

Berlingske Mobile

CBS Global Case Competition 2024

Live landing page at berlingskemedial.org.

Berlingske



Official team name: *Dream Team Unlocked*

The **Mobile-First Revolution** is the new-age solution

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?

Concern

Young audience has a **very low** willingness to pay for news

Low engagement with the young audience in traditional news & media

Young audience has a **lack of time** for traditional news formats

Recommendations

M
Mobile-First
Prioritize the mobile app experience as the primary platform

P
Personalised
Data-driven understanding of users to match their interest

B
Bitesize
Short summaries and audios to make news quick and digestible

Impact

Reaching **70% revenue growth by 2027**, with additional **5 Million DKK** in annual revenue within users aged 18-30, and increasing mobile app user base by **500,000**, providing a launch pad for the decades to come.

Situation Analysis
Berlingske in a Nutshell

635

MM Kr

Groups revenue 2023

217

MM Kr

Subscription to Berlingske*

7

MM Kr

Revenue 18-30 year olds**

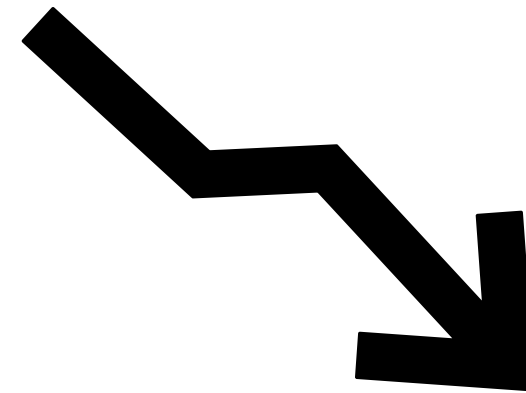
- Established in 1749, Berlingske is a respected source of fact-based journalism.
- A conservative, independent media house focused on free speech and democratic principles.
- Expanding digital subscriptions to engage modern audiences while upholding tradition.

*Aprox 35,000 paying the most expensive subscription and 65,000 paying the cheapest one.

**Based on 8% of subscribers and paying the cheapest plan with 50% discount

8%

18-30 year old subscribers



Berlingske Newspaper Subscription

1.7★

App Rating*

- The 18-30 year old demographic is essentially not paying, despite a 50% discount.
- Printed media is declining fast and steadily from 50,000 to 35,000 subscribers in the last 4 years .
- The app is using non mobile native technologies** causing slowness and feature limitations.

*Based on 320 reviews from the android play store.

**All of Berlingske Media's subsidiary apps are made as PWAs [1] rather than native apps, causing major bugs and lag.

9%

Willing to pay*



Mean attention spam

75%

Reading from Social Media

- People in the age group prioritize free content available in digital platforms.
- Younger individuals struggle to stay engaged with lengthy content [2].
- Young Danes value quick, accessible news they can consume on the go [3].

*15% of Berlingske's full demographic but only 9% of young people are willing to pay according to the official competition material.

9%

Willing to pay*



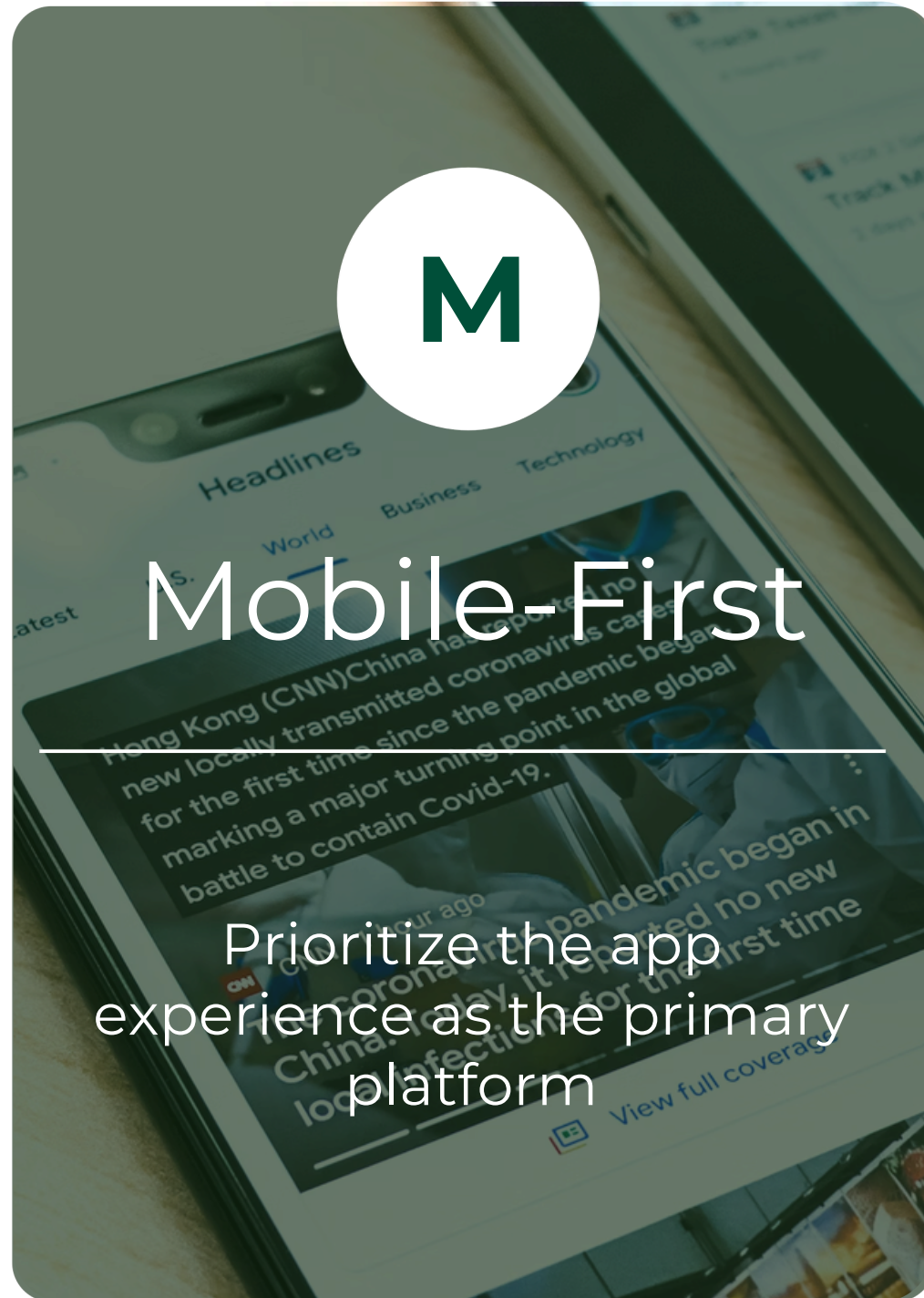
75%

Reading from Social media

**Key Question: How can Berlingske
Media innovate to capture and
retain *younger audiences*?**

- People in the age group prioritize free content available in digital platforms.
- Younger individuals struggle to stay engaged with lengthy content [2].
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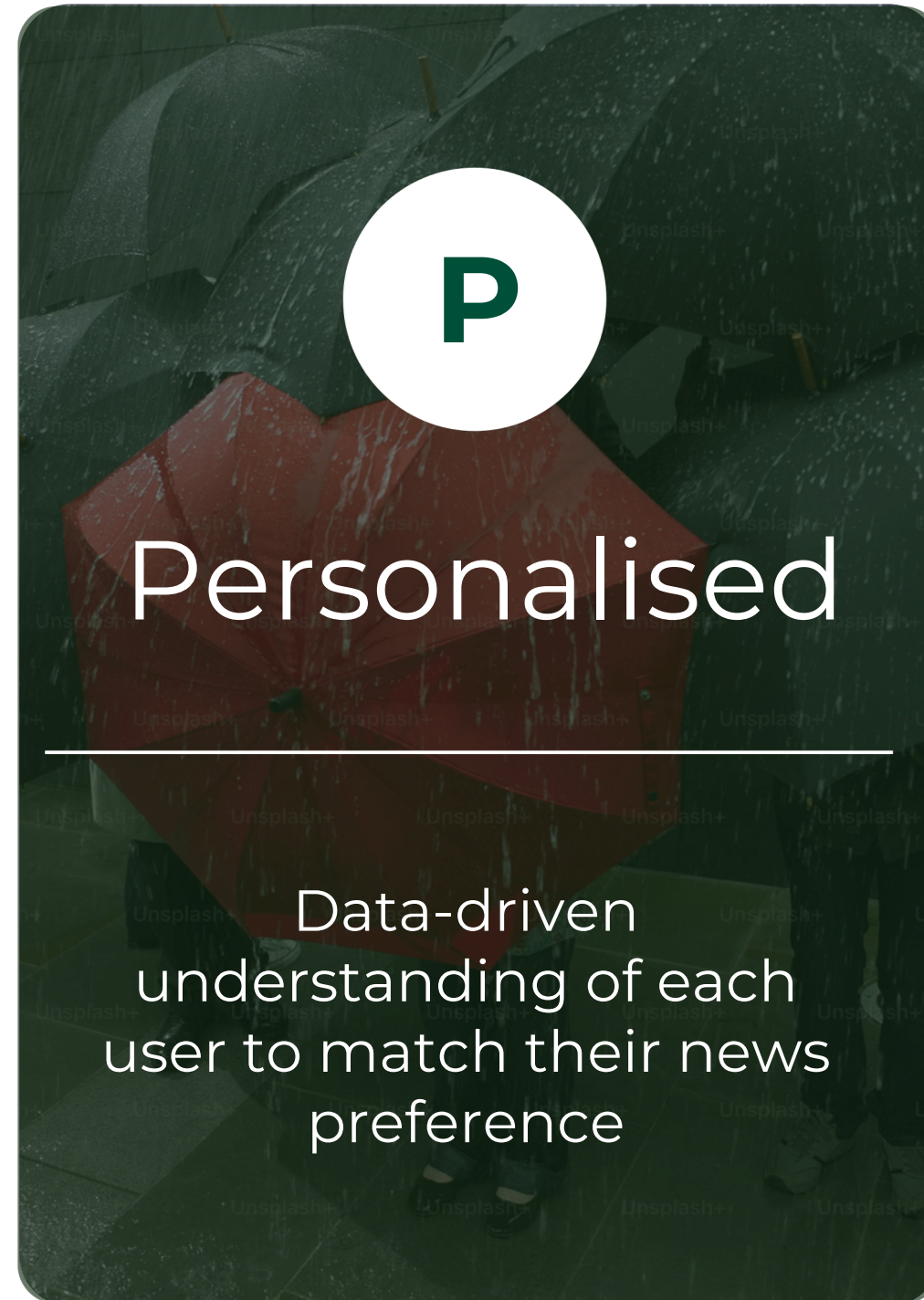


M

Mobile-First

Prioritize the app experience as the primary platform

Situation Analysis

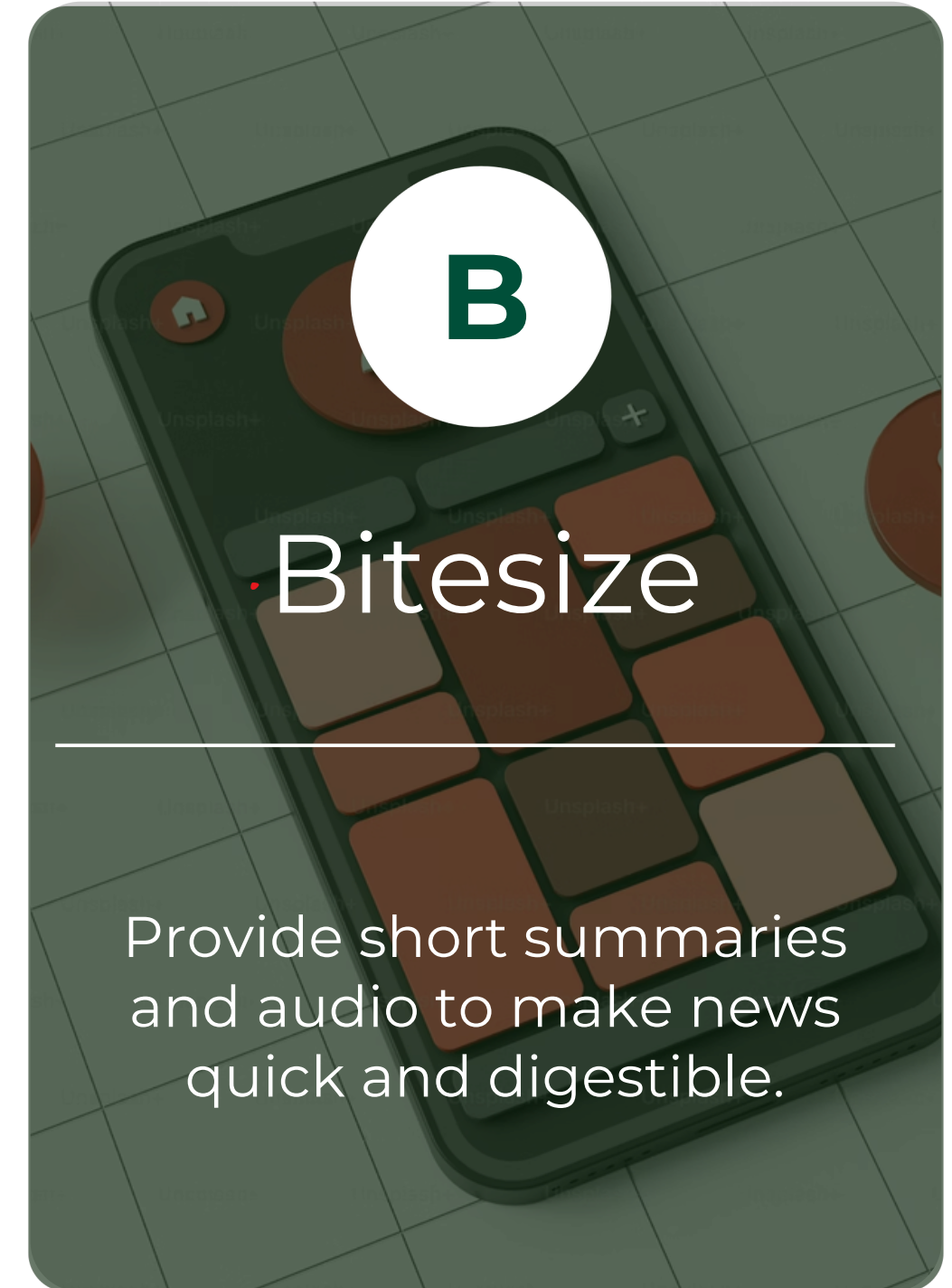


P

Personalised

Data-driven understanding of each user to match their news preference

MPB Strategy



B

Bitesize

Provide short summaries and audio to make news quick and digestible.

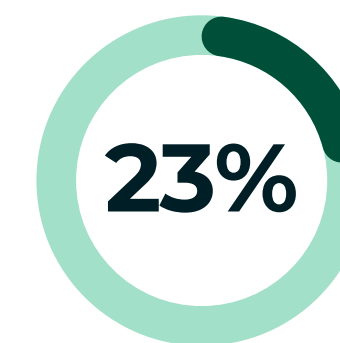
Feasibility

Revenue

Solution Technical Foundation

Key Rationale

A native app performs far better than a PWA (Progressive Web App). [4]



Users **gained in a single week** by speeding up article load times in *The Washington Post*.



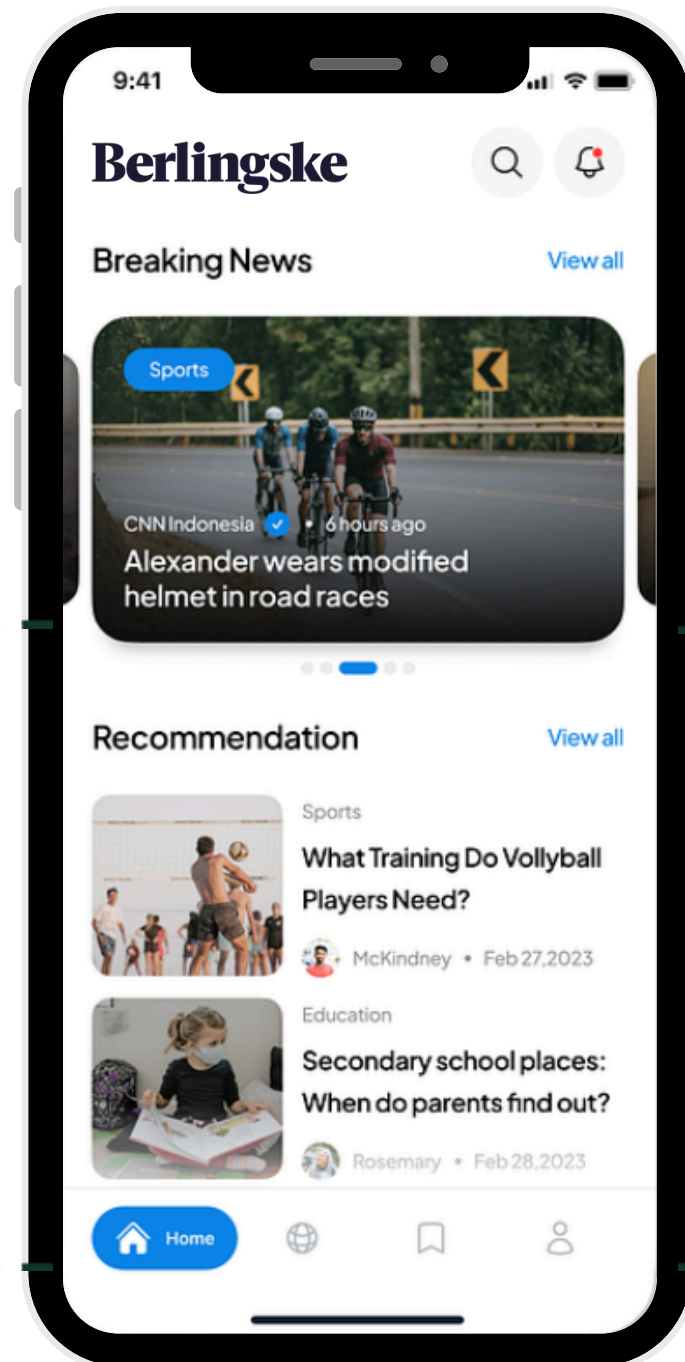
Vention is a great example of a top-quality app development studio. Third-party expertise is essential for the technical foundation.

Background pre-loading for blazing fast access

Professional design team ensuring accessible design

Coded in a mobile native language (not a PWA)

Managed backend enabling world-class analytics



Takeaway: Strong software foundation underpins the entire initiative



1 Curiosity

Example: John saw a news online that about President Trump

2 Inquiry

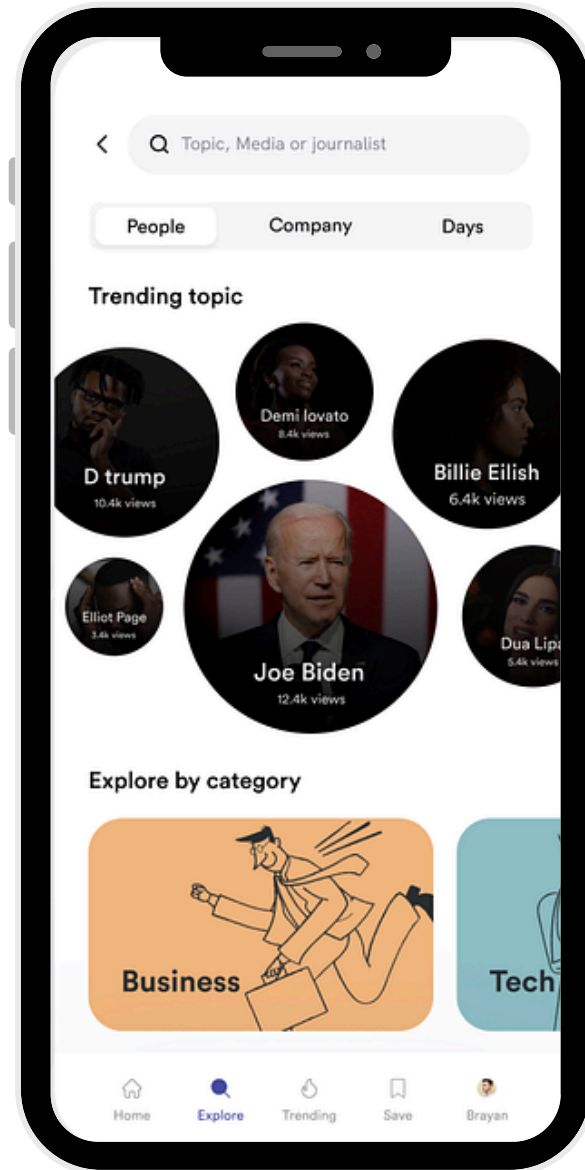
He asks the AI news assistant with voice or text to verify it

3 Investigation

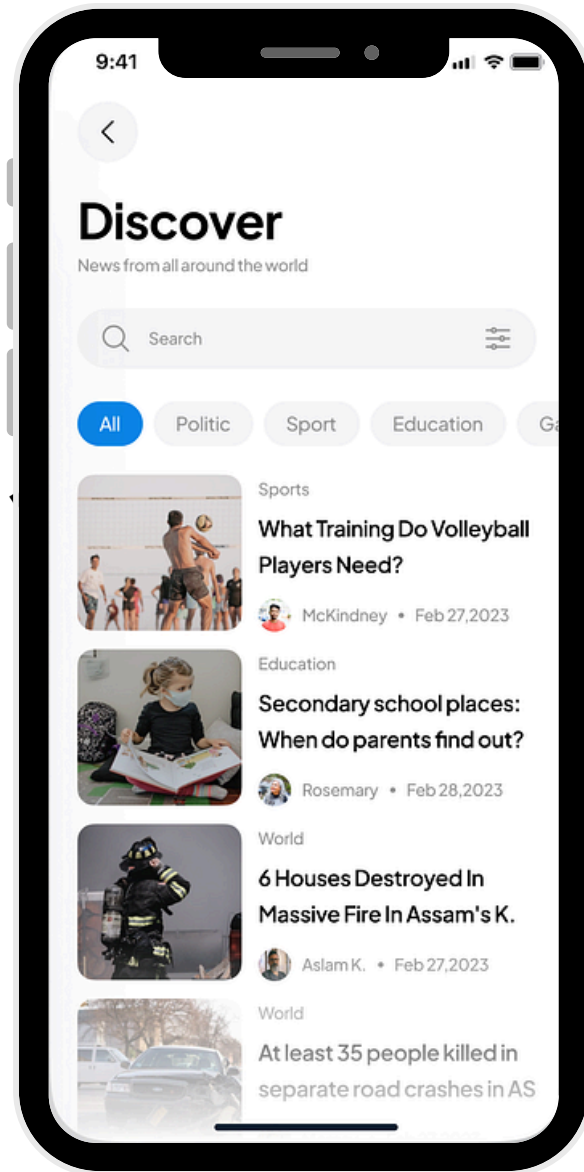
Related articles are shared by AI to be easily explored.

4 Summarization

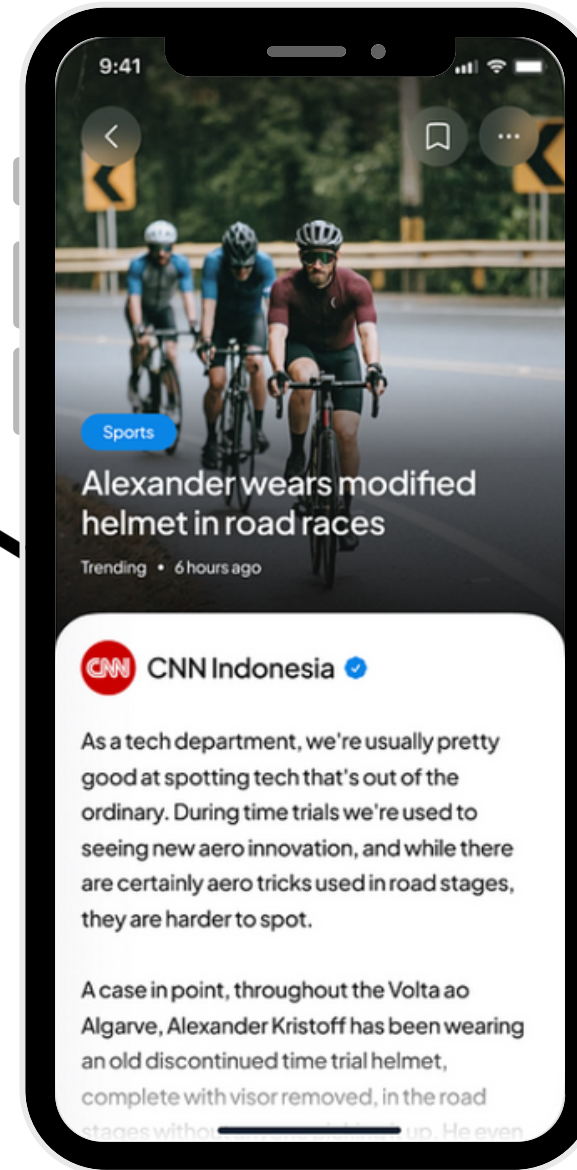
An LLM trained on our articles provides a curated summary of the situation.



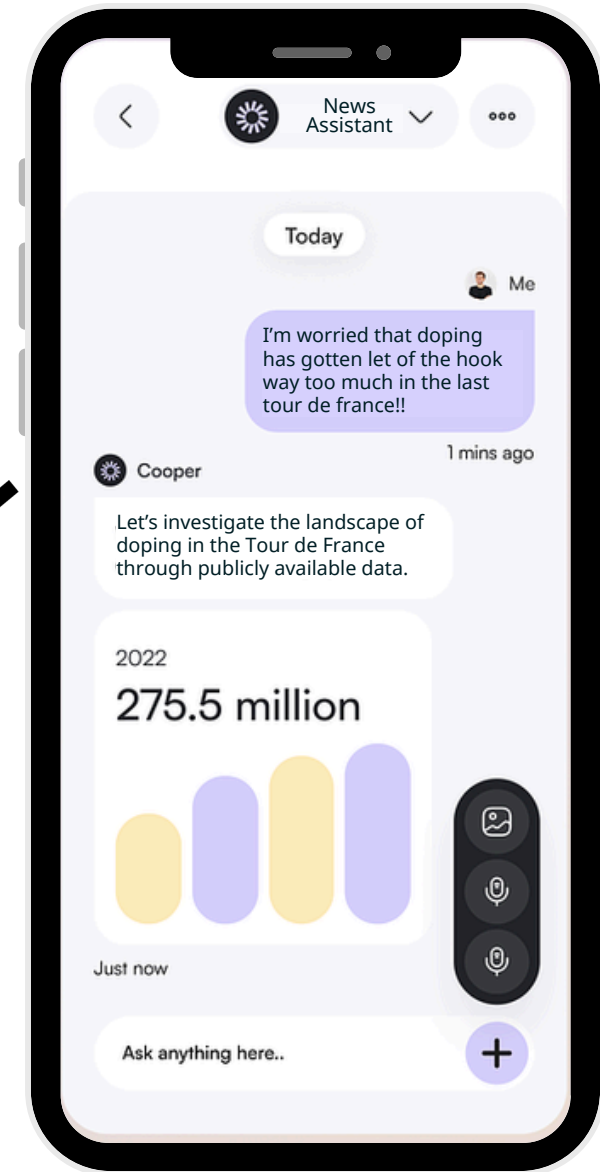
Situation Analysis



MPB Strategy



Feasibility



Revenue


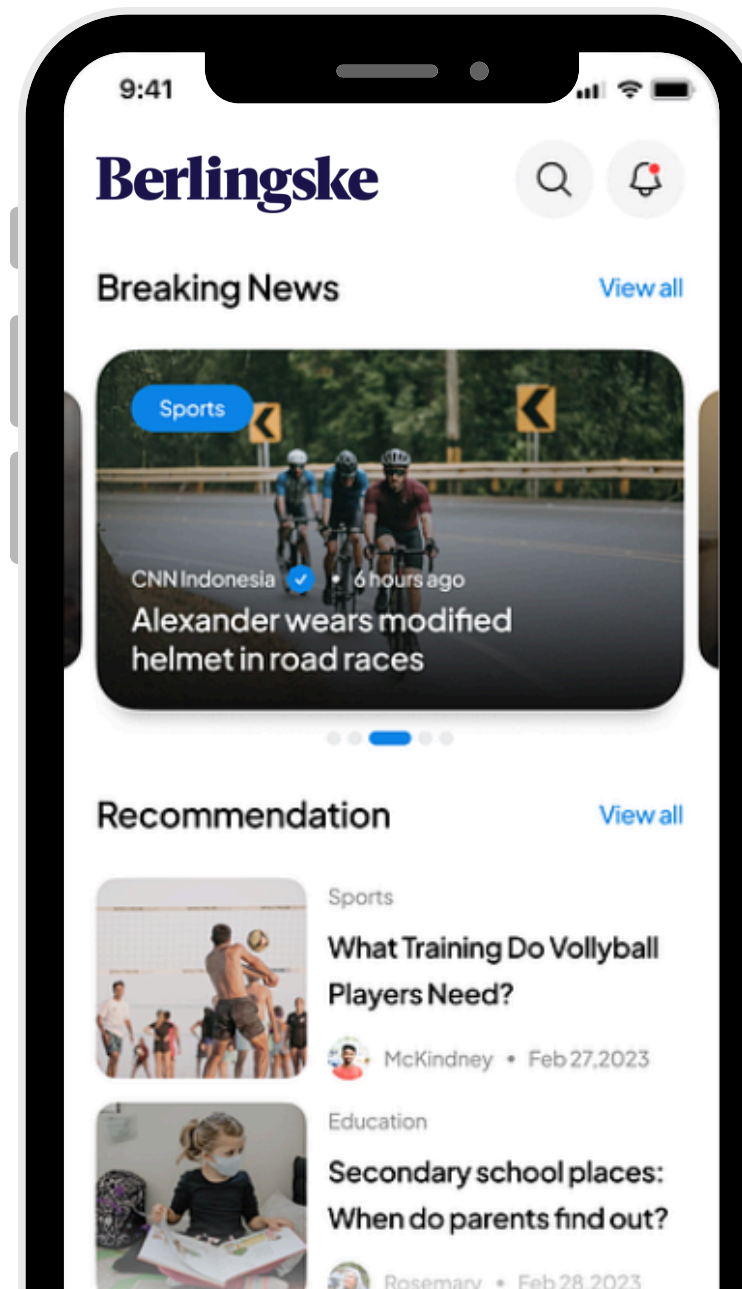
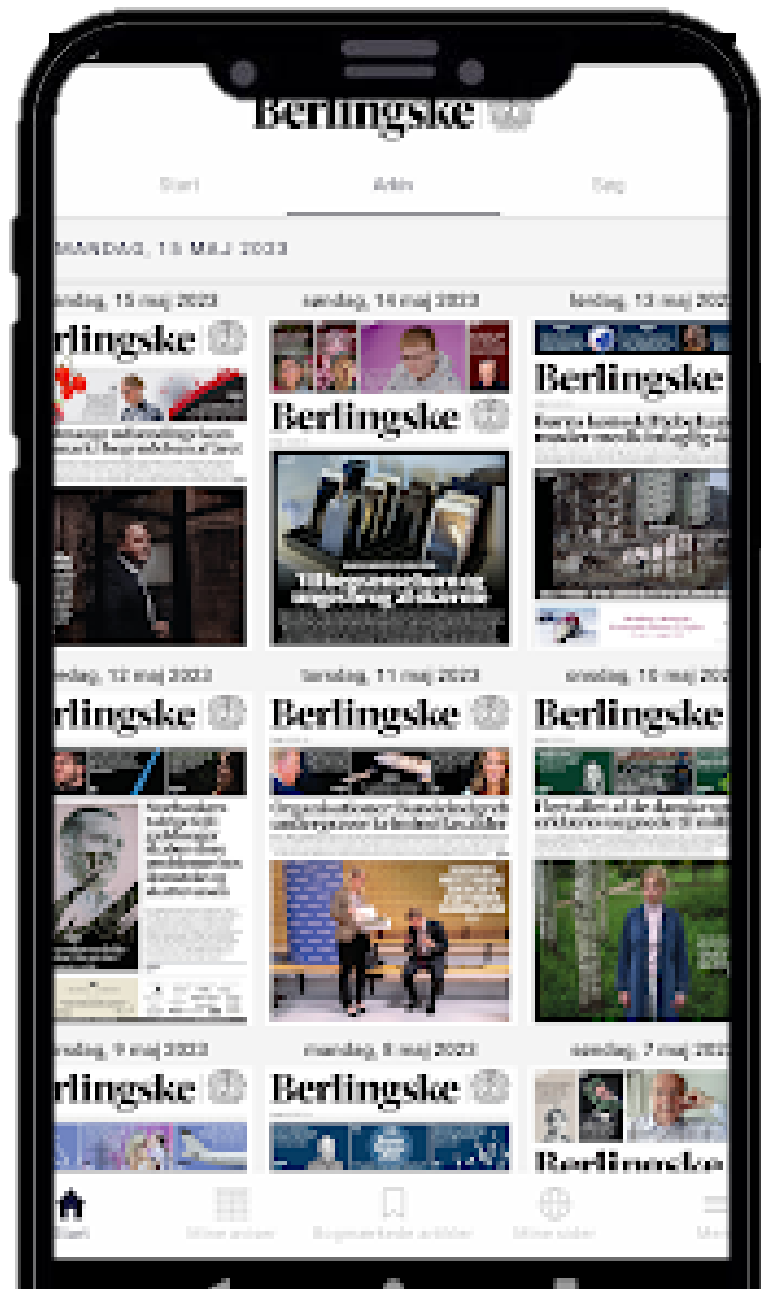
Solution

Personalisation *Driven by Neural Networks*


Without Personalisation

With Personalisation

Value Adds



Personalized content caters to the demands of the demographic



Ad revenue doubles thanks to higher CTR on personalized ads [5]

Monthly retention of young-adult users is barely 30%

Monthly retention of young-adult users zooms to 80%+

Situation Analysis

MPB Strategy

Feasibility

Revenue

Purpose

Engaging a younger audience by understanding their preferred mode of news

Audio

Introducing audio format for Berlingkse Mobile news

- 1 Cater to the busy, quick-paced nature of younger audience
- 2 Podcasts are improving in popularity with young people
- 3 Offers an alternative for visually impaired users

Situation Analysis

News Reels

An additional, tried-and-true bite-size format to deliver news

- 1 Compact news clips for quick, on-the-go updates
- 2 Users can create their own, building a community
- 3 Short videos encourage app visits and improve retention

MPB Strategy

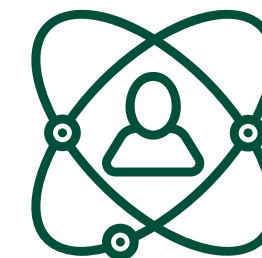
Feasibility

Summary AI

New feature allowing users to easily receive summaries of long articles or videos



AI Powered:
Quick summary for users who wants fast and reliable news



User Experience:
Unique user experience to capture the younger audience

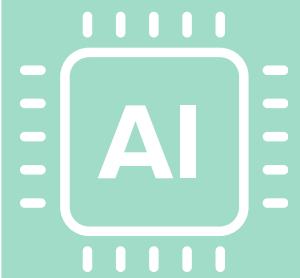
Revenue

MPB Strategy is the perfect fit to attract younger audience

Why Now?



Young people aged 18 to 30 have a larger impact on today's social media than all other demographics



Readiness for AI and technology in the younger generations is higher than ever before, and increasing



Mature, reliable and feasible technological solutions are newly available on the market

Why Berlingske?



Berlingske has a competitive advantage of a successful pre-existing brand and access to more through Berlingske Media



Berlingske has a significant unfair advantage of a massive news pipeline and a strong, reliable brand reputation



Their leadership has demonstrated by its successful digital-first push that they are top innovators

Neural network to keep audience engaged

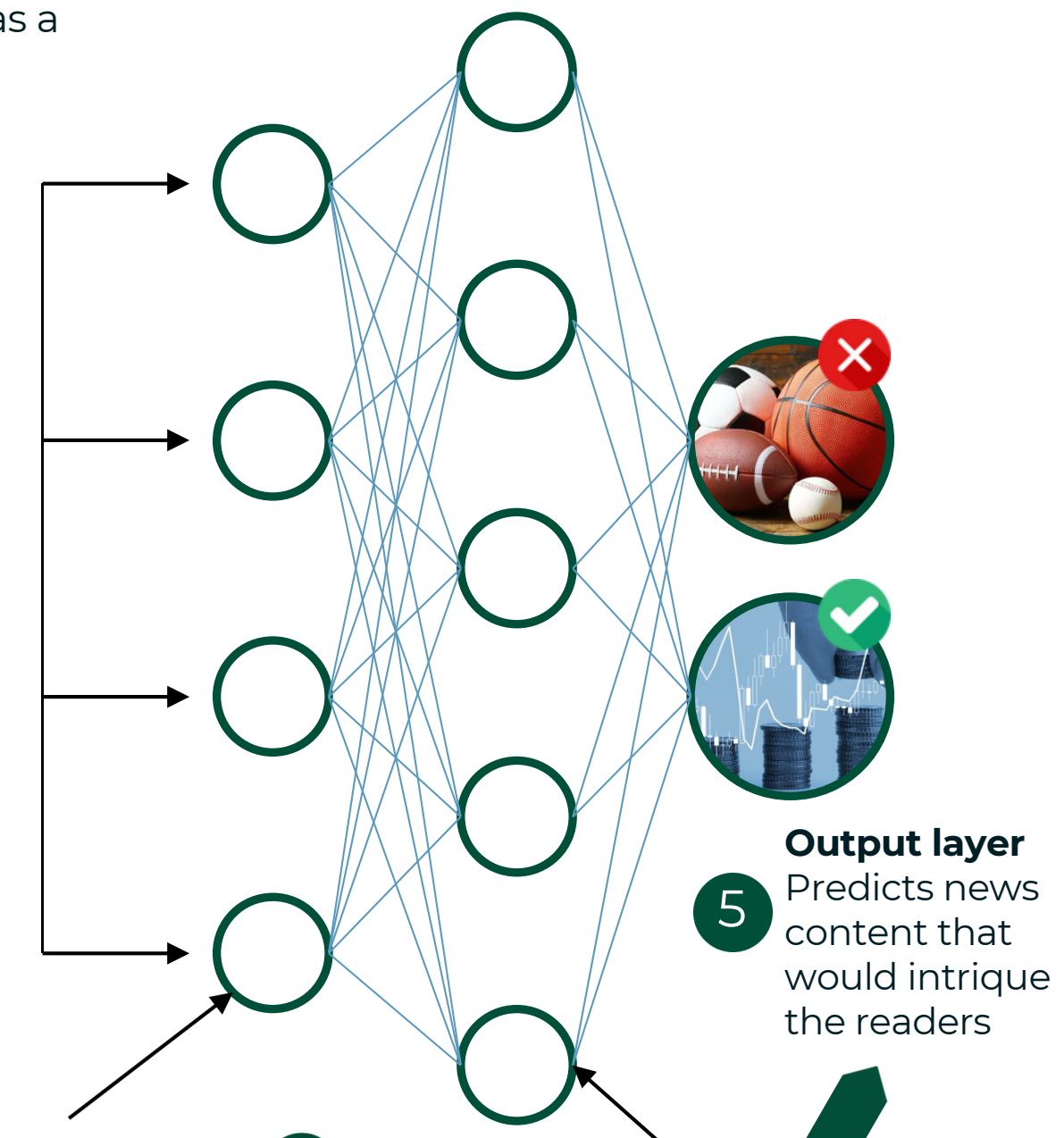
AI Personalisation

1 User Data
Leverage user profiles as a source of data

2 Load
All input nodes are individual articles, with engagement stats

Time spent on post
CTR
of shares
Individual interactions

3 Input layer
User preference data and pre-trained model



4 Many hidden layers
Weights are adjusted to optimize output value

5 Output layer
Predicts news content that would intrigue the readers

Situation Analysis

MPB Strategy

Business Value



Capturing young audience's attention with unique offerings through the **network effect**



Increasing their **willingness to pay** through innovative features that caters to their demands



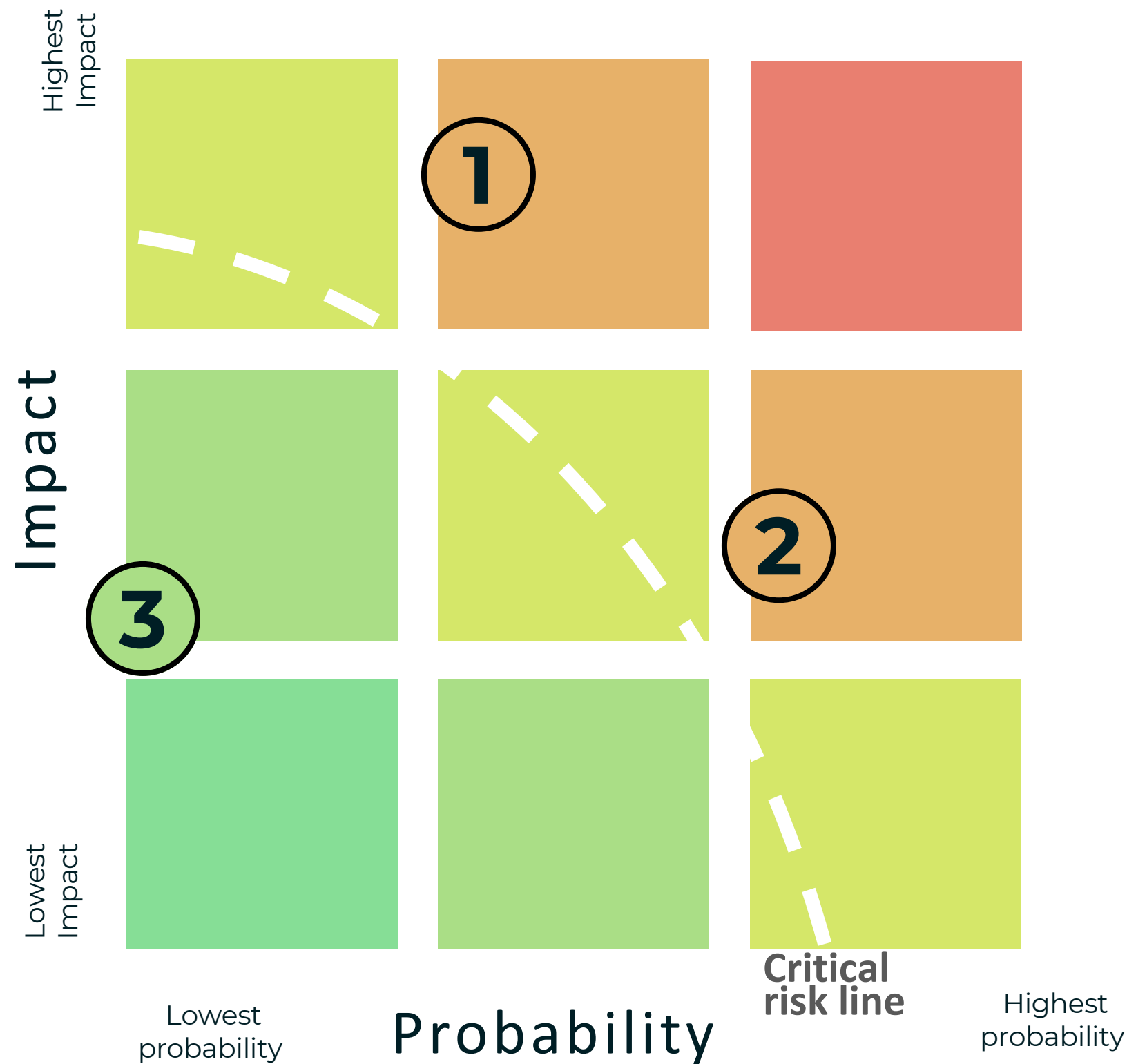
Freemium business model with limited quotas for new features

Hook the younger users with the new features, recapturing **5%** as subscribers

Feasibility

Revenue

Risk Mitigation Plan



Situation Analysis

MPB Strategy

Feasibility

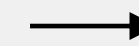
Revenue

Risk

Mitigation

1

Technological flaws in app foundation



Identify a freelance mobile development company, and hire multiple independent consultants to review that company's plans.

2

Lack of buy-in to their brand identity



Incentives for older generation to bring young people in, like huge family-signup discounts.

3

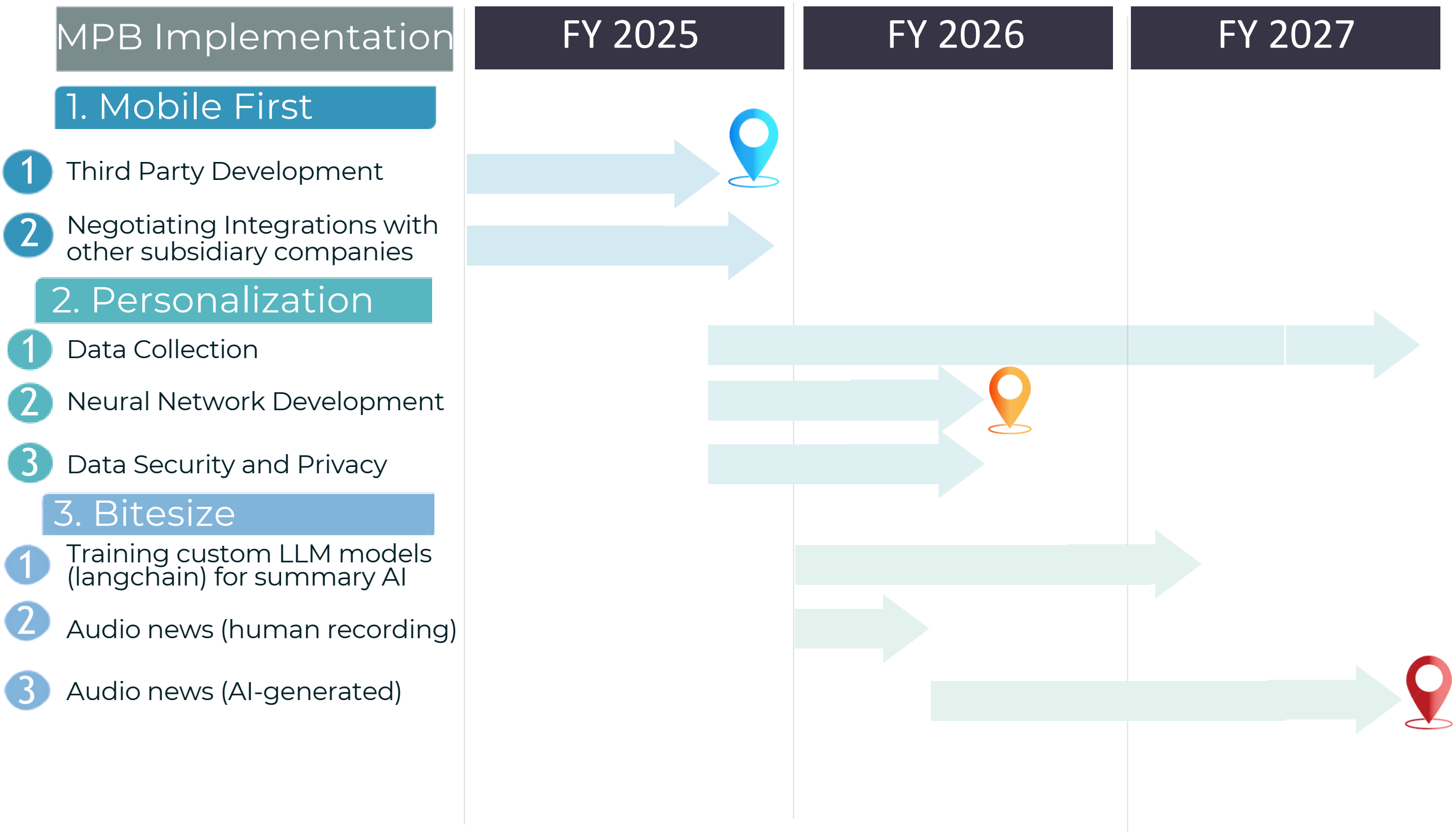
Data security and privacy concerns



Research and implement standard data security and privacy measures throughout the development process.

Detailed plan to achieve our goals in 3 years

Implementation Timeline



Must-Win Battles



Release on all platforms, and stable production environment + dev team

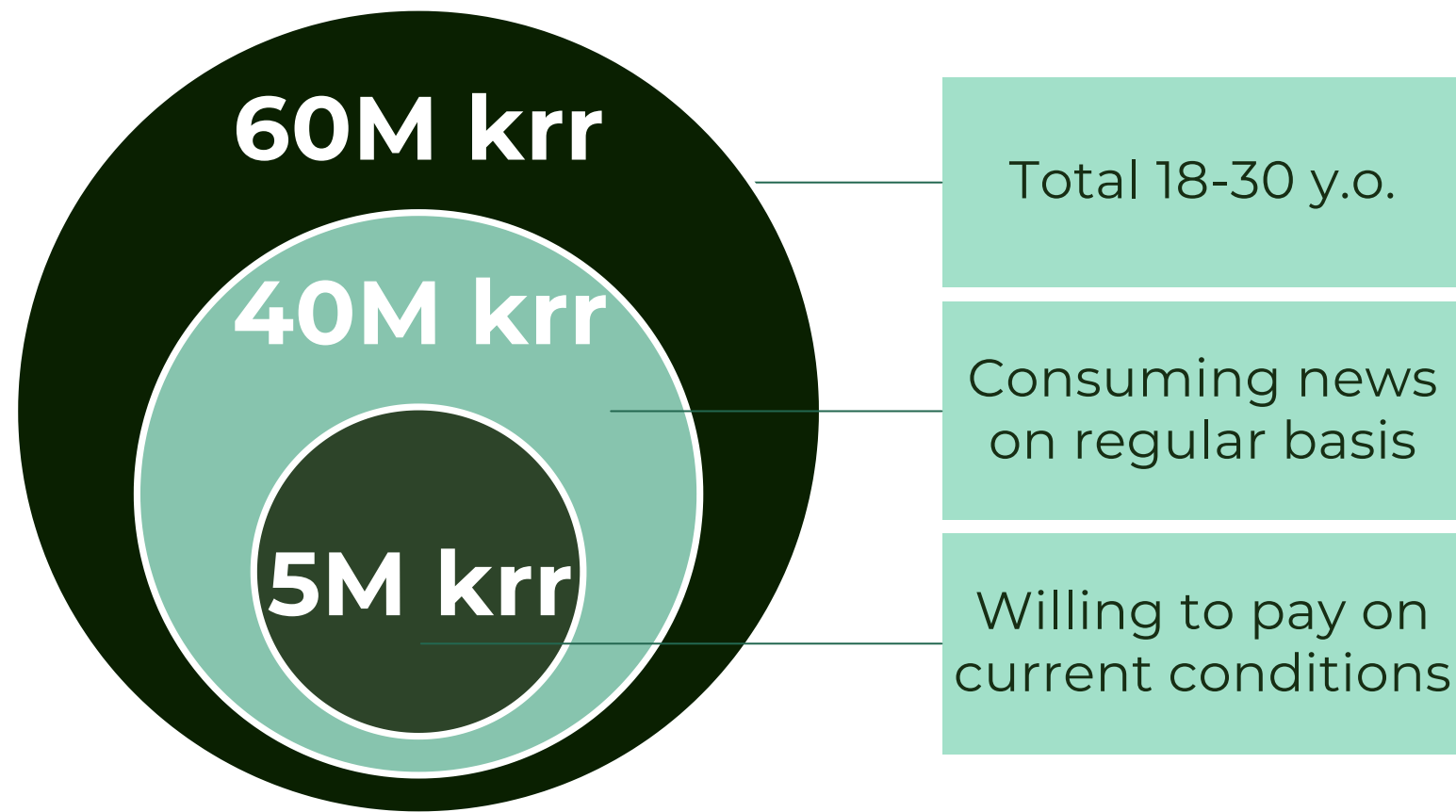


Ensure personalized feed, thus easily achieving 50,000 users



Bitesize audio & videos are working, while achieving 500,000 users

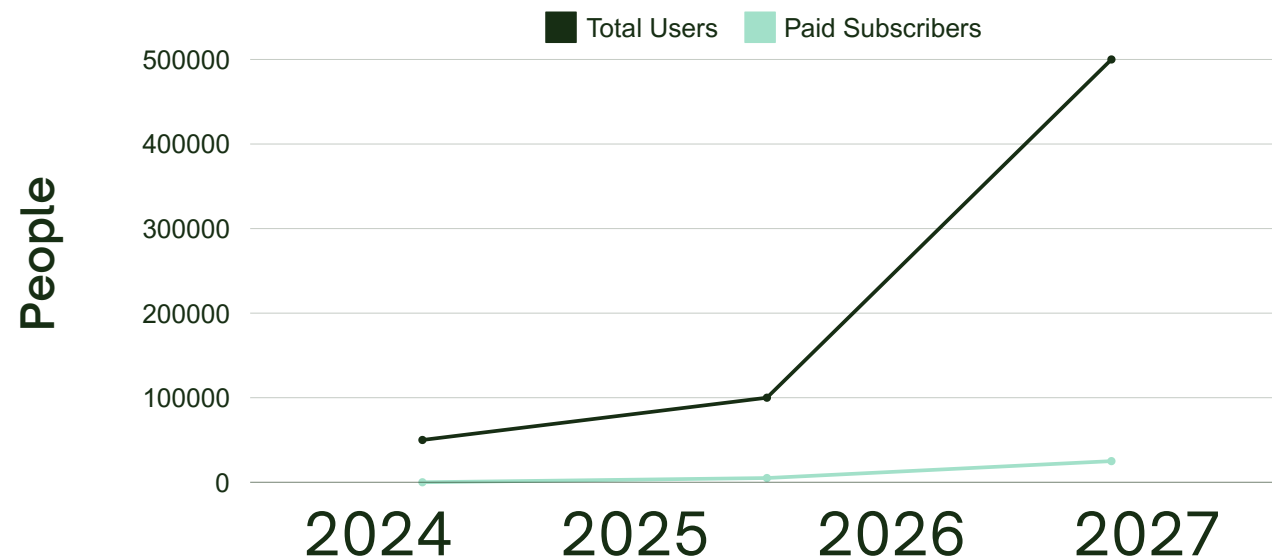
Financial Projections



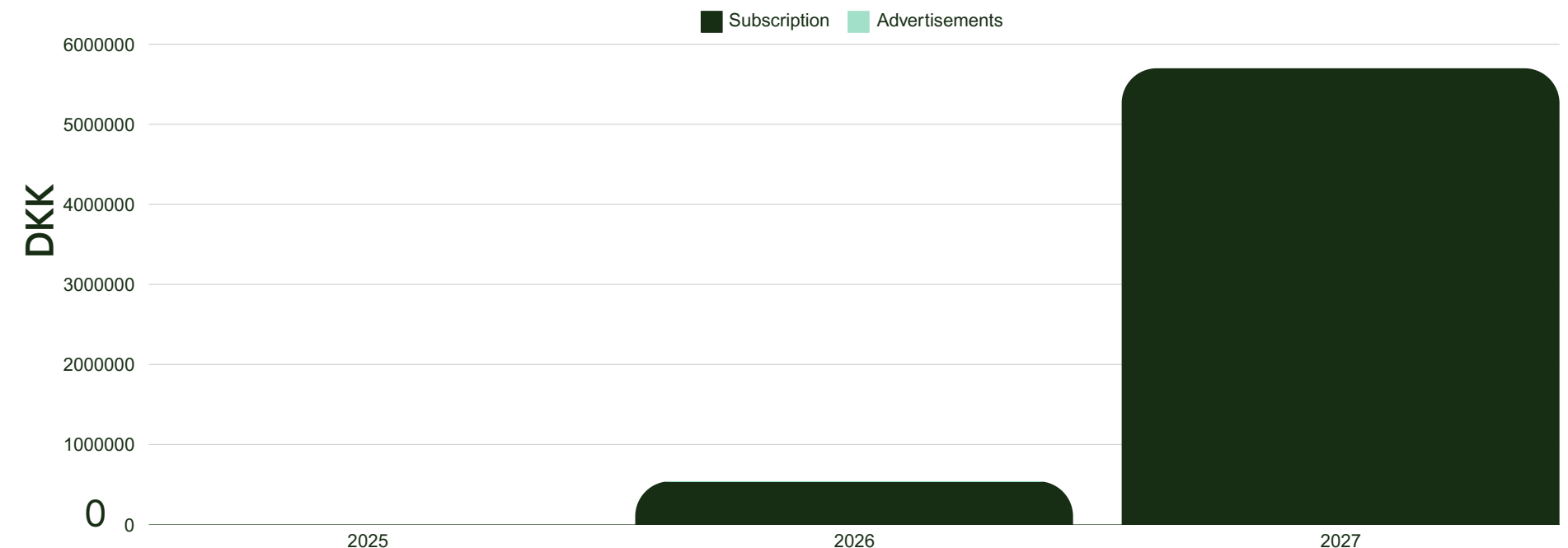
Key assumptions

- **Year 1:** Development phase with free app access
- **Year 2:** Introduce subscription at 9 DKK per month
- **Year 3:** Increase subscription to 19 DKK per month
- **Pricing:** Modeled after successful cases like *The New York Times*
- **3-year Target:** Capture 15+% of the young Danish market
- **Revenue Focus:** Based solely on subscription income (excludes increased ad revenue from personalization)

Monthly App User Growth Rate by Young Audience



Revenue Projection by Young Audience (age 18-30)



Sources

- [1] https://en.wikipedia.org/wiki/Progressive_web_app
- [2] <https://www.apa.org/news/podcasts/speaking-of-psychology/attention-spans>
- [3] <https://www.pewresearch.org/journalism/fact-sheet/news-media-and-political-attitudes-in-denmark/>
- [4] <https://ieeexplore.ieee.org/document/10172925>
- [5] <https://wpadvancedads.com/click-through-rate-ctr/>

Live landing page for our team:
berlingskemediamedia.org