2013: Introducing 'Good, Better, Best' pricing to Risk.net

INFOPRO digital

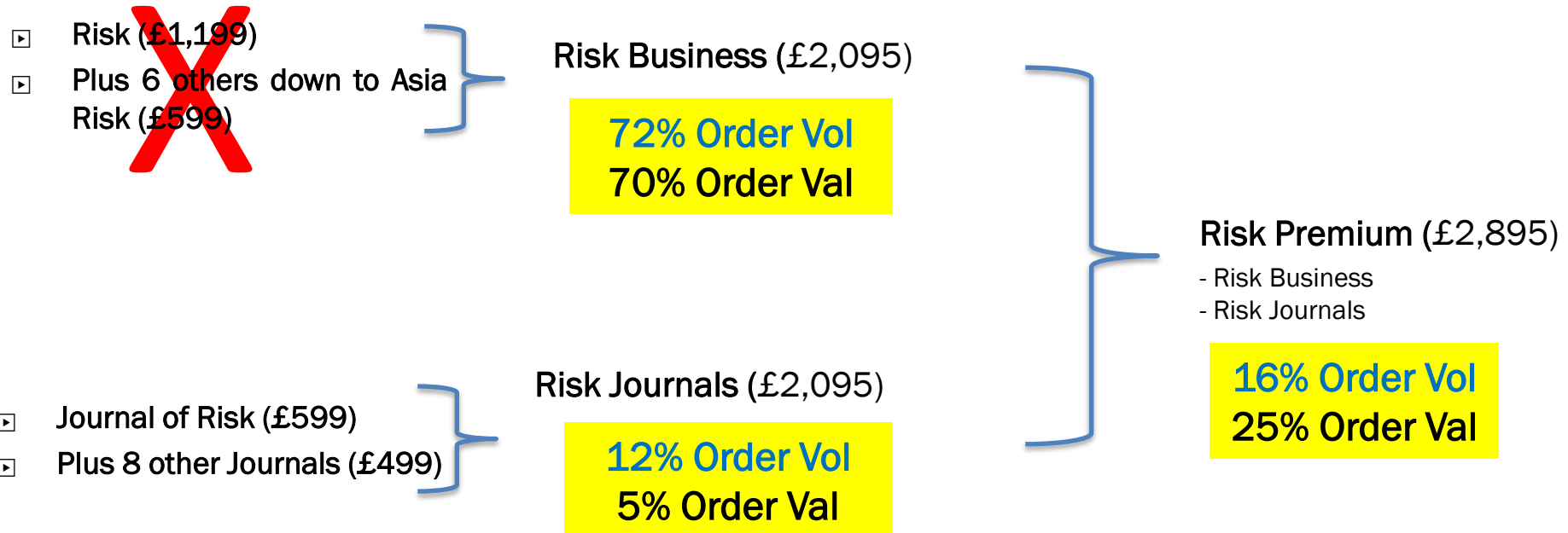| 16 standalone brands, all priced C.£1k	→	Introduced new 'Better, Best' options to complement the existing 'Good' option

86% Order Vol
94% Order Val

▶ Risk (£1,199)
▶ Plus 6 others down to Asia Risk (£599)

Risk Business (£1,700)

Risk Premium (£2,550)
- Risk Business
- Risk Journals

14% Order Vol
6% Order Val

▶ Journal of Risk (£599)
▶ Plus 8 other Journals (£499)

Risk Journals (£1,700)

Risk.net

INFOPRO digital

2016: Cut off those standalone products, new entry point is >£2k

→

By 2017 Avg. Yield on 1-2-1 sub had more than doubled, and transition to 'Business' & 'Journals' largely complete.

▶ Risk (£1,199)
▶ Plus 6 others down to Asia Risk (£599)

Risk Business (£2,095)

72% Order Vol
70% Order Val

Risk Premium (£2,895)
- Risk Business
- Risk Journals

16% Order Vol
25% Order Val

▶ Journal of Risk (£599)
▶ Plus 8 other Journals (£499)

Risk Journals (£2,095)

12% Order Vol
5% Order Val

Risk.net

INFOPRO digital
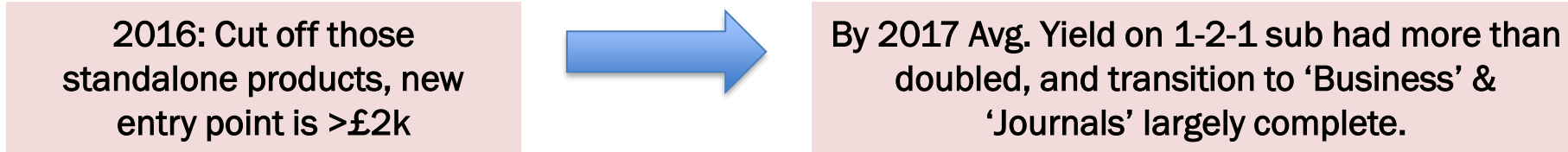
In 2018 we launched 'Risk Quantum' & 'Risk Books' into Risk Premium to help upsell

Now reached C.50% of value in Risk Premium, so (lockdown) challenge is what can we introduce now as new top tier?
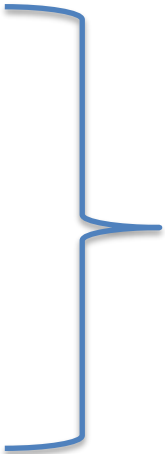
Risk Business (£2,495)

- Risk Investing (New)

56% Order Vol
48% Order Val

34% Order Vol
49% Order Val

Risk Premium (£3,495)
- Risk Business
- Risk Journals
- Risk Quantum (New)
- Risk Investing (New)
- Risk Books (New)

Risk Journals (£2,495)

10% Order Vol
3% Order Val

Renewal Toolkit
1. Upgrade
2. Product enhancements
3. More users
4. Usage (analytics)
5. Feature enhancements
6. Pure price rise

Risk.net

- Traditional B2B multi-platform business model – events (inc awards, roundtables, conferences) c 65% of revenue, subscriptions c 13%, remainder advertising/sponsored content

- Good organic growth on subscriptions

- Aimed to accelerate that growth to grow subscriptions to 25% of brand revenues within three years

- Decided to do that in three ways:
  - Limit what we were giving away for free (paywall)
  - Increase the value of our content (editorial restructure)
  - Target our core audience of utilities for corporate subscriptions

UtilityWeek
Transform with confidence

What we did

- Individual seats/small groups to corporate licenses
- Price tiered according to company revenue
- Increased individual price
- Core audience focus

What we learned

- It takes (a lot of) time!
- You need a senior champion
- Hold your nerve

UtilityWeek
Transform with confidence

- Lockdown – membership operating fully throughout; targets met

- 2020-21, membership revenues 30% of brand revenues

- 94% of our core audience have memberships; 52% have corporate memberships

- Renewals holding up well – 100% core audience corporate renewal so far

UtilityWeek

Transform with confidence
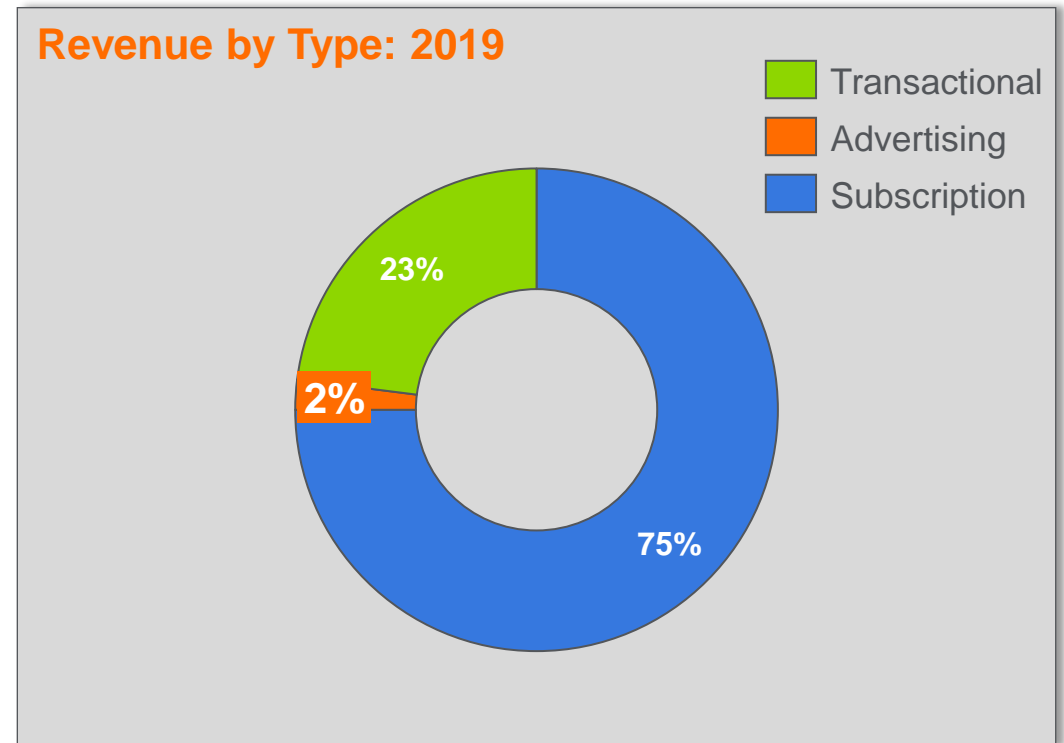
Empowering Knowledge

Elsevier at a Glance

Elsevier is a global information analytics company specialising in academic research and health…

...Elsevier has grown from its roots in publishing to become a digital, subscription company

Revenue by Format: 2000 - 19

Print
Face-to-Face
Electronic

	2000	2010	2019
Print	64%	25%	9%
Face-to-Face	14%	14%	16%
Electronic	22%	61%	75%

Revenue by Type: 2019

Transactional
Advertising
Subscription

- 23% Transactional
- 2% Advertising
- 75% Subscription
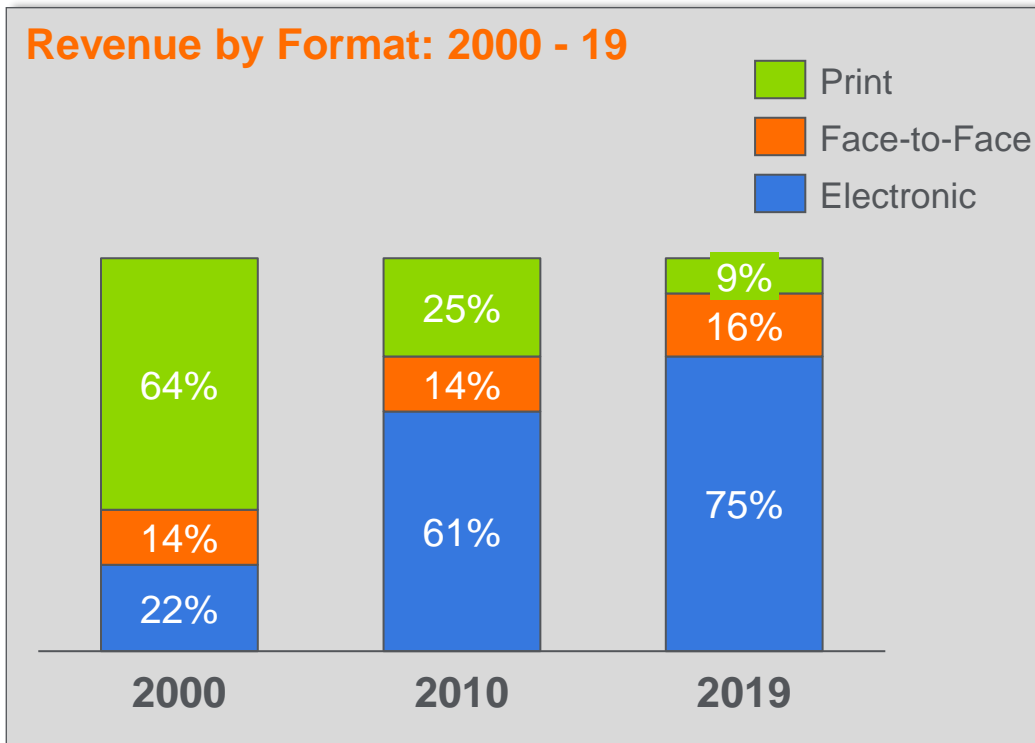
ELSEVIER

Elsevier has launched & acquired subscription products for Education and Clinical Practice

Order Sets
An intuitive, cloud-based solution that helps improves care variability and efficiency of order entry, integrated into an electronic health record (EHR)

ClinicalKey®
Combines leading reference and evidence-based medical content into its fully integrated clinical insight engine for doctors, nurses or pharmacists

Fisterra
Acceso rápido a contenidos de calidad, basados en la evidencia para que los profesionales de la atención primaria solucionen sus dudas…

STATdx®
A comprehensive and trusted diagnostic support tool for radiologists giving access to the latest information helping make faster & more accurate decisions.

MACRO
Advanced data collection for clinical research that ensures clinical research study integrity, efficiency & regulatory compliance

ClinicalPath
Evidence-based oncology pathways, clinical decision support tools and analytics for optimal cancer care

24.07.18

There are many questions an organisation needs to answer to launch & grow subscription products

Design / Build
(Create value)

PRODUCT

- Who are your users?
- What problem(s) do they have?
- Can you measure the scale?
- Can the product solve these?
- What versions do you need?

Market / Publicise
(Communicate value)

MARKETING

- What improvement does the product make for users?
- How can you show / prove this?
- How does this compare to competing products?

Sell
(Capture value)

SALES / COMMERCIAL

- Who are the purchasers?
- How do we connect to them?
- What channel is best to sell in?
- What should the price metric & price level be for each version?

There are many questions an organisation needs to answer to launch & grow subscription products

Design / Build
(Create value)

Market / Publicise
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Sell
(Capture value)

Product
Marketing
Sales / Commercial

Successful products included all functions in each stage

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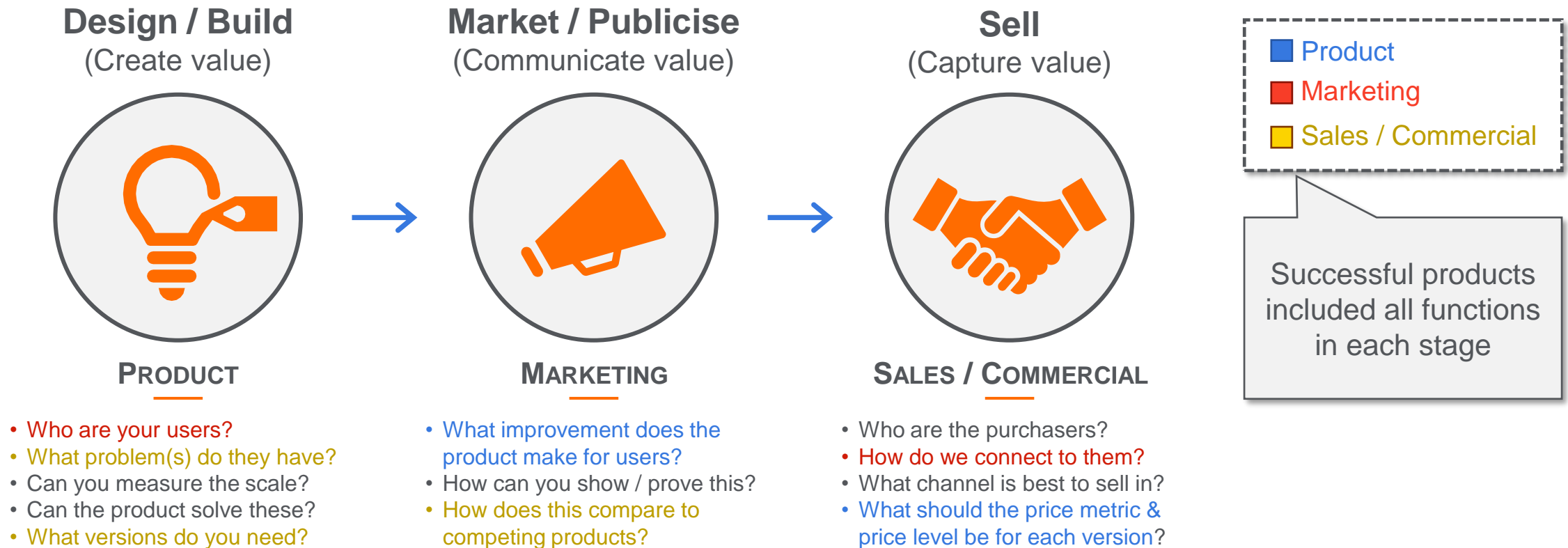- How does this compare to competing products?

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01.10.2020

There are many questions an organisation needs to answer to launch & grow subscription products

Design / Build
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Market / Publicise
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Sell
(Capture value)

■ Product
■ Marketing
■ Sales / Commercial

PRODUCT

MARKETING

SALES / COMMERCIAL

Successful products included all functions in each stage

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- What problem(s) do the
- Can you measure the s
- Can the product solve t
- What versions do you need?

What's been more difficult is making the process continuous

- ...nent does the
  ...or users?
- ...how / prove this?
- ...compare to competing products?

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