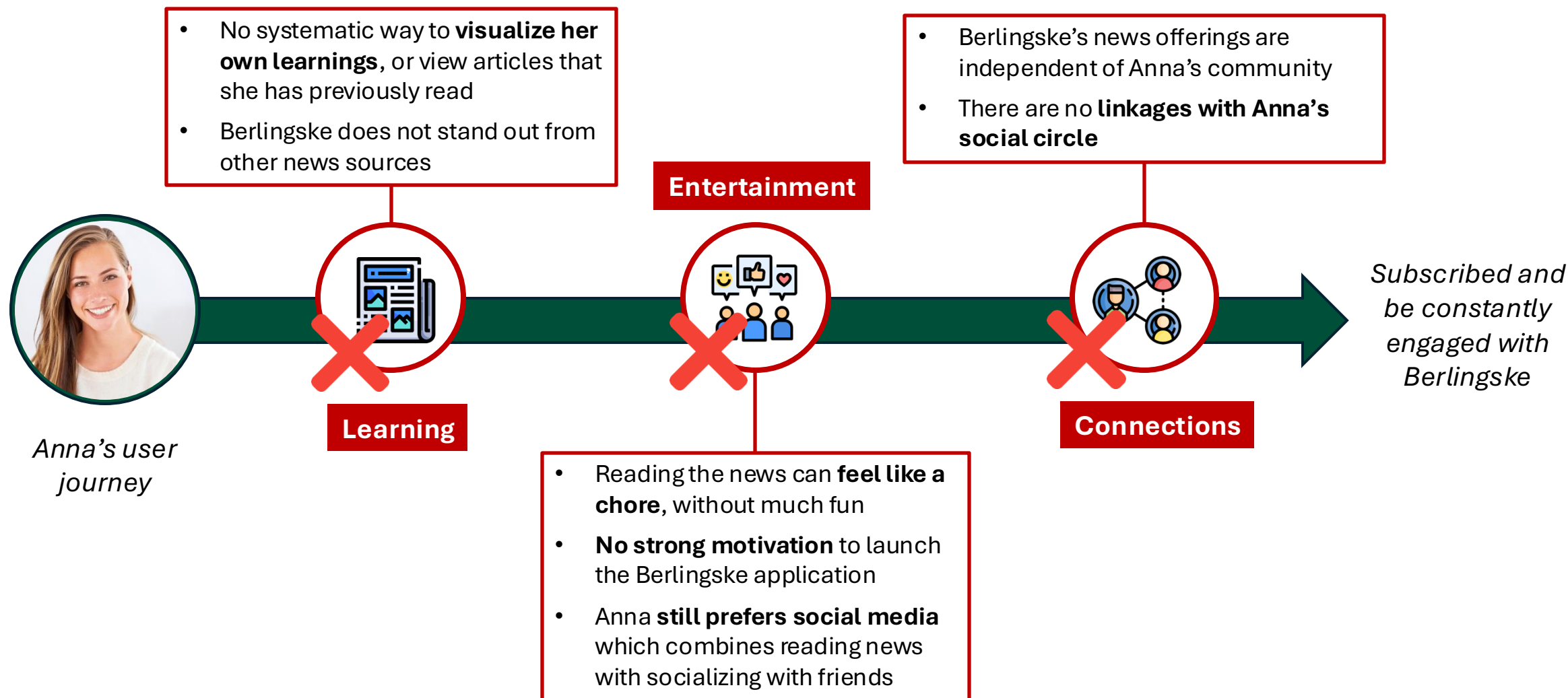
Outwards (...We)

- 3 Connections:** To use news as a common ground in daily conversations, make new friends, as well as to discuss with friends and family

Berlingske must tailor its news to both inwards and outwards needs of the young adult population

Source: ¹Reuters Institute, ²Case document

Three roadblocks lie ahead young adults' engagement with Berlingske



Gamification and short-form content as two key trends for Berlingske



Trend 1: Gamified elements on news sites



- Gamified news sites increases engagement and loyalty among users¹, encouraging users to **read more articles**, and **share their game experience** on social media.

Crux: The Knowledge Tracker

CRUX^A

- Crux quantifies a user's knowledge score on a particular news topic, and nudges them to read more articles¹
- Used on Sifted, a site backed by the Financial Times, and saw a **50%** engagement uplift²

Trend 2: Short-form content (both text and video)



- Summaries and condensed content fits a busy and fragmented world young adults are in
- 66%** globally already access short news videos weekly¹

Espresso by The Economist



- A mobile-only, bite-sized version of The Economist, providing headlines of the day
- Achieved **74%** year-on-year growth between 2022 and 2023³

Other emerging trends

AI-generated news offers potential to deliver faster, cheaper, and more personalized news, but it is unsuitable for Berlingske given the distrust around AI⁴, going against its strength of **Quality Journalism**.

Turning to social media for content distribution directly targets younger audiences on those platforms, yet Berlingske's strength lies in **multi-media coverage and its digital readiness**. Social media alone is **insufficient as a one-stop shop** for news articles, podcasts, and videos that they are currently curating.

Source: ¹LSE, ²Crux, ³Pressgazette.co.uk, ⁴Case document

The background image shows a harbor scene with several multi-story buildings in various colors (yellow, orange, red, green) lining the water. A boat with yellow buoys is visible in the foreground. The entire image has a dark teal overlay.

Berlingske App 2.0

*Through app optimization, bridging the gap between young adult needs
and Berlingske offerings*

Application optimization enhances offerings & increases young adult engagement



Presenting...

Berlingske App 2.0

Through app optimization, bridging the gap between young adult needs & Berlingske offerings

Enhancing the current app's offerings in 3 different changes:

1

Build

your NewsWorld

Visualize reading preferences, achieve new milestones, and **gamify the experience** to retain readers

2

Become

part of the community

Share **Monthly Rewinds** on Social Media to highlight news preferences & **start conversation** with other young adults

3

Browse

the latest news

Access to **new features**: Fasts, Wrap, Navigation Bar
More organized, shorter-form, **easily digestible** content

Why target the application?

95% of 18-30

accessed news on their smartphones



Fixing the problem at the **source of the touchpoint** with Danish young adults

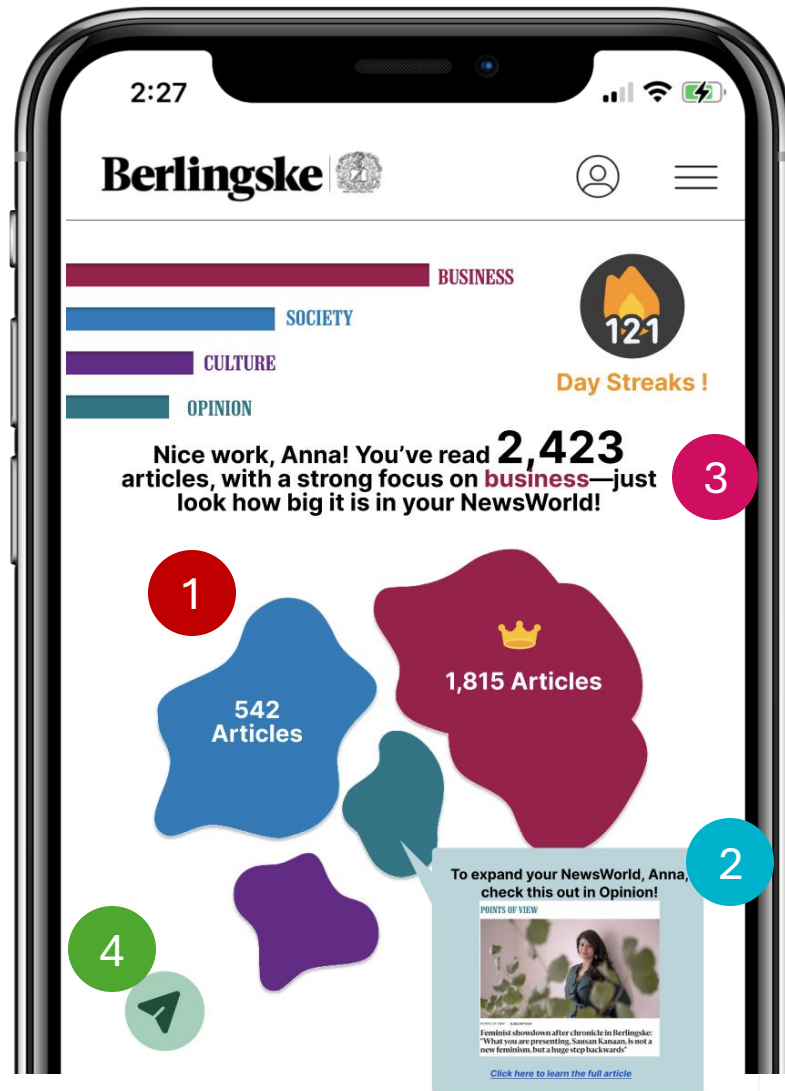
Case Study: Washington Post

The Washington Post

23% increase in mobile traffic

After optimizing mobile site & user experience

Build your NewsWorld: Visualize & Track the news that you consumed most



1

Your Personalized NewsWorld

- Build a **unique news landscape** based on your interests.
- **Expand categories** as you engage more.
- See a **snapshot of your favourite topics** on the map.

2

Expand and Explore

- **Discover new content** in **under-explored** areas.
- **Unlock insights** by diversifying your reading.
- **Grow territories** by exploring various topics.

3

Track Your Progress

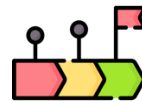
- **Track article counts** and **streaks** across categories.
- **Earn achievements** for reaching milestones.
- **Visualize growth** within each topic.

4

Share and Connect

- **Share your map** with friends.
- Join a **community of engaged readers**.
- Encourage **friendly competition** through shared news.

Benefit:



Motivating Visual Progress



Personalized Experience



Community Connection

Outsource the development of NewsWorld to Gamerce to leverage local expertise



Established software company
that develops games & app



Products drive **traffic and customer** conversion to clients



Local **Danish** company



Independent projects,
co-productions, &
contracted projects

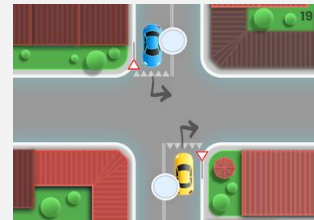


Uses **cutting edge technology** & applicable for
iOS and Android

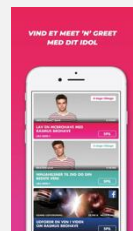
Diversified Portfolio & Trusted Expertise



Trafiktesten
Driving theory test
educational services



Celebrity Ninja
Popular culture quiz
application



Mid-Range Mobile Game (2D / 3D):

900,000 kr development costs

4-6 months of development

1

Design Process

Sketch the map & discuss color,
sign, logo details

2

Prototype Process

Test the functionality & conduct
focus groups to test the features of
the product

3

Onboard Process

Implement My NewsWorld on the
application & onboard new
consumers

Become part of the community: Share Activity Rewind on Social Media to gain popularity



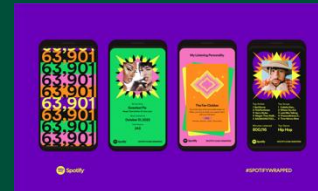
Case Study: Spotify Wrapped



Annual personalized year-in-review summary of listening habits

+20% increase in app downloads

+100 M times shared on social media



Opportunity

87% of 18-30 use social media daily

Leverage the presence of young adults on social media



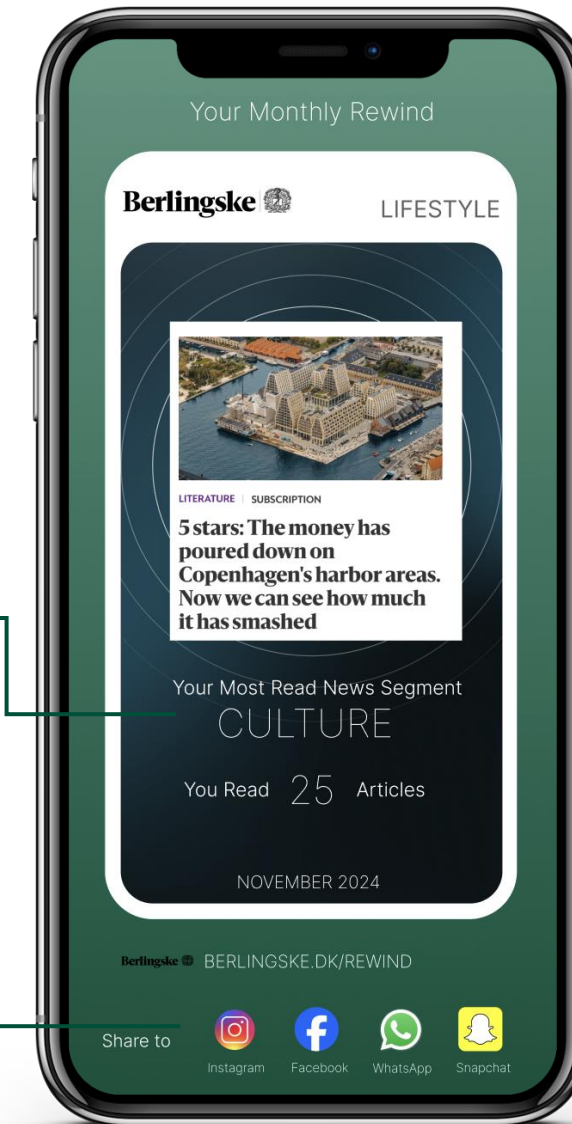
Post Monthly Rewinds on social media:
increased attention & engagement of
external social media users



Promotes Berlingske's **mission of
furthering democracy** by opening up
discussion between young adults

Tracks favorite
readings, duration of
reads, personal
trends...

Share Monthly
Rewind on **social
media** with friends



Browse the latest news: with new Features on Navigation Bar to enhance app offerings



Insights: Necessity of enhancing app offerings



18-30 years old showing clear preference for **mobile-optimized content**



Mobile-friendly formats (apps, notifications, quick-reads) essential to keep young adults engaged



Improved organization: combats information overload



All in one place: easier access & convenience

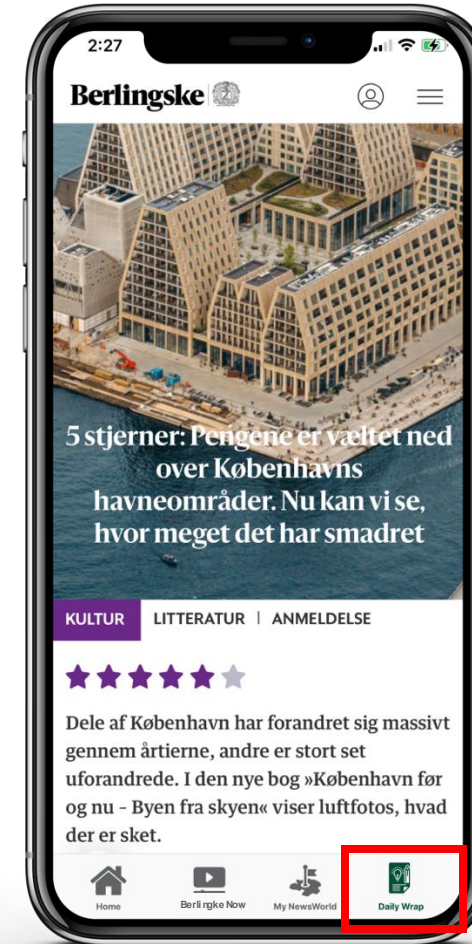
Navigation Bar

- Allows for quick & easy access to diverse news offerings
- Enhanced user experience & satisfaction to retain



Berlingske Now

Short-form content for young adult preference



Daily Wrap

5-minute recap of all major headlines for the day

Revisiting Anna: how Berlingske's new app offering turned her into a loyal consumer

- **Anna explores** her interests, building a personalized **NewsWorld** that **expands** with her reading.
- She **tracks** her engagement, watching her NewsWorld **grow** as she dives deeper.
- She **discovers** tailored content aligned with her interests.

Entertainment
(Browse the latest news)

- **Anna shares** her NewsWorld with friends, creating a **social experience**.
- She **joins a community** with monthly recaps and reader insights.
- She **connects** through **friendly competition**, building a sense of **belonging**.



Anna's user journey



Learning
(Build Your NewsWorld)



Connections
(Become part of the community)

- **Anna stays informed** with quick, digestible formats like **Berlingske Now** and **Daily Wrap**.
- She **engages** with short videos, making news **fun** and **accessible**.
- She **finds variety** in news, balancing in-depth articles with quick updates.



**Subscribed and
be constantly
engaged with
Berlingske**

Implementation Timeline & Risks and Mitigation



	2025				2026				2027			
Berlingske App 2.0												
Navigation Overhaul												
Berlingske Now												
Daily Wrap												
My NewsWorld												
Game Development												
Beta Testing												
Full Roll Out & Iteration												

Risk

Threat Level

Mitigation

1

Failure to Capture 18-30 Year Old Segment



Gamification and Mobile Friendly Interface are proven to increase youth engagement and WTP

2

Low Adoption of New App Features



Walkthrough of new app features after app update & content forms will be cross-linked to drive engagement

3

Alienate Core Subscriber Group



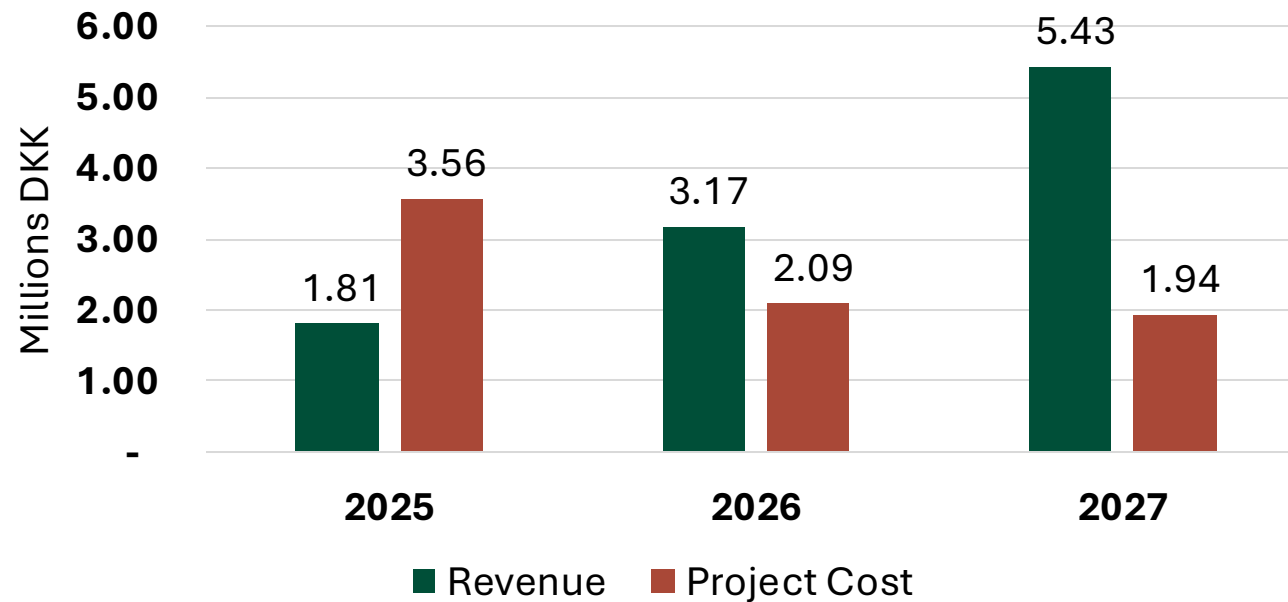
NewsWorld is optional to use, app overhaul will increase user-friendliness & facilitate news discovery

Capital spending on app development will help Berlingske gain desired revenues



Increased Gamification will help boost engagement and drive subscriptions

Project Cost and Revenues



KPIs



5.43 Million DKK
Revenue in
Segment by 2027



+5,500
New 18-30 yr
Subscribers

Impacts



Net Positive Cashflow
in 2nd year



67%
Retention Rate



0.6% Share of Target
Market



Crossover Impact
for overall Berlingske
revenue

Revenue and Cost Build



REVENUE BUILD	ASSUMPTIONS	UNITS	2025	2026	2027
18-30 Population Denmark		People	1,350,000	1,350,000	1,350,000
Subscription Rate	Increases with app popularity & Game	%	0.20%	0.35%	0.60%
Subscriptions		Subs.	2,700	4,725	8,100
Retention	33% Churn Rate	%	67%	67%	67%
Actual Subscriptions Year End		Subs.	1,809	3,166	5,427
Annual Subscription/ Subscriber	(Average Annual Subscription)	DKK	1,000	1,000	1,000
Total Revenue		DKK	1,809,000	3,165,750	5,427,000
COSTS			2025	2026	2027
Game & App Development		DKK	800,000	80,000	8,000
Promotion & Marketing Cost		DKK	712,500	417,500	387,000
Variable Maintenance and Additions		DKK	250,000	150,000	100,000
Increased Personnel Cost	(30,000DKK/month salary)	DKK	1,800,000	1,440,000	1,440,000
Dedicated Employees for Project		Employees	5	4	4
TOTAL COST		DKK	3,562,500	2,087,500	1,935,000
NET CASH FLOW		DKK	(1,753,500)	1,078,250	3,492,000

Consolidated Net Cash Flow for Project

Millions DKK	2025	2026	2027
Revenue	1.81	3.17	5.43
Project Cost	3.56	2.09	1.94
NET CASH FLOW	(1.75)	1.08	3.49