

Berlingske Mobile

CBS Global Case Competition 2024

Live landing page at berlingskemedia.org.

Official team name: *Dream Team Unlocked*

Berlingske



Executive Summary

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 digestable

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.



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.

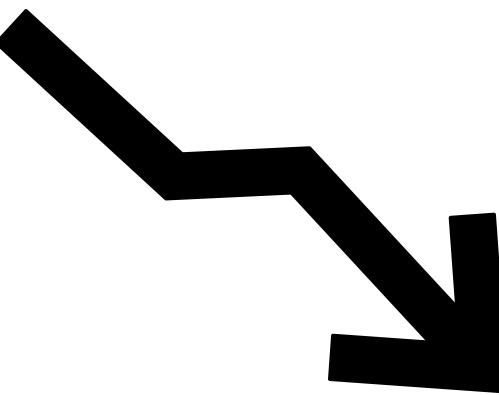
**Based on 8% of subscribers and paying the cheapest plan with 50% discount

Berlingske's Pressing Problems



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.

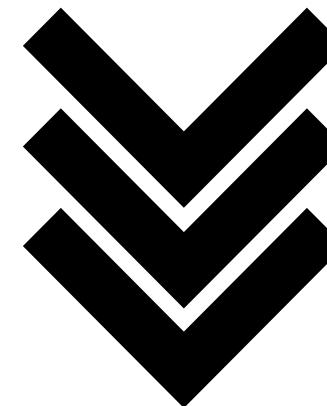
**All of Berlingske Media's subsidiary apps are made as PWAs [1] rather than native apps, causing major bugs and lag.

18-30 year-old Demographic



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%



75%

Willing to pay*

Mean attention spam

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].
- Young Danes value quick, accessible news they can consume on the go [3].

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Reshaping digital news with our MPB strategy



M

Mobile-First

Prioritize the app experience as the primary platform

P

Personalised

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

B

Bitesize

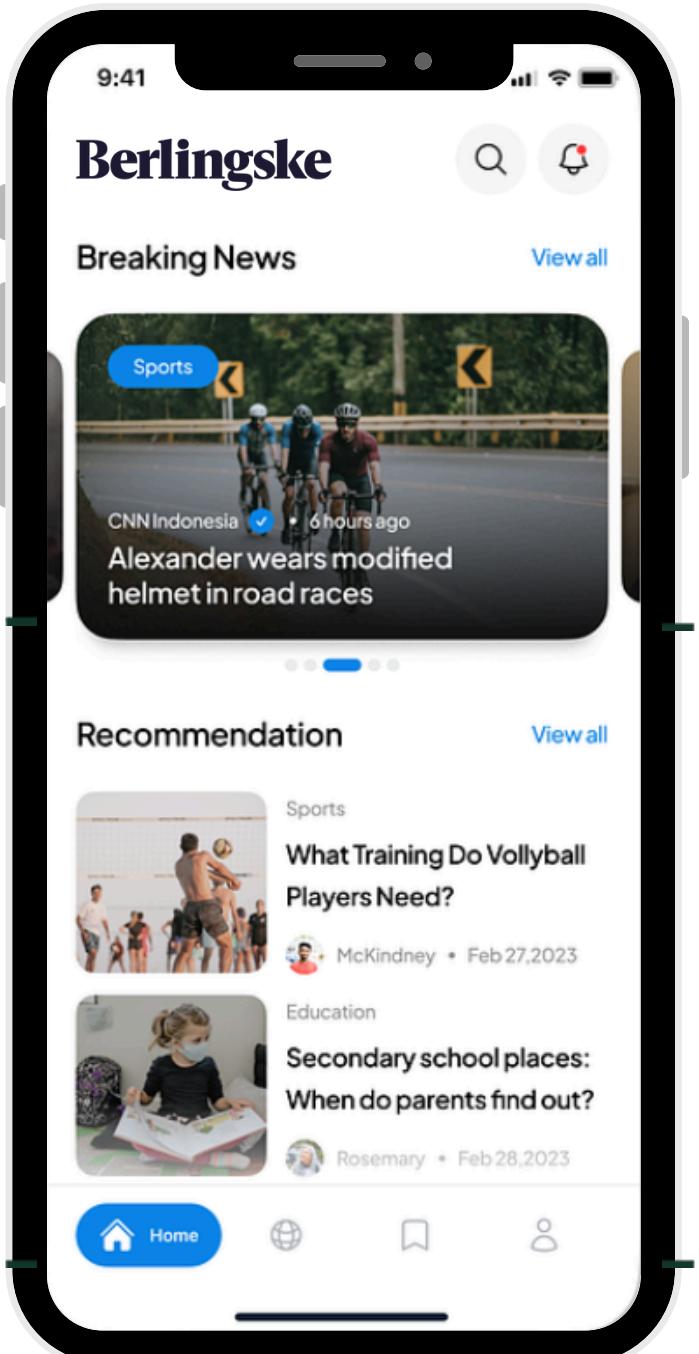
Provide short summaries and audio to make news quick and digestible.

Solution

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

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

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

Takeaway: Strong software foundation underpins the entire initiative

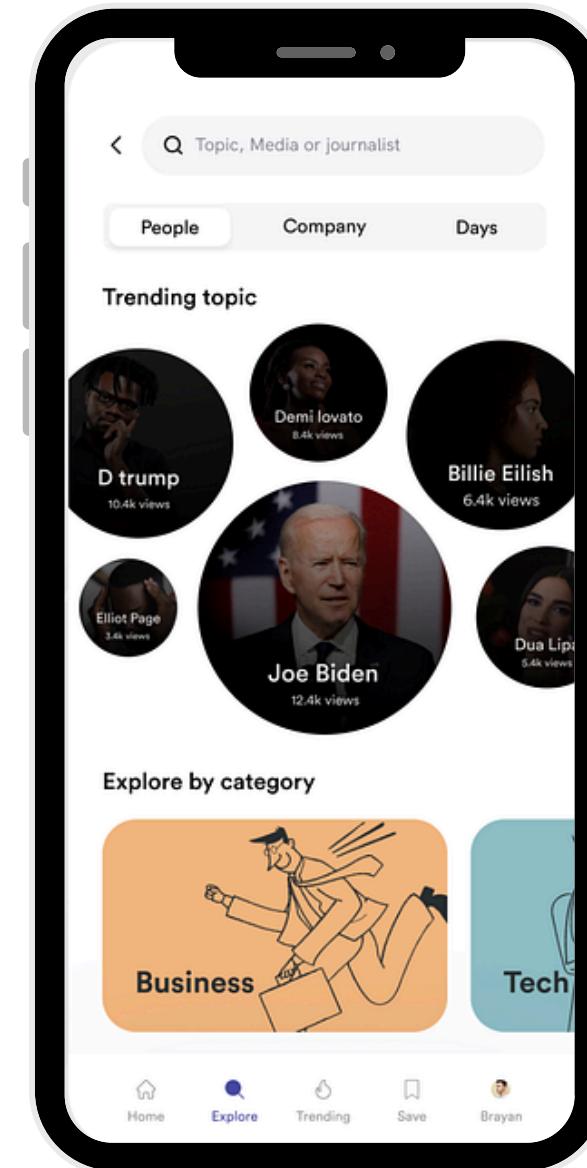
Solution

Personalisation

Driven by Neural Networks

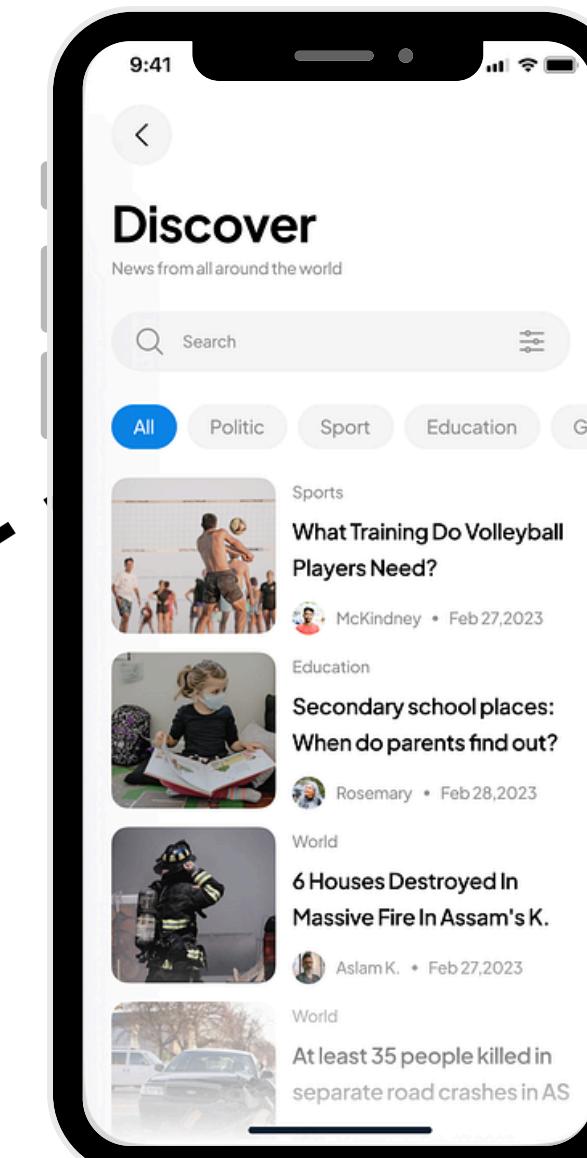
1 Curiosity

Example: John saw a news online that about President Trump



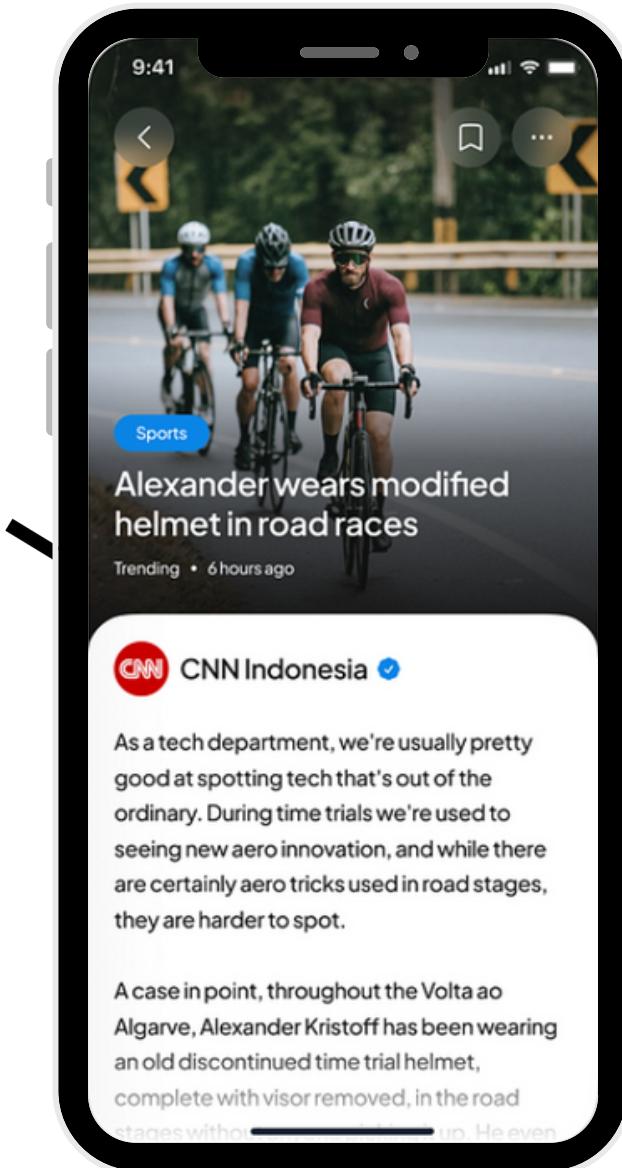
2 Inquiry

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



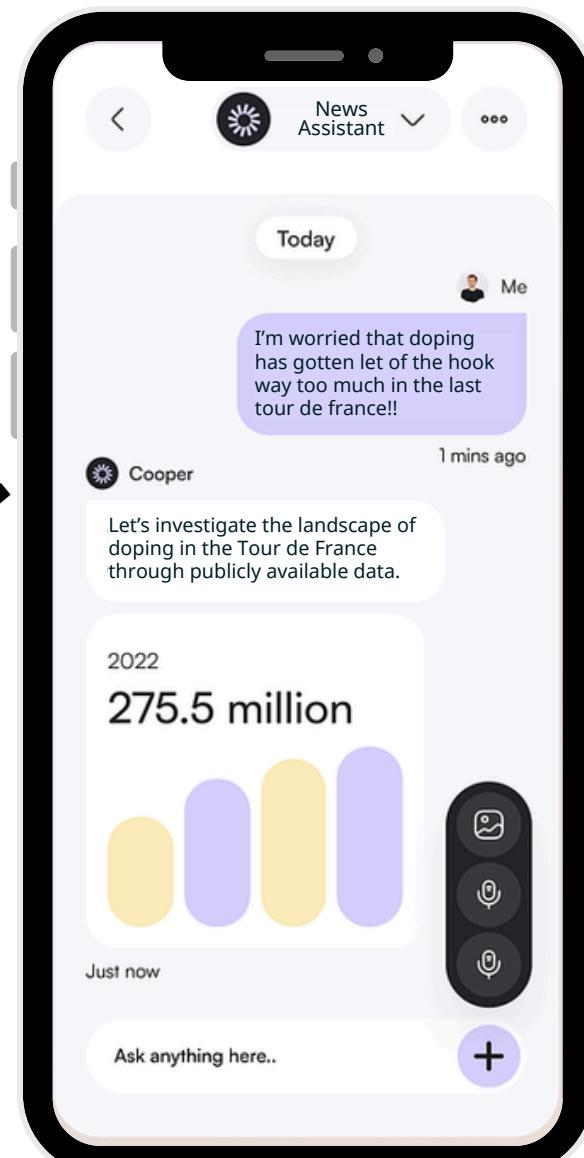
3 Investigation

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

Berlingske

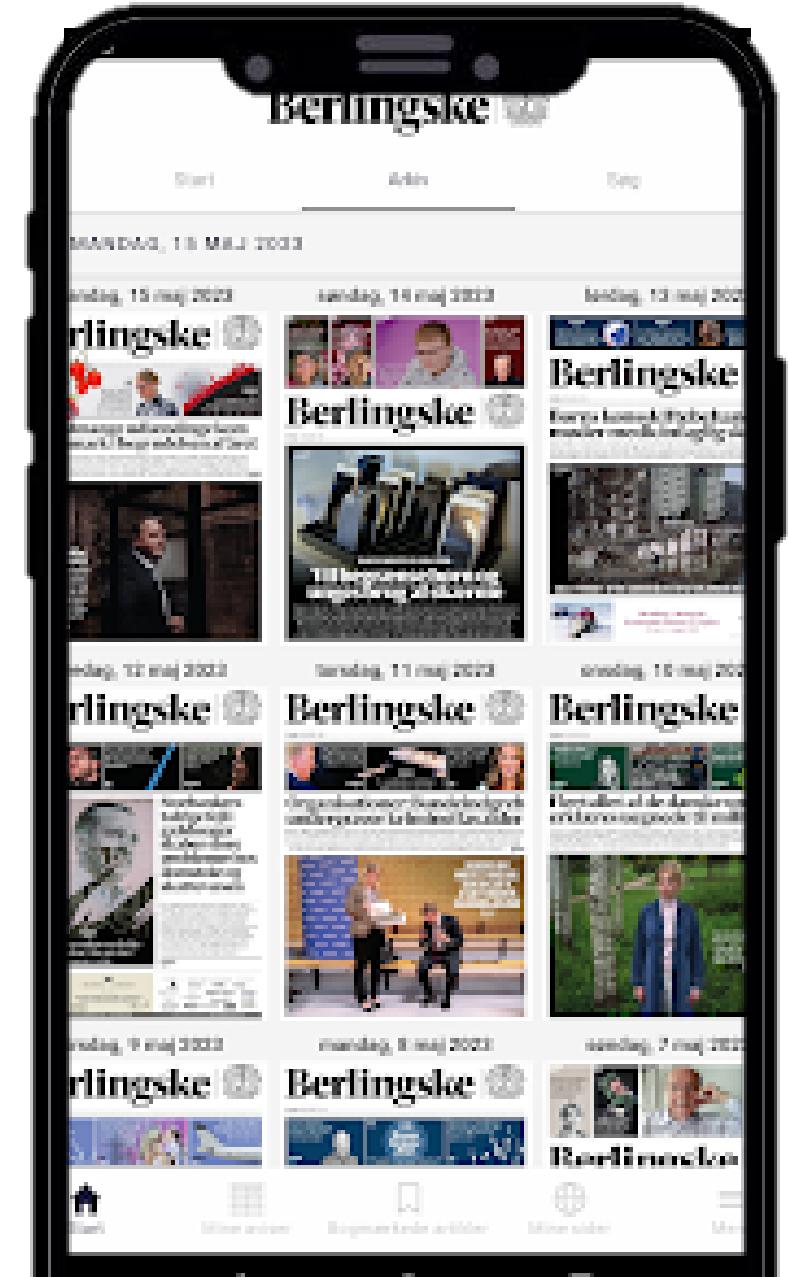


Personalisation

Driven by Neural Networks

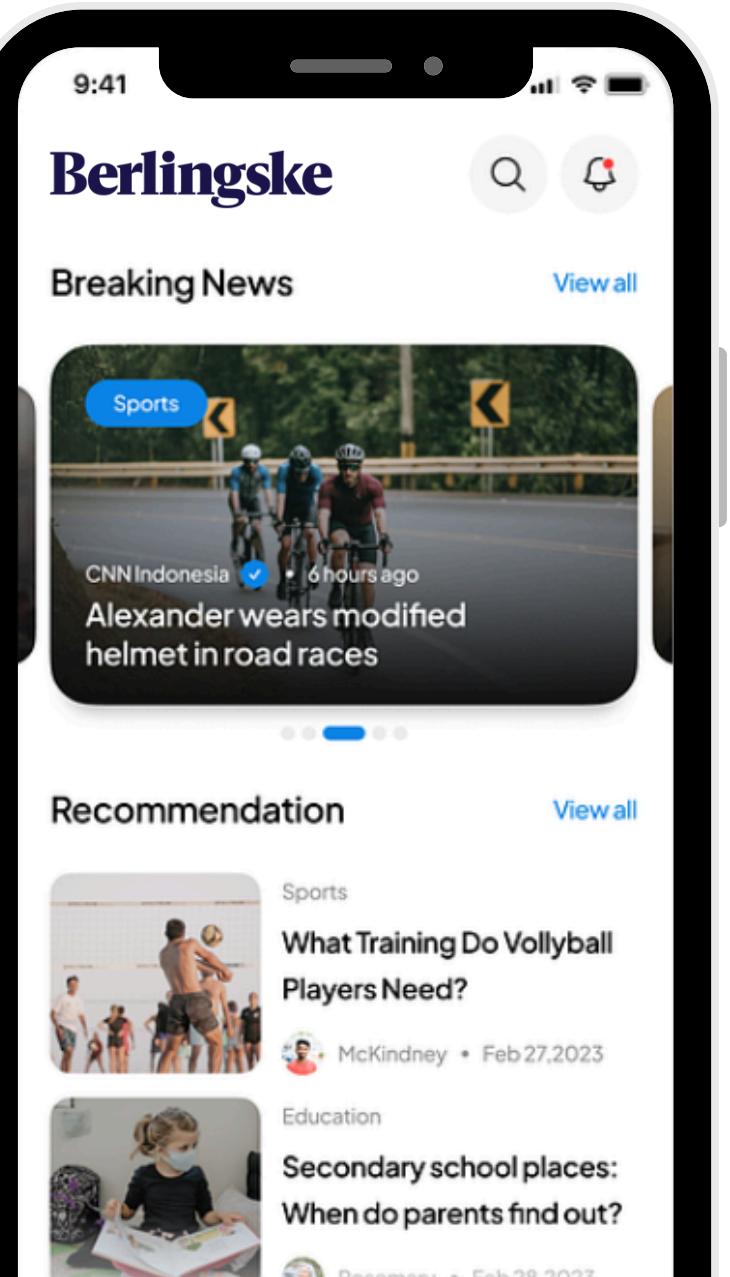


Without Personalisation



Monthly retention of young-adult users is barely 30%

With Personalisation



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

Berlingske

Value Adds



Personalized content caters to the demands of the demographic



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

Solution

Bitesize Information



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

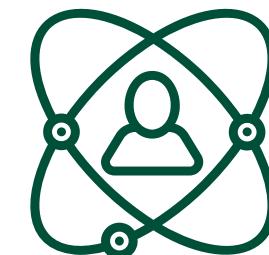
News Reels

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

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

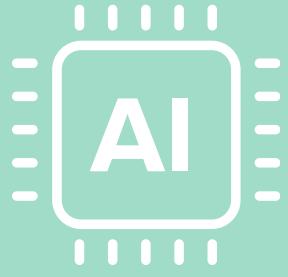
User Experience:
Unique user experience to capture the younger audience

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

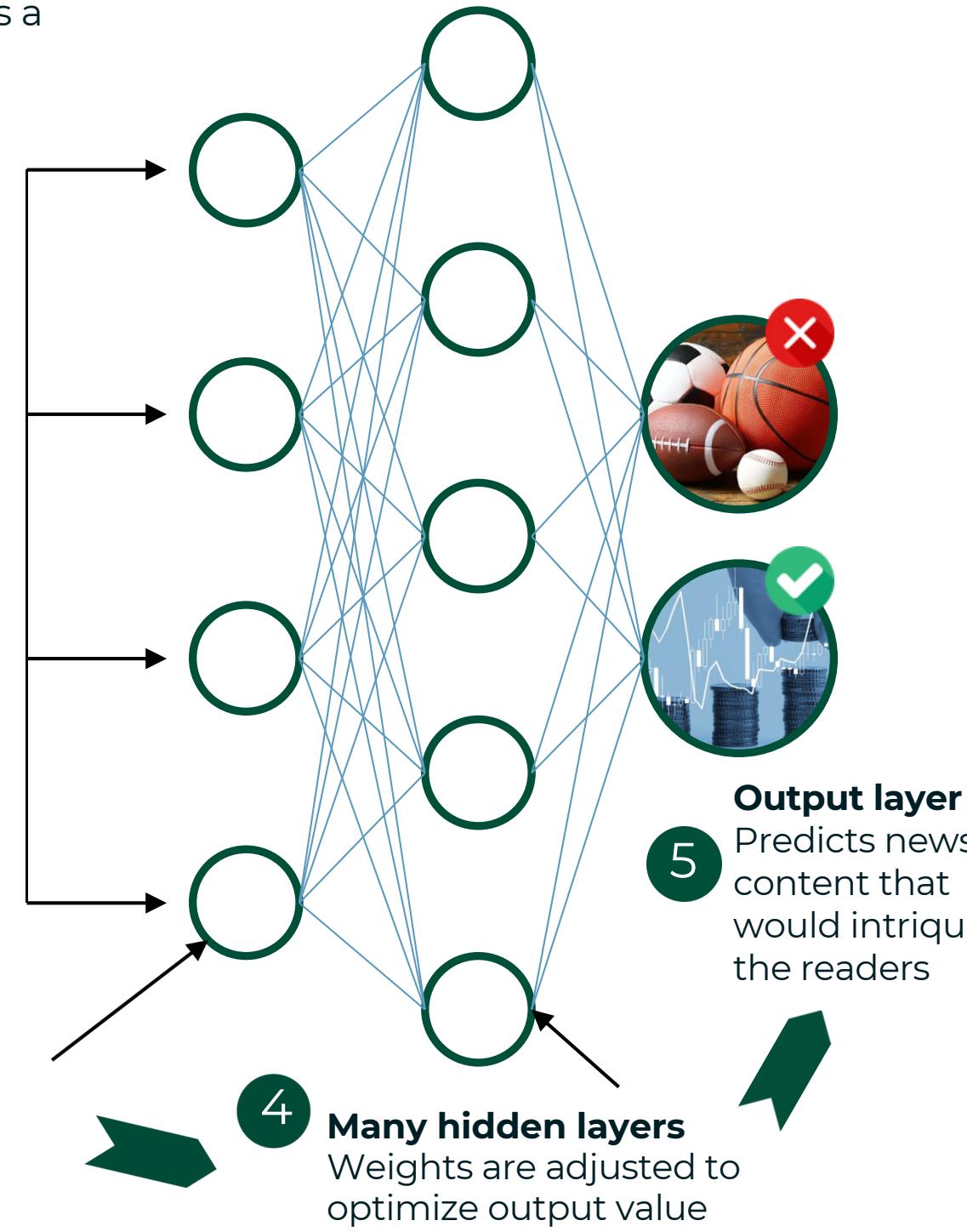
Feasibility Analysis

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



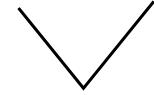
Situation Analysis

MPB Strategy

Feasibility

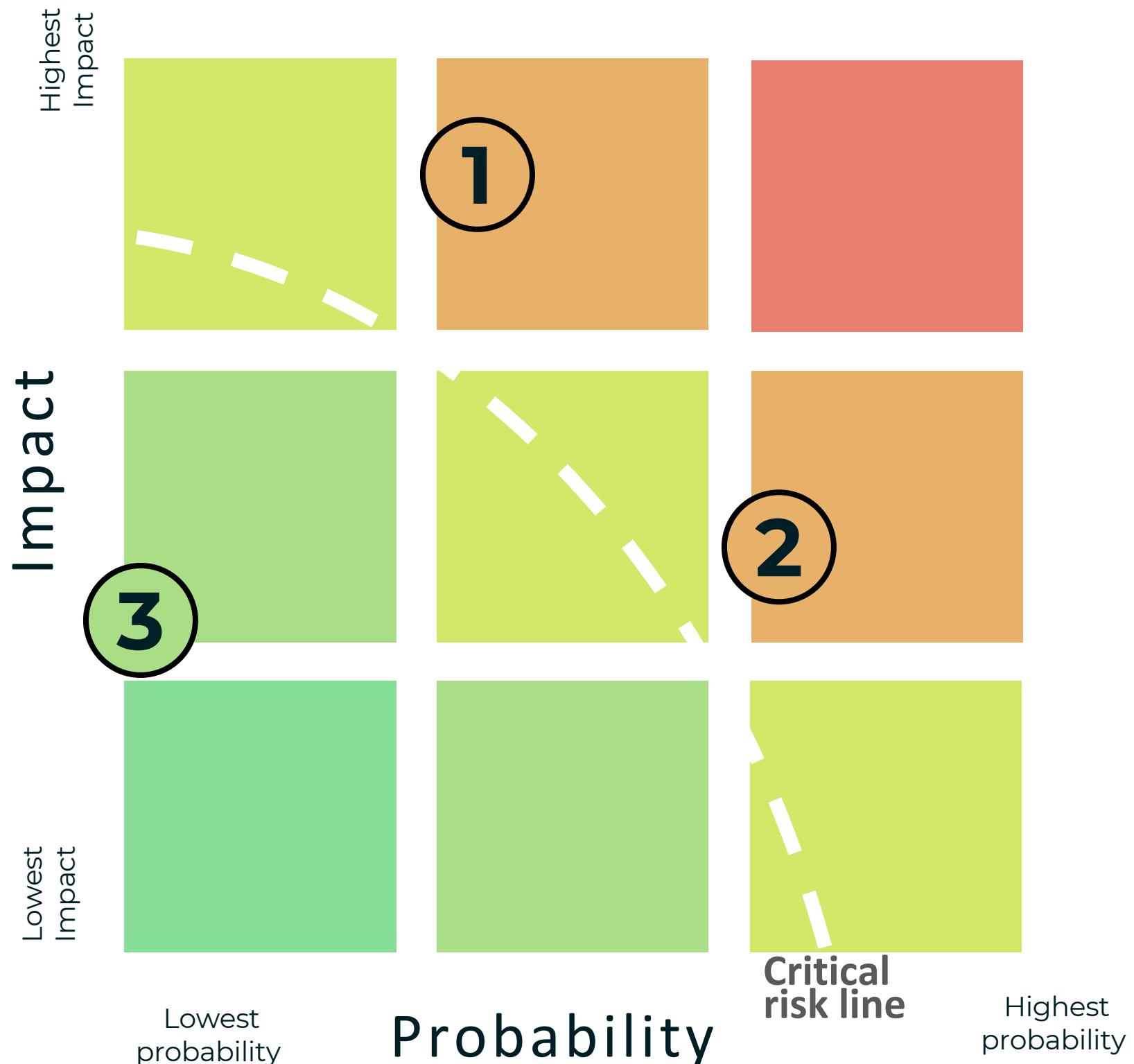
Revenue

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

Implementation

Risk Mitigation Plan



Risk

1 Technological flaws in app foundation

2 Lack of buy-in to their brand identity

3 Data security and privacy concerns

Mitigation

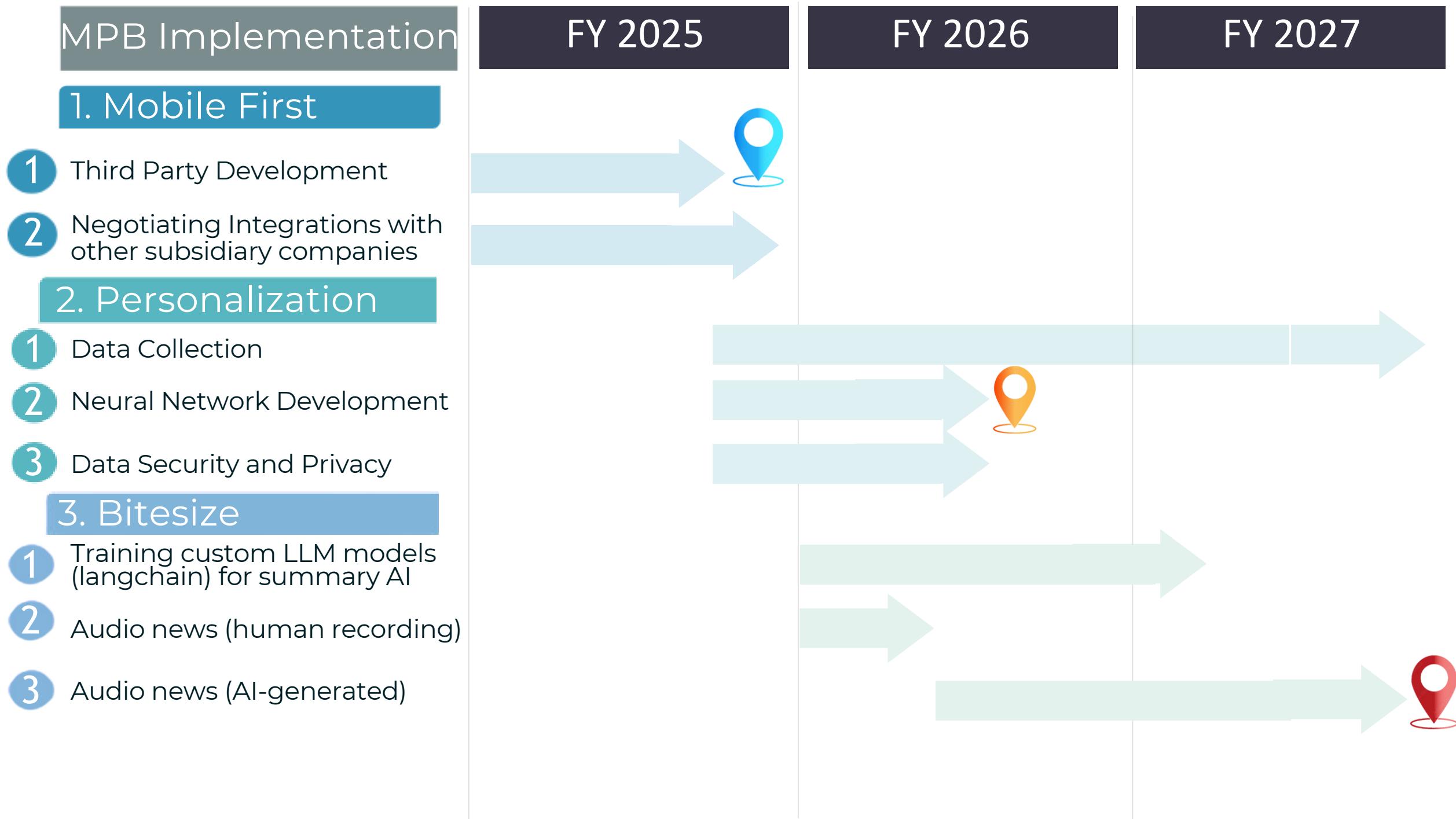
Identify a freelance mobile development company, and hire multiple independent consultants to review that company's plans.

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

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

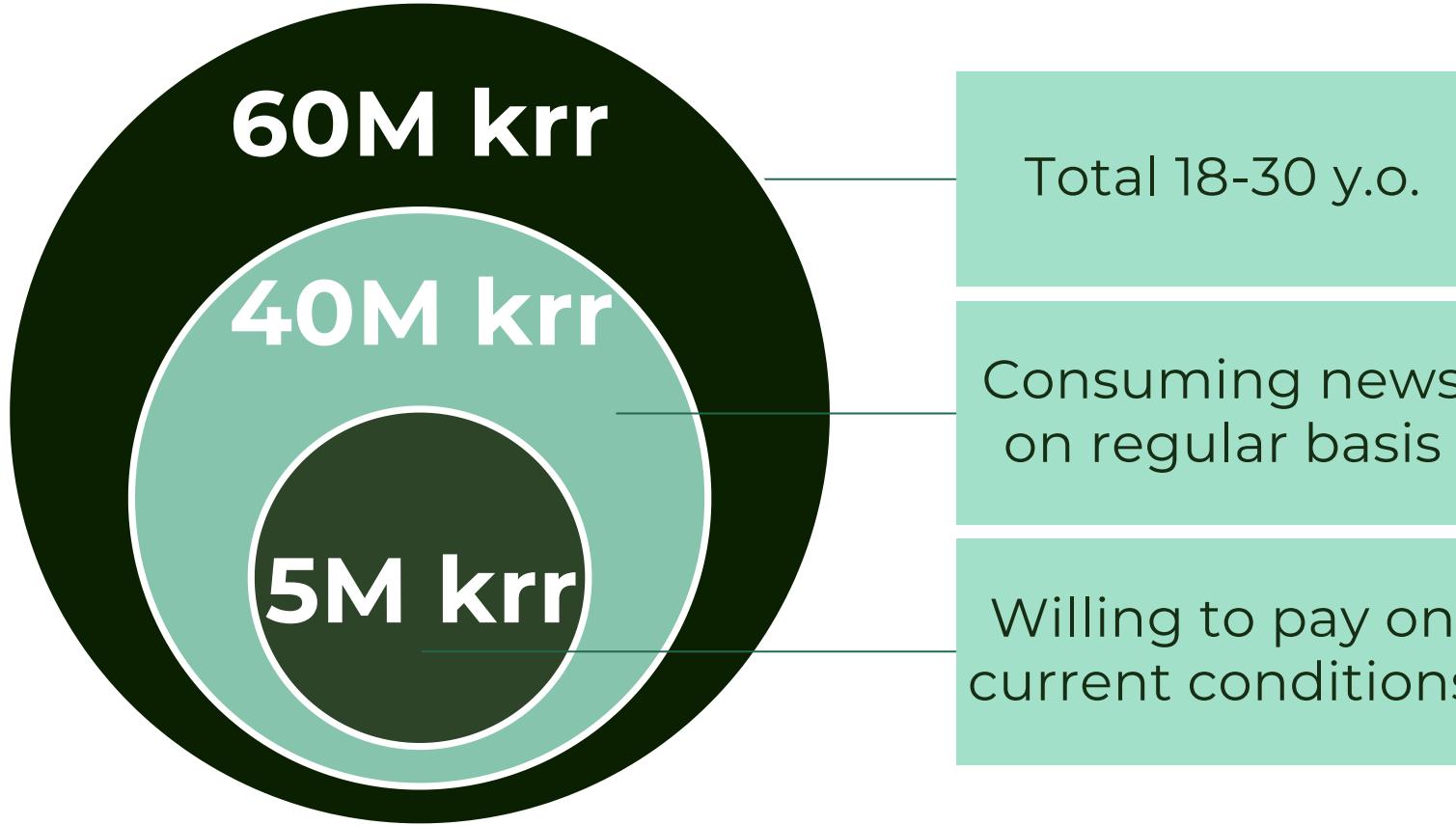


Ensure personalized feed, thus easily achieving 50,000 users

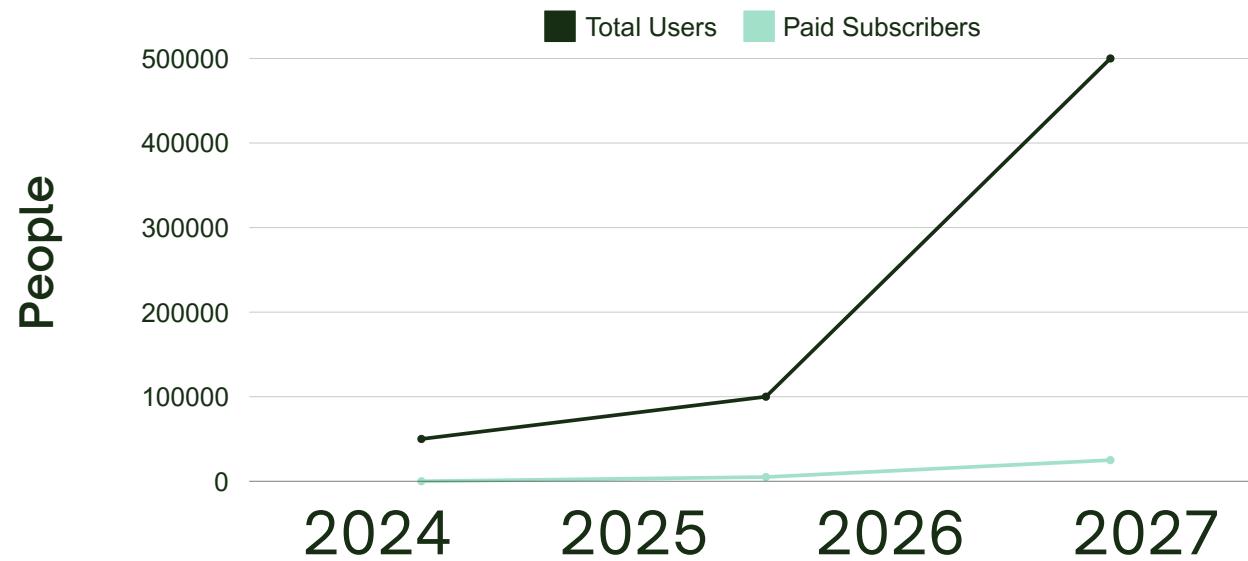


Bitesize audio & videos are working, while achieving 500,000 users

Revenue Financial Projections



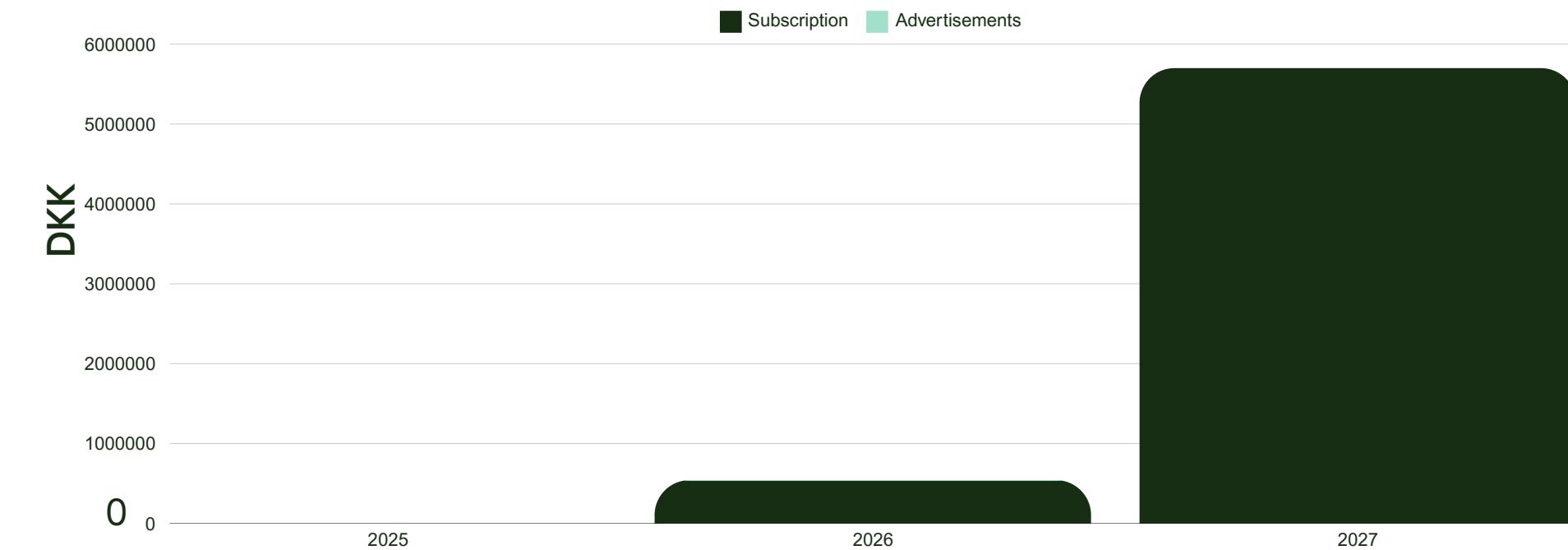
Monthly App User Growth Rate by Young Audience



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)

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:
berlingskemedia.org