**LEAD ROUNDTABLE**

**Design a solution to turn around a declining publisher in the face of a changing market.**

You’re the head of marketing for a niche publication specialising in global business news and financial market analysis. You’ve been facing declining profitability over the past 24 months, as subscribers increasingly turn towards free online sources for market information. This is a problem faced across the industry, as non-traditional sources of market insight and analysis are viewed to be more competitive than well-established brands, and as the pool of paying subscribers shrinks. How will you pivot your business strategy and approach to marketing to turn the situation around?

[LEADING THE DISCUSSION: The solution might be something along the lines of:

* Large scale research to understand what your customers value: what is your differentiator from free information sources? How do different sections of the subscriber base consume your content?
* Model and segment your customer base to understand which subscribers are willing to pay for extra content/advanced analysis and which subscribers are likely to lapse.
* Give consumers an experience most suitable for them: use reduced content freemium offering to compete with free online sources, and pursue an upsell to premium sections of the market
* Use the insights you have gained into your subscribers to grow the pie. Social media to organically grow freemium base, and paid media to pursue premium subscribers]