SUMMARY

On October 5th 2012, Ekstra Bladet and Tipsbladet launched a successful cooperation which had audience growth as its main objective: Tipsbladet's printed edition ceased to exist on its own and could now only be obtained through purchase of Ekstra Bladet's Friday edition, without change of price.

Launch day was the culmination of a long, complex project, where we worked meticulously on preparatory efforts and communication planning to ensure a smooth transition for retailers, buyers and subscribers. The key to success lay very much in the detail as the following pages of this case will reveal.

With this cooperation, we set out to:

- increase Ekstra Bladet's Friday circulation by 10 per cent, equalling +3,500 single copies and 2,500 subscriptions
- build on the cooperation to plan and execute future projects

We achieved:

- an increase in circulation by roughly 12 per cent (+4,200 single copies and 2,500 subscriptions), an added USD 170.000 in turnover
- a sampling campaign among our new subscribers with 200 signing up with more activities being planned for 2013





EKSTRA BLADET & TIPSBLADET: A SHORT INTRODUCTION



First published in 1904, Ekstra Bladet is the Ekstra quintessential tabloid. It is the watchdog defending the ordinary man always in ondefending the ordinary man, always in opposition to those in power, be it political or

other. Ekstra Bladet is not afraid of speaking up, setting the agenda and occasionally arouse indignation, but it also prioritizes entertainment, sports and other subjects that make life fun. Ekstra Bladet can be fierce and serious, but never dull.

Ekstra Bladet's average circulation on weekdays is 60,000 copies (published daily)Readers: 256.000. Online: 1.3 million users

TIPSBLADET SFODBOLD

With an editorial focus on footballrelated news and betting tips, Tip-

sbladet was first published in 1948, a full six months before football betting was even introduced in Denmark, making it the oldest football magazine in Scandinavia. Over the course of thirty years. Tipsbladet became Scandinavia's largest and Europe's second largest - football betting magazine despite the emergence of competing titles.

Tipsbladet's average circulation was 6.000 copies (published once a week on Fridays). Reasers: 52.000 Online: 67,000 users

STRATEGIC CHALLENGES

By 2012, the printed edition of Ekstra Bladet faced the same challenge as the vast majority of the world's printed newspapers: decrease in circulation. As a result, demands for product development to counter this increased, both from within and from our retailers. However, being the largest single copy sales newspaper in Denmark ensured Ekstra Bladet's high level of distribution as well as a profitable

business.

Tipsbladet was in a more unfortunate situation. Apart from a steady decrease in circulation and readership, the cost of printing and distribution were increasing non-proportionally over time making the publishing of Tipsbladet unprofitable. Their level of distribution was another major challenge.

>> Challenges for all papers, but different impact <<

Where Ekstra Bladet was sold at approximately 6,500 retailers, Tipsbladet was only present at about 2,000 retailers leaving few options to turn the situation around.

While Tipsbladet was still a strong brand with greater potential, the circumstances were threatening the very existence of the paper.

POTENTIAL

Cooperating with Tipsbladet held great potential for Ekstra Bladet. It would give us access to a most relevant group of consumers who were highly interested in sports with high to medium purchase frequency. And due to their interest in sports, they would already have a high level of preference towards Ekstra Bladet.

>> Growing audience <<

Ekstra Bladet's most frequent buyers would see the inclusion of Tipsbladet as an added value which would help maintain their purchase frequency, while buyers with medium purchase frequency and interest in the subject matter most likely would buy Ekstra Bladet more often. Furthermore, cooperating with Tipsbladet and thereby improving out sports and betting coverage would provide Ekstra Bladet with better chances of attracting entirely new customers. The number of duplicates – people who already bought both publications - was relatively low (20%).



Tipsbladet has 52.000 readers, which equals 6.000 byers. 80 % of them do not buy Ekstra Bladet. Those people will be converted to Ekstra Bladet buyers - otherwise they won't be able to read Tipsbladet anymore.

> >> 6.000 buyers x 80 % = 4.800 potential byers <<



If we were to succeed in converting all of Tipsbladets customers, the effect would be an estimated 3,500 single copies and 2,500 subscription copies; a potential growth corresponding to 10% of our existing circulation on Fridays.

As for Tipsbladet, the cooperation would triple their number of retail outlets, increase their circulation tenfold and have a positive effect on readership which could be used to realize their potential in the advertising market, both in print and online. Furthermore, there was a notable price difference between the two products. Tipsbladet used to cost DKK 35, (USD 5,25) while Ekstra Bladet on Fridays was priced at DKK 18 (USD 3,21). A lower price point would increase the likelihood of attracting new readers.

All in all, cooperation between Ekstra Bladet and Tipsbladet would be advantageous for both parties.

THE STRATEGIC COOPERATION

The agreement

Ekstra Bladet and Tipsbladet entered into an agreement where Tipsbladet would be withdrawn from the market as an individual product and only be available as part of Ekstra Bladet's Friday edition from October 5th, 2012. Both Tipsbladet and Ekstra Bladet would continue to be written independently without any interference from the other party.

The price for Ekstra Bladet with Tipsbladet inserted was DKK 18 (USD 3,21), Ekstra Bladet's regular cover price. Tipsbladet's subscribers' balances were recalculated and their subscriptions extended due to the new, lower unit price.

>> Added value <<

The agreement covered a test period of six months.

During the test, Tipsbladet would cover all editorial costs and keep all revenue from ad sales. Ekstra Bladet would cov-

er all costs related to printing and distribution, and assume responsibility – and keep all revenue – for single copy and subscription sales. For this purpose, Tipsbladet transferred the full database of both active and passive subscribers as well as single copy sales history, lists of retailers, etc.

OBJECTIVES

Ekstra Bladet's objectives were:

- Full conversion of single copy sales, increasing Ekstra Bladet's single copy circulation on Fridays with 3,500 copies
- 2. Full conversion of subscription copies, increasing Ekstra Bladet's subscription circulation on Fridays with 2,500 copies
- 3. Use the cooperation as the basis for further actions to strengthen our market position



To achieve the objectives, Ekstra Bladet had to overcome several crucial challenges:

CHALLENGES

As of October 5th 2012, Tipsbladet ceased to exist as an independent product and could only be obtained by purchasing Ekstra Bladet's Friday edition, which led to communicative challenges in terms of both Business-to-Business and Business-to-Consumer. Every single retailer had to be well informed in order for them to pass the information on to customers, which necessitated clear and unmistakable trade communication.

Of particular importance were the practices on returning the unsold copies. Published every Friday, Tipsbladet as a standalone product had been for sale all week. Ekstra Bladet is published every day, and Friday's edition would normally be taken off the shelves on Saturday. Now, it should be for sale for a week.

Efforts would have to be made to draw attention to the price. Ekstra Bladet with Tipsbladet inserted (DKK 18) (USD 3,21) was great value and almost half the cost of Tipsbladet when it was a stand-alone product.

Finally, the in-store communication had to hit the consumer 'spot on'.

Subscription sales

Come October 5th, Tipsbladet's subscribers would no longer receive Tipsbladet, but Ekstra Bladet with Tipsbladet inserted. This required clear and repeated communication.

As mentioned earlier, the existing subscribers' balances were recalculated and the subscriptions extended accordingly, based on the difference between the old and the new, lower unit price. This advantageous technicality would also have to be presented clearly.



Direct mail

Customer services

With Ekstra Bladet taking on the responsibility of all sales, it was only natural that all customer service inquiries from both retailers and subscribers should now be directed to, and handled by, Ekstra Bladet's customer service department; a new point of contact of which our customers should be informed.

EXECUTING THE PLAN: push/pull strategy

Our communication plan was a push/pull strategy in which we chose to do as follows.

Push

The push-strategy has mainly been carried out by our sales team.

From the beginning the sales team was focused on securing the awareness of the cooperation between Ekstra Bladet and Tipsbladet, not only towards the employees at retailers, but also regarding the in-store physical presentation of the paper and its importance.

From September 3rd to the end of the month they handed out POS materials and set up meetings regarding handling, sales and getting the most favourable position in different stands.

The existing subscribers received a direct mail, explaining the cooperation and introducing Ekstra Bladet's service department as the new point of contact.

On launch day, October 5th, a joint editorial written by Ekstra Bladet's sports editor and Tipsbladet's chief editor was published in Ekstra Bladet's sports section.

Since October 5th, the cooperation with Tipsbladet has featured prominently on both Ekstra Bladet's cover and news poster, maximizing awareness.



Pull

All communication regarding the cooperation between Ekstra Bladet and Tipsbladet was presented with the logos of both publications and was approved by both parties prior to publication. The campaign's main focus was to explain the benefits that the customers would achieve from the cooperation between two very strong brands, both firmly rooted in different editorial cultures, but with common ground when it comes to football. We chose the two footballs served on a platter to illustrate this. The favourable price was used as call-to-action for both single copy sales and subscription sales.

The main target group was males, 18 to 60 years old. Ekstra Bladet and Tipsbladet were used for print and online advertising, while TV and PR were used in cooperation with dedicated partners.



September September October October October November December 3rd 25th 5th 7th 21st 12th 31st

TIMELINE:

Contact/channel Field force

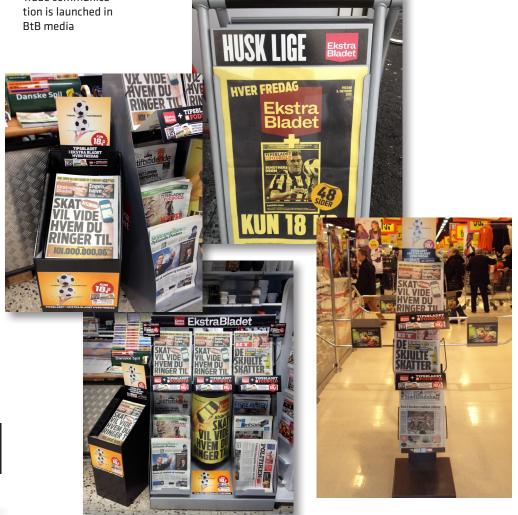
Contacting all retail Fi chains (Key St Accounts) to but inform and sell campaign to the chains.

Field force contacting all SMB (small to medium businesses) by phone or personal visit to inform about the entire campaign, to make sure that every outlet understands the challenges and possibilities.

Field force contacting all high priority accounts bringing POSmaterial, and implementing campaign materials in stores, creating 100% visibility and availability. The necessity of pointing out the oppertunities and the challenges of selling two papers in one.

Trade communication, news poster and POS-materials is sent out to all 6,000 outlets.
Trade communication is launched in RtB media

>> Follow up on the campaign
Over and over again. <<



Fik 1,3 mio likes

September September October October October October October December 3rd 25th 5th 7th 21st 12th 31st

TIMELINE:

Advertisement

Periode of advertisement:

From end September to start December.

Total value spending of: 113,816 USD
Print: 524,974 kr. = 94,000 USD
Online: 86,000 kr. = 15,353 USD
Film: 25,000 kr. = 4,463 USD

From advertisment we gained 383 new subscribers and, through our sales and telemarketing team, more than 200 people have contacted us for subscription.

Achieved:

2,600 new subscribers

3,500 new single copies of Ekstra Bladet, Friday.



Web banner



Film



SeptemberOctoberOctoberOctoberOctoberOctoberNovemberDecember3rd25th5th7th21st12th31st

TIMELINE:

Editorial/PR

The leading editor of Tipsbladet and Ekstra Bladet Sport, joined for the first issue to tell the story of the cooperation and the differences of the editorial views. PR material was published in MediaWatch and in the trade magazine for convenience stores. Also mentioned in the Danish Public Radio at the launch date.

To make the statement, the front page header introduced the story and the extra section. The news poster, was dedicated to the cooporation, presenting the cover of Tipsbladet and the price.









Frontpage Tipsbladet



Frontpage Ekstra Bladet



Editorial Ekstra Bladet Sport

September September October October October November December 3rd 21st 12th 31st

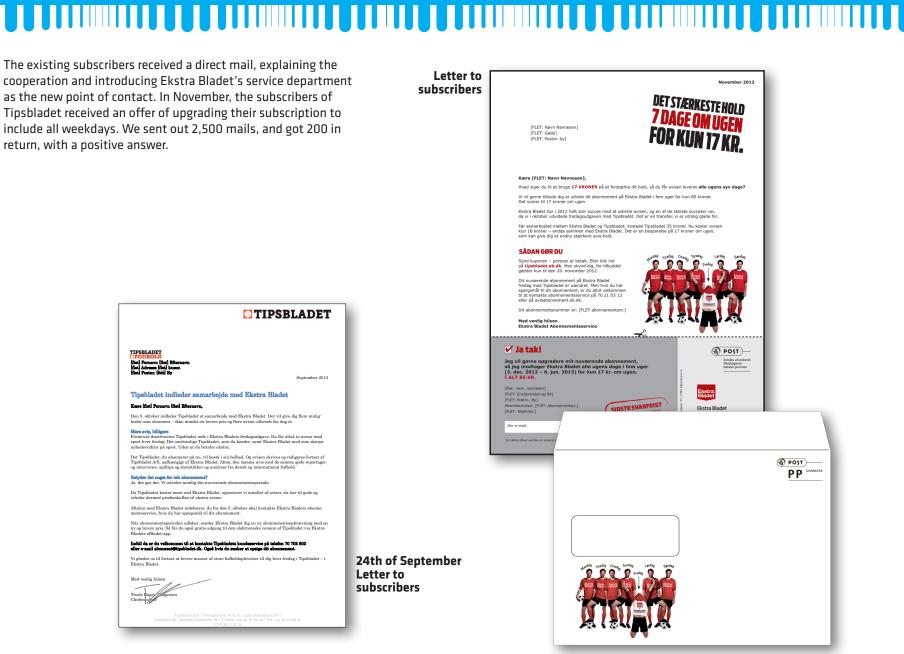
TIMELINE:

Subscribers

The existing subscribers received a direct mail, explaining the cooperation and introducing Ekstra Bladet's service department as the new point of contact. In November, the subscribers of Tipsbladet received an offer of upgrading their subscription to include all weekdays. We sent out 2,500 mails, and got 200 in return, with a positive answer.



24th of September Letter to subscribers



THE RESULTS

Since the start on October 5th, the test has now been in effect for about three months. By early January 2013, the objectives we set out to achieve have been met:

- 1. Our single copy circulation on Fridays is 4,200 copies higher than what could have been expected due to the general trend in printed circulation (target: +3,500 copies). On October 5th we sold exactly 3,500 copies more than the Friday before.
- 2. We have 2,500 new subscribers on Friday (target: +2,500 copies).
- 3. To further strengthen our position on the market, we have had a sampling campaign among our subscribers on Fridays with 200 signing up.

THE NEXT STEPS

Even though we are still in the testing phase of this project, we are very serious about its future, and we believe that we can build on the results that we have seen so far.

At the end of 2012 Ekstra Bladet's cover price increased on Monday to Thursday as well as Sunday, but not Friday. Friday's edition was specifically excluded from the planned price increase to nurture the project.

2013 will most likely see the emergence of a new 'sports-subscription' consisting of Friday's to Monday's editions.

Although their weekly publication has been withdrawn and inserted into Ekstra Bladet, Tipsbladet still publish sports magazines, focusing on major sporting events, such as the Premier League or Champions League. It would be a natural step to expand our cooperation to include some of these magazines as well.

