

Astrid Jørgensen



Subscription Based Business Models - Recurring revenue - Digital Transformation - Obsessed with Customer and User Needs - Strength Based Leadership & Psychological Safety - Strong Communicator and Team Player - 8 Languages - Enthusiastic cyclist 🚴

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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.

EXPERIENCE

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

SEPTEMBER 2024 -

- **Subscription based business models / recurring revenue**
Senior associate consultant: [Subscribe](#)
- **Digital transformation**
Associate consultant: [Globeteam](#)
- **Leadership, behavioural design, organisational development**
Senior associate consultant: [bro kommunikation](#)
- **External examiner [Copenhagen Business School \(CBS\)](#) and [Aarhus BSS](#)**, (organisation, marketing, communication, branding, business development, strategy, management, et al.)
- **International [partnership](#)** with former Chief Consumer Officer, New York Times and former CEO and Editor-in-Chief, Aftenposten and VG.

Subscription / recurring revenue

- 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

STRENGTHS

Excellence in **subscription based business models (recurring revenue)**, **digital transformation** (people - product - process), **leadership 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**

Leadership excellence

- 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
- 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 -

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

Commercial Director, *Politiken*

JUNE 2019 - AUGUST 2024

P&L responsibility for Denmark's biggest newspaper, *Politiken* and *Børneavisen* as well as, as chairman of the board, *Monitormedier* and *Politikens Udviklingselskab* (magazines on History and Food). 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 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, 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.

Chair of the Board, *Monitormedier*

JUNE 2019 - AUGUST 2024

Chair of the Board for Monitormedier (monitormedier.dk). Growth from 1 to 9 digital media titles targeted at private and public professionals within: **climate change, urban development, health, education, culture, tourism, public sports, senior and social policy**. A remarkable and unusual growth story in media, nationally and internationally.

- **Strategy development**, including **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.

As a **board member** I take pride in bringing my competencies into play: **Subscription based business insights, digital development and transformation**.

Head of Sales & Marketing / Digital, *Politiken*

NOVEMBER 2017- JUNE 2019

Head of Sales and Marketing: Total subscription revenue, BtC & BtB.

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.

Head of Commercial, *Ekstra Bladet*

JUNE 2013 - AUGUST 2015

Development and launch of Ekstra Bladet's digital subscription product. Initiator of international paid content network with German BILD, Norwegian VG and Swedish Aftonbladet.

Various project management roles, *JP/Politiken Media Group*

SEPTEMBER 2007 - JUNE 2013

JP/Politiken Media Group (2013): Introduction and roll-out of **Group 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 and 10th in Aalborg 2024. 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 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

Basic 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 (2009)

Tailored program for talents in JP/Politikens Hus,