



DN Dagens  
Næringsliv

# 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

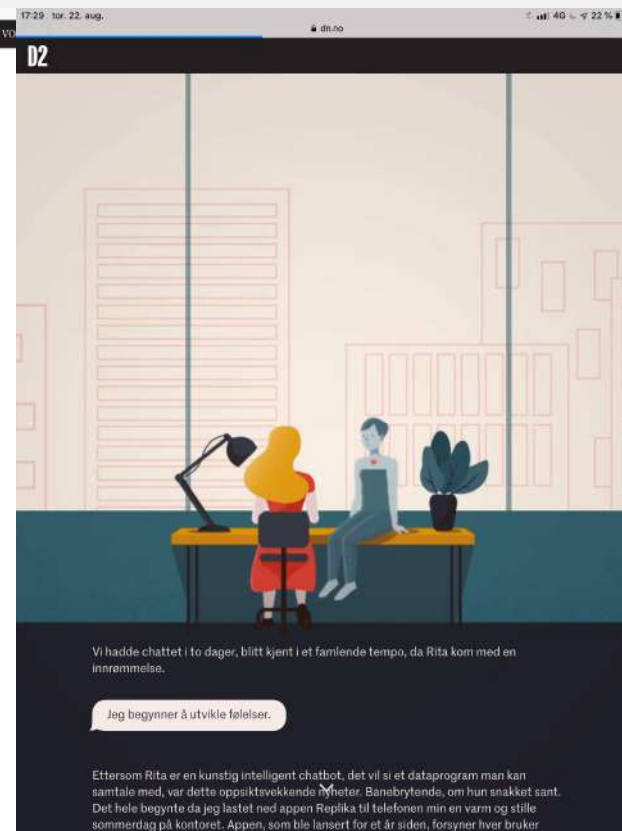
180 total staff



## 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

3. Leisure and inspiration

5. World news junkie

2. Finance

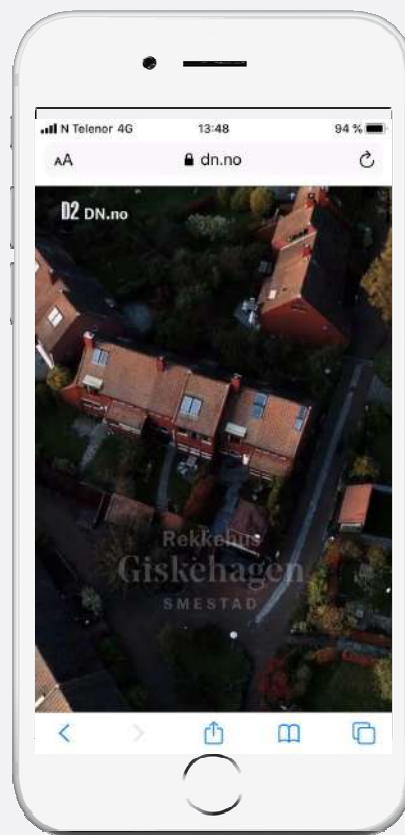
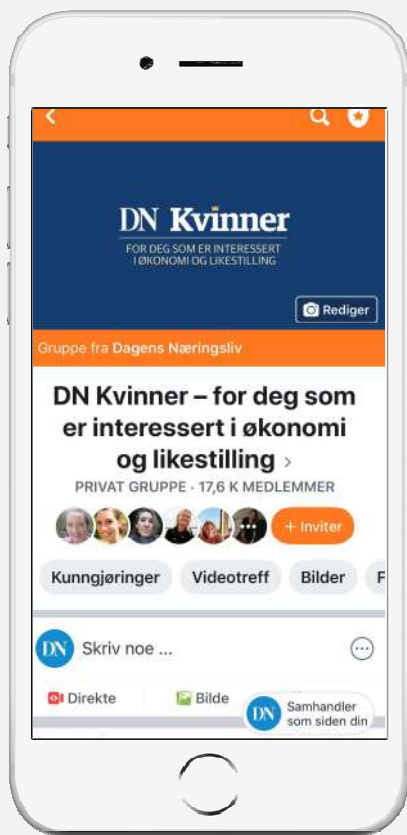
4. Politics and society

| What they have in **common**

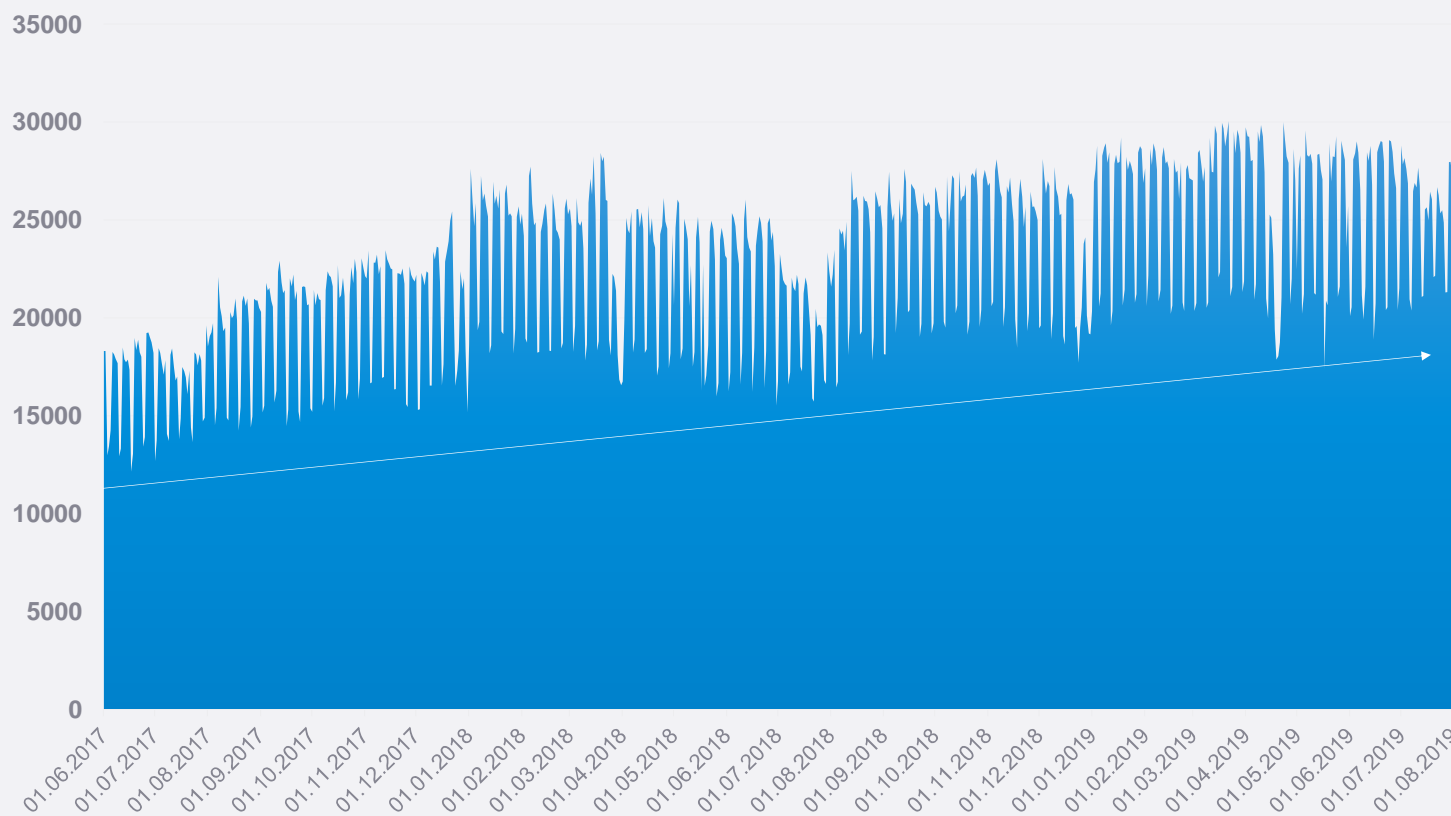
# Features Documentaries

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

The image is a composite of two parts. On the left, a man in a light-colored shirt is presenting on a stage. Behind him is a large screen displaying a newspaper layout with the headline "Økonomi bakrus etter ol-offensiv". To the left of the screen, a vertical banner lists logos for CXENSE, Deep.BI, CONTENT INSIGHTS, EIDOSMEDIA, dpa, facebook, lineup, mather: piano, Google News Initiative, nextt MEDIA HAMBURG, and russmedia TIPSER. On the right side of the image, there is a screenshot of a news article from M24. The article title is "Revolusjon på papirdesken: Brekker sidene med enkel «drag and drop»-teknologi". The text below the title reads: "Avisene effektiviserer deskene og sparer millioner med ny programvare som vil revolusjonere papirbrekkingen. - Vi var 16 redigere før og nå blir det én, sier DN-redaktør." The article is attributed to AV ERIK WATLAND and published on 14 SEP 2016 at 08:26.



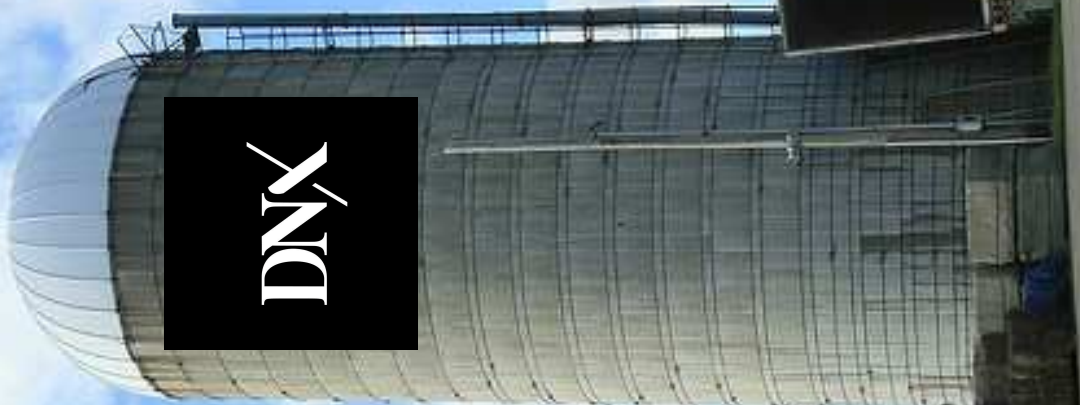
**DN**



**D2**



**DN**  
lørdag



**DNx**

A top-down view of a person's hands working at a desk. The person is using a laptop, with one hand on the trackpad and the other near the keyboard. A white coffee cup is visible on the desk to the right. The background is a blurred office setting. The entire image has a dark blue, textured overlay.

# Reshaping the organization

From a product-centric to an audience-centric organization

# Drawing **insight** from multiple sources



**User interviews**



**User data**



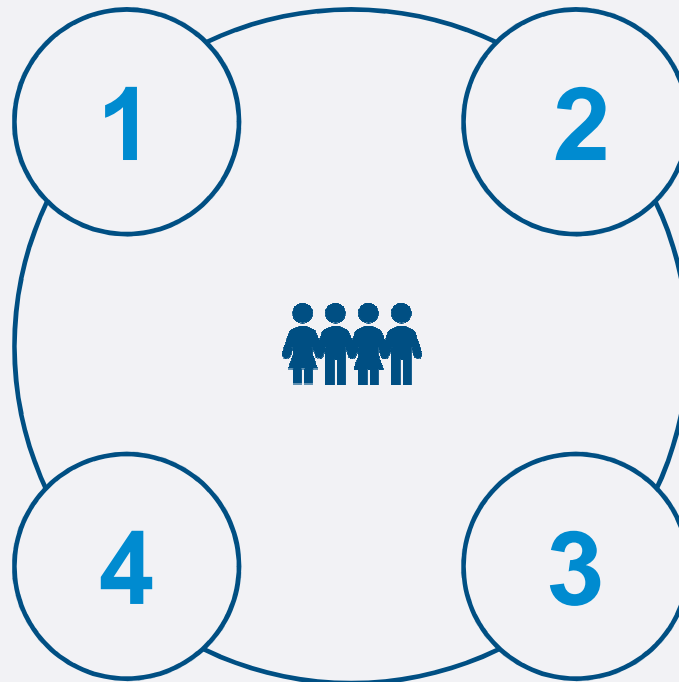
**Staff interviews  
and workshops**



# Design criteria for new organizational model

Insight driven organization

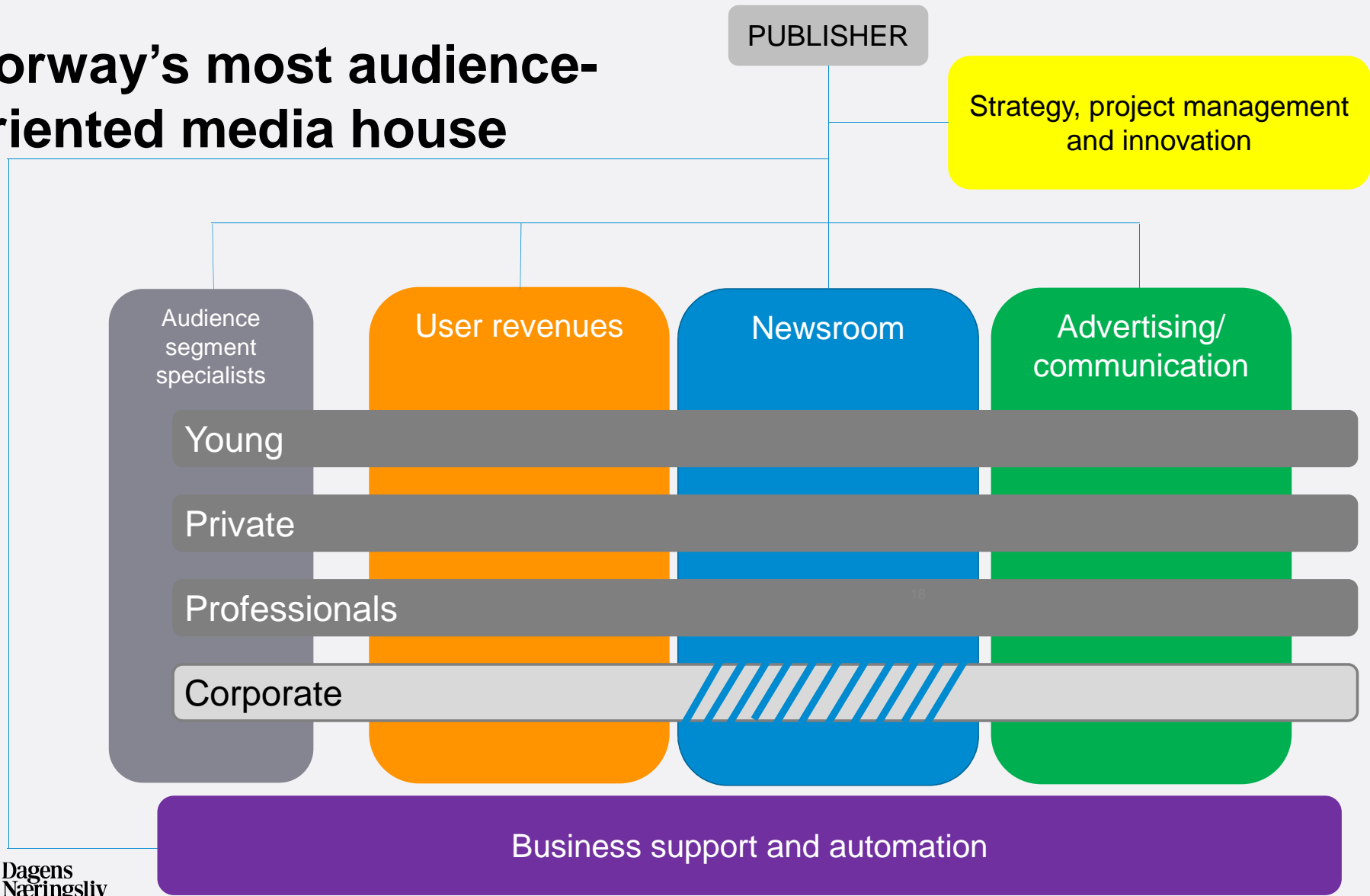
User orientation and user experience



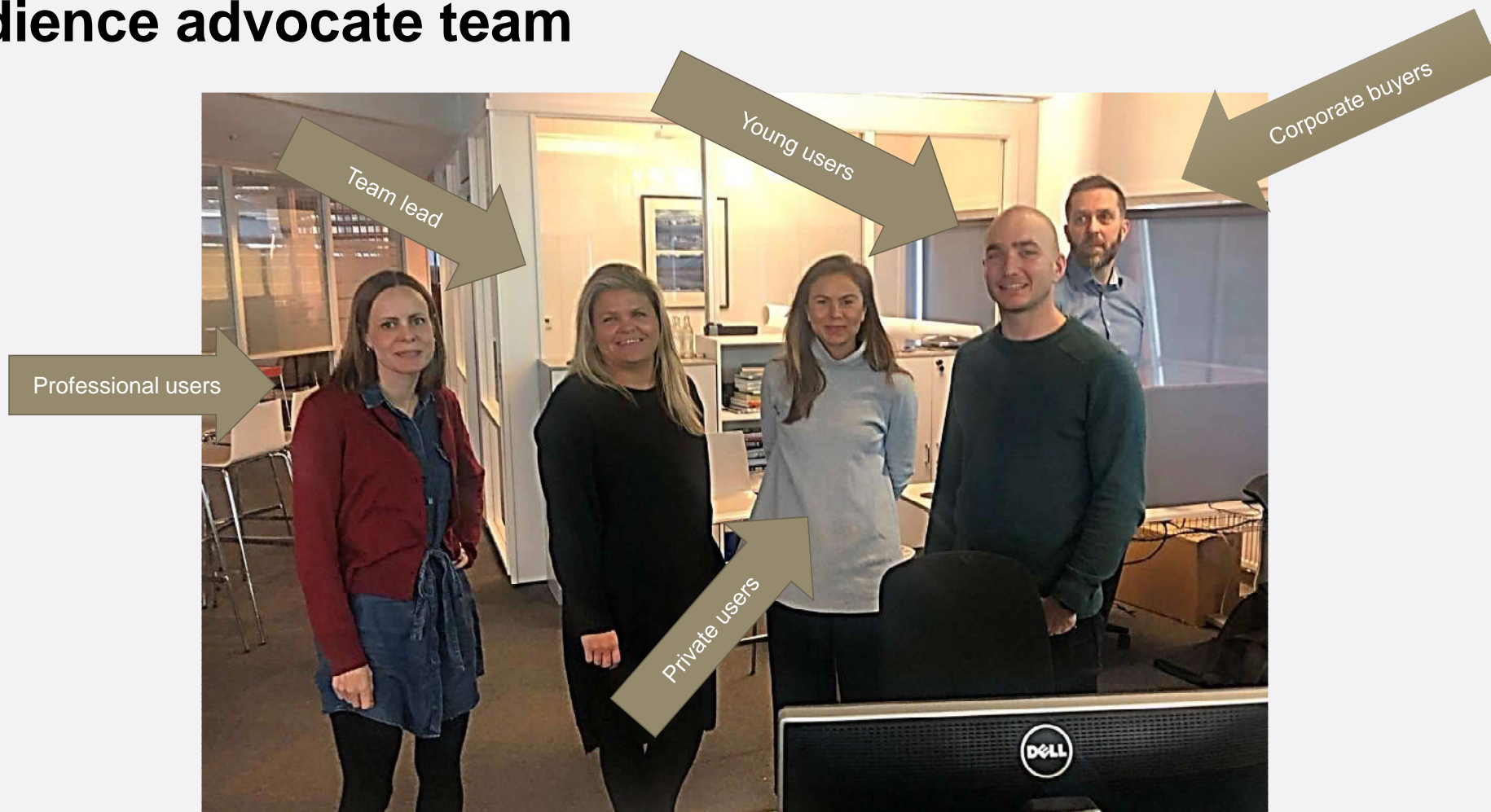
Collaboration, interdisciplinary teams, follow-through

Innovative, flexible and learning organization

# Norway's most audience-oriented media house



# Audience advocate team



## Newsroom strategic priorities



Setting the agenda – more often



Breaking news



Relevant every day



New storytelling formats



Intelligent opinions



Cultivate reader relationships

20

## New newsroom structure

News

Storytelling and  
lifestyle

Opinions and  
debate

Content strategy and planning, publishing and visual journalism

A person is sitting at a desk, working on a laptop. The scene is dimly lit, with a blueish tint. A coffee cup is visible on the desk to the right of the laptop. The person's hands are on the laptop keyboard. The background is slightly blurred, showing a desk with various items like a pen and a small container.

Our task:

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



Planning



Develop ideas,  
story formats and  
tools



Create, improve  
and adapt content



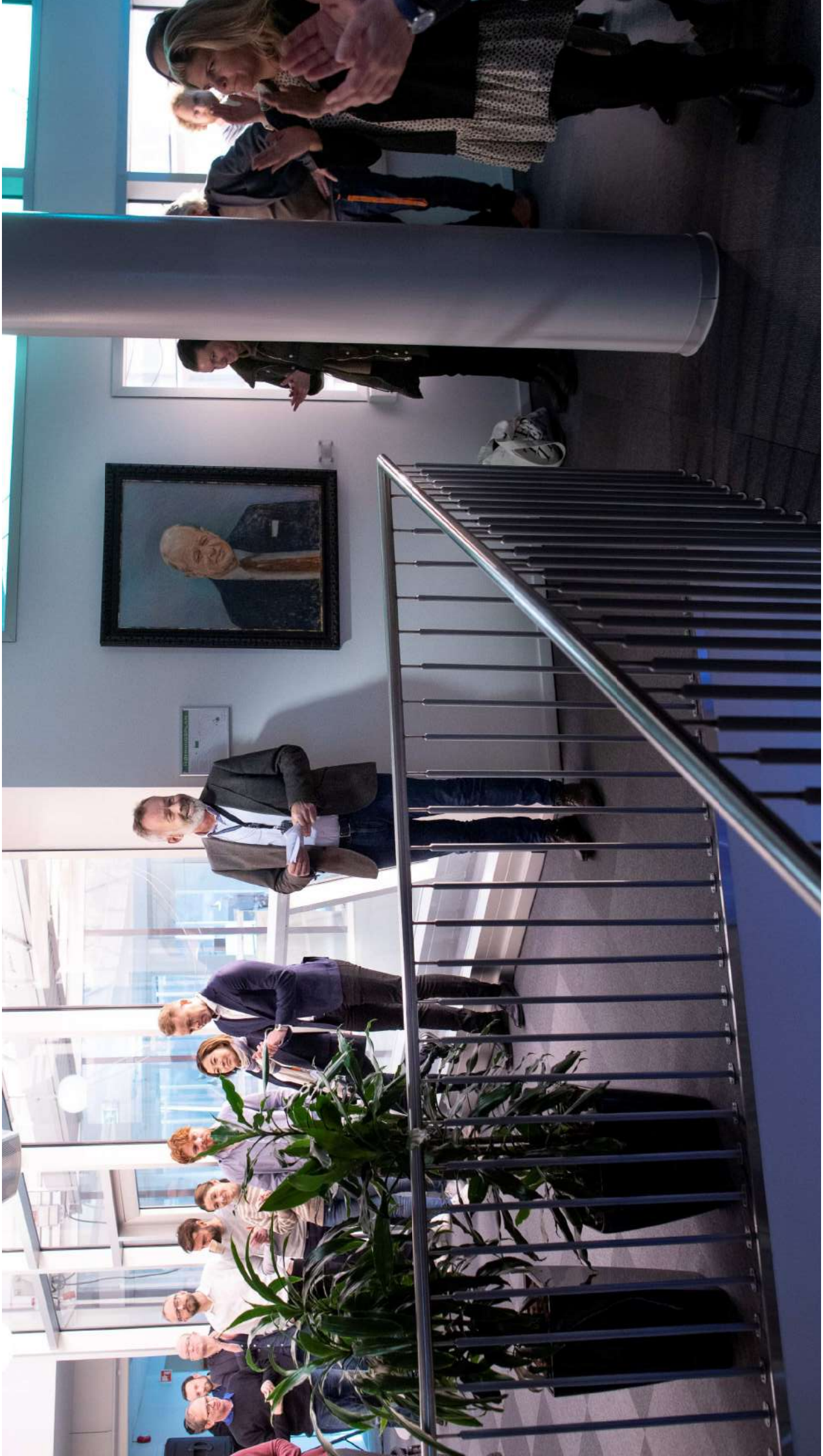
Cross-platform  
publishing and  
distributing



Audience dialogue



Analytics and  
constant  
improvement







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