



CURRENT MODEL

SUBSCRIPTION BASED MODEL

- Overview: Currently, we operate a two-level subscription model – print+digital and digital only
- How it functions: Print subscribers automatically get digital access, price is \$64; digital subscribers have all access to site for \$36.

INDIVIDUAL LIST SALES

- Overview: More than 60 lists available for sale in PDF and Excel format, from \$5 to \$249
- How it functions: Anyone can purchase – no need to be registered user or subscriber. Each download can be accessed for a given amount of time. One-time sales. Anyone can see the companies and fields in a list, or the PDF that appears in print, but most downloads come at a price (there are a few free downloads)

NEW MEMBERSHIP MODEL

- Overview: Three-tier membership to Crain's Cleveland Business – Basic, Basic+Data and Premium – based on membership benefits
- How it functions:
 - No member: NO ACCESS to lists, no downloads. (Exception: if we want a "step-up" taste-of-Data for current subscribers, selected others)
 - Basic member: Access to print + digital (our current "subscriber" in print or digital)
 - Basic+ data member: Access to unlimited data downloads and views, anytime, all year long.
 - Premium member: Access to benefits that NO ONE ELSE HAS. (* later this year)

Members receive benefits for "belonging"

This is Detroit (live) but you get the idea

DATA CENTER

Use the data collected by Crain's Detroit Business to qualify leads and target potential clients. We've compiled everything you need to know about the companies and people that are doing business in the Detroit area. To download any lists or data, become a DATA MEMBER.

1,500+ COMPANIES **4,000+** PEOPLE **60** INDUSTRY LISTS

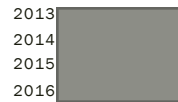
Featuring Book of Lists: The 2017 Book of Lists is a compilation of the lists gathered throughout the year by Crain's Detroit Business. In order to download the digital version (Excel) Book of Lists, you will need to become a Data Member.

CATEGORY | Search | **Data Stories**

- 11 DAYS AGO: Big Deals: Mergers & Acquisitions **DETAILS**
- 2/17/2017: Business Insurance Agencies-statewide **DETAILS**
- 2/10/2017: Meeting facilities **DETAILS**
- 12/23/2016: Manufacturers — Statewide **DETAILS**
- 12/23/2016: Nonprofits **DETAILS**
- 12/23/2016: Logistics - statewide **DETAILS**

WHY ARE WE DOING THIS?

Falling individual list sales:



for excel version of Book of Lists)

At 100 data memberships (our goal), we'd exceed 2016 sales – and have 100 additional subscribers. AND we create a connection through our data, rather than just a transaction.

Data is something we have that sets us APART, but we don't SELL IT well, and we don't tie it into everything else we do.

*“Membership is an attitude, an emotion.
A subscription is a financial arrangement.”*

WHY ARE WE DOING THIS?

Product	Views	Sales Count	Sales Total
2016 Book of Lists			
2017 Book of Lists			
Ohio Private Equity and Venture Capital Firms			
Private Companies			
Employers - Top 100			
Law firms			
Manufacturers			
Employers - Top 100 PDF			
Public Companies			
Accounting Firms			
Law firms PDF			
Architctural Firms			
Directory - Women-Owned Business			
Manufacturers			
Employers - Cuyahoga County			
Industrial Parks			
Directory - Minority-Owned Business			

MEMBERSHIP LEVELS

BASIC \$64

- Digital only option - SAME PRICE
- 52 print issues annually
- Access to all content on crainscleveland.com except data
- Access to all newsletters
- Access to annual print Book of Lists

DATA + \$299

- + is unlimited data
- 52 print issues annually
- Access to all content on crainsdetroit.com
- Unlimited access to xx searchable, downloadable lists with xxx companies and data updated year-round
- Ability to search, sort and download data & lists as often as you want
- Access to Book of Lists, in both print & downloadable Excel database form

PREMIUM \$599

- Access to premium member only events and premium tier strategic alliances
- Breakfast with the CEO - opportunity to talk with editors, reporters, and business leaders
- Exclusive opportunity to provide quarterly input as a member of Crain's Cleveland Premium Member Advisory Panel
- Access to Premium Members' area of the website, with listing of members and profiles
- Early invitation to limited access Crain's community events
- 20% off event registrations for all Crain's events for both individual and table seating
- All benefits of Basic and Data memberships - @ print issues full access to website and downloadable data from site
- WHAT ELSE?? SEND YOUR IDEAS!!
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THE PRICING: THE RATIONALE

- Basic
 - Stays the same, but "hides" platform
 - All access - emphasizes you get Crain's the way you want it
 - Puts digital on level platform with print, when it comes to value to reader
- Basic+ (data)
 - BOL excel download is \$249 - sets the price point
 - No way to get a single list without getting a subscription
- Premium
 - Access to editors, audience: Priceless ...
 - An "elite" level - no real way to assess the value. It's up to US to deliver

Why membership?

- Recurring revenue, removes some seasonality
- Builds direct relationship
- Strengthens brand
- Puts the CUSTOMER at the organization's center
- Generates ongoing feedback to improve, identify ways forward

*** CREATES A FOREVER TRANSACTION

Next steps

- Q2-Q4
 - All-access membership - basic
- What should it include besides subscriber benefits?
- What should the price be?
 - Data membership
- How do we tie data memberships to contextual data products?
- How do we market the products?
 - Premium membership
- Ascertainment
- A list of "Who we want?"
- Benefits based on surveys, discussions, focus groups
- Timing for rollout

2017 and beyond

- Q3-Q4
 - Onboarding and maintenance
 - Renewal series revisited
 - Journeys tied to membership: New business/renewals/engagement
 - Marketing plan
 - Feedback loop from members
 - First events/networking/benefits
- 2018
 - One year into launch: A look at what worked, didn't
 - Revisit all aspects
 - Data Center is at Phase 2 - ability to truly tier content and drive higher-priced memberships based on value