

# Astrid Jørgensen



Digital Transformation - Obsessed with Customer and User Needs - Strong Communicator and Teamplayer - Strength Based Leadership - Subscription Based Business Models - 8 Languages - Enthusiastic cyclist 🚴

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Born June 25th 1981

## SUMMARY

Strategic digital transformation, respectful leadership and subscription based business models are my core competencies. I am tirelessly focused on target groups and user needs. Respectful and trust-driven management that minimises bias are prerequisites to effectively create business value. I want to make a difference in a company with a clear purpose and drive.

## EXPERIENCE

### Independent Consultant, Advisor & Board Member *Astrid Jørgensen Consult*

SEPTEMBER 2024 -

Independent Strategic Advisor, Consultant and Board Member with strong Subscription and Media expertise

#### Subscription expertise

- Expert in subscription models / recurring payments, BtC and BtB
- Customer journeys; sales, retention (habit building and loyalty) and winback
- Uncompromisingly focused on user needs (jobs to be done) with customers and end users to redeem value
- Packaging / bundling
- Pricing
- Customer satisfaction

#### Management expertise

- Strategic business management in complex digital and / or organisational transformations
- Diversity strategy and action plans enabling change
- Equal pay model across numerous collective agreements and management contracts
- Creates and facilitates high performing teams via deep interpersonal understanding of group dynamics

## STRENGTHS

Excellence in subscription based business models, digital strategy and transformation (people - product - process), management and organisational culture.

Documented top results in digital transformation of legacy business.

Development and implementation of diversity strategy, bias handling, leadership development program, initiator of 'equal pay for equal functions', organisational cultural changes.

Decisive management values: Trust, psychological security, collaboration and communication.

## LINGUISTIC MULTITOOL

Native: Danish

Professional: English, French, Norwegian, Swedish

Skilled: Italian and German

Tourist: Spanish

- Change management, culture changes and bias management in legacy cultures with strong formal and informal power
- Managerial and employee development regardless of profile, talent and level
- Psychological security, strength-based management, strong interpersonal communication
- Chairperson of the Board of Directors for working and value-creating boards

## Digital Transformation

Experience with people, process, product at all levels:

- Strategic ownership
- Tactical and operational execution
- Mapping resource and competence needs, organisational adaptation
- Multidisciplinary product teams with clear mandate

My experience bank has provided a strong compass for digital landscapes:

- Program manager for the replacement of subscription system for the entire media group, JP/Politikens Hus
- +6 years as IT project manager, including the rollout of SingleSignOn in JP/Politikens Hus (Medielogin)
- Certified SCRUM master and PRINCE2

## External examiner at Copenhagen Business School (CBS) and Aarhus BSS - Aarhus University, Business Economic Subjects

MARTS 2024 - TODAY

External examiner on bachelor and master educations on Business Economics Subjects, e.g. organisation, marketing, communications, branding, business development, strategy, et. al.

## Chief Commercial Officer, Politiken

JUNI 2019 - AUGUST 2024

**P&L responsibility for Denmark's biggest newspaper, Politiken and Børneavisen** as well as, as chairman of the board, **Monitormedier and Politiken History (magazine)**. 370 employees, hereby 170 in the commercial part of the organisation referring to me.

In direct reference: **Customer Director** (subscriptions), **Advertising Director**, **Accounting Manager** and **Director and Editor-in-Chief** for Monitormedier.

- **Subscription Business:** Sales, retention and customer journeys. Growth in revenue and profit and best results in the company's history whilst undergoing radical structural changes from print to digital and advertising revenue swiftly moving to tech giants.

Has brought the business to a sustainable 80/20-revenue share subscription/advertising.

- **Digital transformation:** Leading international *best in class* financially sustainable digital media transformation together with editor-in-chief, Christian Jensen: Same contribution margin digitally and print and growing revenue and profit margin in the transition period.
  - **Product development:** Pricing, bundling and refinement of product portfolio - always with uncompromising starting point in **target group understanding** and **user needs** (jobs to be done).
  - **Proces:** Program management, e.g. as steering group chairman for **replacement of the group subscription platform** to Zuora (Ekstra Bladet, Jyllands-Posten, Watch Medier, Politiken, et al.)
  - **Organisational development (people):** From print newspaper to a digital media company through organisational development and adjustment, including significant **redistribution of resources**.
- **Management:** I am known for and create results through **trust, dialogue, respect, psychological security, collaboration, involving communication** and **employee well-being**, also in hard times:
  - Development and implementation of **diversity strategy**. Significant improvements after a short time on **gender, age and equal pay**.
  - Structured **leadership development** for all managers focusing on **bias** and necessary **organisational cultural changes** after among other things, #metoo.
  - Initiator and lead developer of new **salary model** '*equal pay for equal work*' that, across four **collective union agreements** and **management contracts**: Defines salary ranges based on function, collective agreement, area of responsibility etc. and defines criteria for correct placement with salary range. All new employees are paid based on the model, as well as all current employees are (re)placed within the model, when they get new tasks and / or responsibilities. The model has **changed salary negotiations fundamentally** and significantly improved both employees' and managers' experience of salary negotiations.

## **Chairman of the Board, *Monitormedier***

JUNE 2019 - AUGUST 2024

**Chairman of the Board** for Monitormedier (monitormedier.dk) that since its beginning in 2017 today publishes nine digital media targeted at private and public professionals within their field of work, respectively: **climate change, urban development, health, education, culture, tourism,**

**public sports, senior and social policy.** A remarkable and unusual growth story in today's media landscape, both nationally and internationally.

- **Strategy development**, including for **new markets**
- **M&A** and integration of former competitor into existing business (Kulturmonitor)
- Necessary replacement and **outsourcing of the entire sales organisation**: From lacking results to growth above budget.

Also as a **board member** I take pride in bringing my competencies into play: **Subscription based business insights, digital development and transformation and modern management** ensuring a sound, thus **high performing culture**.

## **Head of Sales & Marketing / Digital, Politiken**

NOVEMBER 2017- JUNE 2019

Head of Sales and Marketing: Total subscription revenue, BtC & BtB. 16 managers and employees in reference. Reflection : Too many to ensure that the role as a leader could be fulfilled satisfyingly.

MARCH 2017 - NOVEMBER 2017

Head of Digital: Marketing and sales / retention of digital subscriptions.

## **Portfolio Manager, Bonnier Publications**

SEPTEMBER 2015 - MARCH 2017

Digitally and commercially responsible for the portfolio of eight magazines in Denmark, Norway, Sweden, Finland, and the Netherlands. **Cross-cultural understanding** is key to engagement and success working **internationally**.

## **Head of Commercial, Ekstra Bladet**

JUNE 2013 - AUGUST 2015

Development and launch of Ekstra Bladet's digital subscription product. First management job (three in reference).

## **Various project management roles, JP/Politikens hus**

SEPTEMBER 2007 - JUNE 2013

JP/Politikens Hus (2013): Introduction and roll-out of the media group's shared **Single Sign On, Medielogin**.

Ekstra Bladet (2009-2013)

Management trainee program at Politikens Publishing House, Turen Går Til, Politikens Lokalaviser, Ekstra Bladet (2007-2009)

## **PRIVATE**

Enthusiastic road and gravel cyclist. National road race champion 2022, 2023 and 2024 in my age group. Finished 4th at the UCI Gran Fondo World Championships 2023 in Scotland.

No car but four bicycles at home; two full-blooded Italians, a handmade titanium bikepacking wonder and a super light American gravel machine.

Raised in Southern Jutland, brother with family in Shanghai, retired parents in Copenhagen. No children of my own breeding, but a significant bunch in my life to embrace with love together with marvellous friends.

I love looking up and out, great food, champagne and loud spontaneous laughs.

## MAIN EDUCATION

### **Aalborg University, Aalborg – *Master of Arts (MA) in Communication***

SEPTEMBER 2002 - JUNE 2007

Internship at The Danish Cultural Institute in Brussels (8th semester)

### **Brunel University, London**

SEPTEMBER 2004 - JUNE 2005

5th-6th semester as exchange student from Aalborg University

## COURSES & CERTIFICATES

### **Board Work, CPH Business Academy**

2023. Grade: 12 (A)

### **Strategic Financial Accounting, CBS Executive Summer School**

2021

### **Systemic Leadership, Rambøll Attractor**

2014

### **Certified ScrumMaster, Scrum Alliance – Teknologisk Institut**

2012

### **PRINCE2 Foundation & Practitioner**

2012

### **Project Management & Negotiation Technique, Mannaz**

2009 & 2010

### **Kellogg School of Management, Northwestern University**

Tailored program for talents in JP/Politikens Hus, 2009