Placing the reader front and centre

Ingeborg Volan
VP of publishing and visual journalism
DN in a nutshell

Business – and beyond

Renowned for investigative and feature journalism

Small-ish

180 total staff

Subscriptions

Legacy newspaper – and one of the world’s most expensive digital subscriptions
Journalistic successes in the past year
Strategic goals

DN is Norway’s most important source for news and content about business, finance and society. By 2021 we’ll be prepared for a paperless future and have won tomorrow’s customers.
Understanding user needs

Audience research and reshaped strategy
Audience research: What did we learn about our readers?

We have Norway’s coolest readers!

• Smart
• Well-educated
• Ambitious
• Engaged in society
• Active outside work – family, sports, friends
• Enjoy dining out and travelling
Audience research: What did we learn about our readers?

...but they have some challenges

- Busy!
- Need to be up-to-date for business dinners and lunchtime conversation
- Some feel guilty for not planning their personal finances better – mostly women
- It’s hard to see what’s really important and get a grasp on evolving stories and topics
- Drowning in a deluge of breaking news
They have **different** needs throughout the day

**Morning**
Rush! Quick mobile update – if you have any time at all

**Work**
What is directly relevant to your job – maybe a small «news break» as a treat

**Night**
Relaxation. Learning, inspiration, entertainment. Netflix&mobile.
Five interest-based audience segments

1. Up-to-date
2. Finance
3. Leisure and inspiration
4. Politics and society
5. World news junkie

This is relevant to my interests
What they have in common

Features

Documentaries are equally interesting to all
We’ve made immense digital progress
Daily active subscribers

June 19 vs 18: +15%

June 19 vs 17: +51%
Automated print layout process
Reshaping the organization

From a product-centric to an audience-centric organization
Drawing *insight* from multiple sources

- User interviews
- User data
- Staff interviews and workshops
Design criteria for new organizational model

1. Insight driven organization
2. User orientation and user experience
3. Innovative, flexible and learning organization
4. Collaboration, interdisciplinary teams, follow-through
Norway’s most audience-oriented media house

- User revenues
- Newsroom
- Advertising/communication

- Audience segment specialists
  - Young
  - Private
  - Professionals
  - Corporate

- Business support and automation

- Strategy, project management and innovation
Audience advocate team

Professional users

Team lead

Young users

Private users

Corporate buyers
Newsroom strategic priorities

- Setting the agenda – more often
- Breaking news
- Relevant every day
- New storytelling formats
- Intelligent opinions
- Cultivate reader relationships
New newsroom structure

- News
- Storytelling and lifestyle
- Opinions and debate

Content strategy and planning, publishing and visual journalism
Our task:

Get all DN journalism **used** by the maximum potential audience
Planning

Cross-platform publishing and distributing

Develop ideas, story formats and tools

Audience dialogue

Create, improve and adapt content

Analytics and constant improvement