



Changing the model: Our journey towards enterprise membership

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**Chemical
Watch**



Introduction



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Introduction. Our customers

3M

IBM

PPG

P&G

GOODYEAR

DOW


AkzoNobel
Tomorrow's Answers Today

BASF
The Chemical Company

BOSE

 **Microsoft**

SAMSUNG

Canada



Canon

ORACLE

Johnson & Johnson



The **WALT DISNEY** Company

IKEA



COSTCO

intel

TESCO

LEGO

Exxon

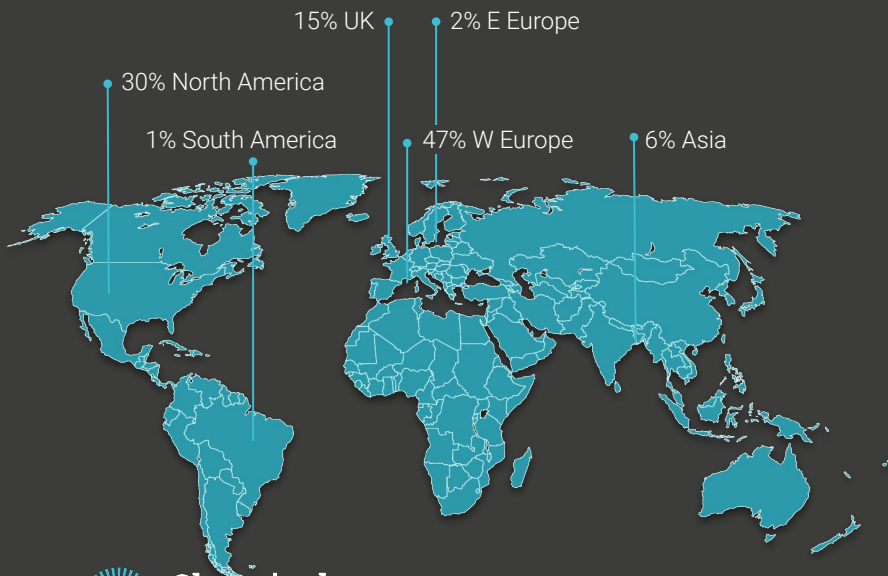
Google

Hasbro

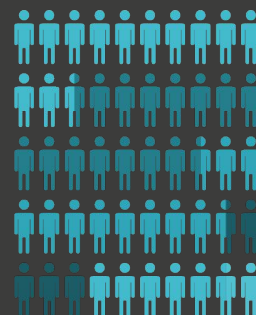
amazon

Introduction. Our members

Where are they based?



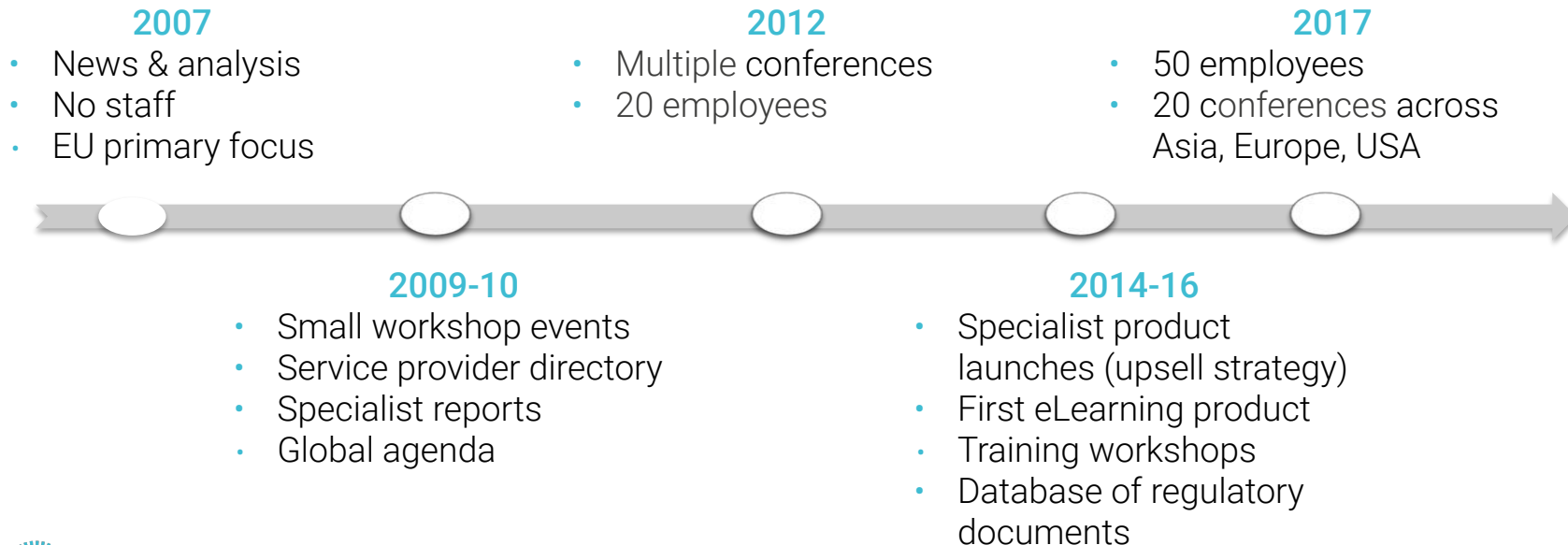
Who are they?



Chemicals	30%
Downstream	30%
Service Providers	20%
Government	8%
Industry Bodies	6%
Other Sources	6%

800 member organisations, **25,000** individual users,
65,000 wider community

Our first 10 years



Key success factors: our first 10 years

Sustainability agenda

- A new regulatory agenda on chemicals, pioneered by the EU (2007) and China (2010)
- Rising consumer awareness worldwide

Global scale

- Supply chains and consumer markets
- Multiple complex regulatory jurisdictions

New professional community

- Regulatory managers have to persuade their own organisations to take action
- Their contribution is not always appreciated
- Highly technical subject

Under-resourced regulatory teams

- New resources pouring in (reluctantly)
- Serious corporate risks: loss of markets, supply chain disruption



Chemicals risk information: Market drivers

The environment	Regulation	Finance sector	Consumers	Globalisation
<ul style="list-style-type: none">• Toxic substances in products• Human health and ecosystem impacts• Plastics agenda• End-of-life impacts• Circular economy• Resource use and scarcity• Climate change solutions agenda	<ul style="list-style-type: none">• Environment high on political agenda• Pressure to tackle human health and environmental risks• Blossoming of regulatory initiatives• Action in all major jurisdictions globally	<ul style="list-style-type: none">• Responsible investment• Boardroom pressure• Environmental, social and governance (ESG)• UN Sustainable Development Goals	<ul style="list-style-type: none">• Reputational risks• Social media• Brand values• NGO campaigns• Retail sector specifications• Mainstream media exposure	<ul style="list-style-type: none">• Global supply chains, multiple jurisdictions• New consumer markets, rise of middle classes in Asia and Africa• Outsourcing of manufacturing• Trade disputes and tensions, Brexit

Why change? Don't wait for it to break

- **Customer perception.** Our product launches meant customers often did not understand what we had to offer
- **Constant evolution.** Societal trends, regulatory landscape, functional maturity, customer needs
- **Competition.** More and different providers, information overload/distrust
- **Technology.** Keeping pace; machine learning/AI, natural language processing, personalisation, collaboration tools, cloud technology
- **Deeper client relationships.** Strategic imperative for recurring revenue
- **Pricing.** Better alignment with the value we create for our customers
- **Scale.** Our growth meant we had the opportunity to invest in solutions that would not have been possible before

Significant commercial opportunity



New strategy agreed 2018

- Intense focus on **customer needs**
- **Heavy investment** in talent, services and technology
- Transformation of **sales process** to deliver Enterprise membership contracts priced at \$10-40k per year
- **Content development:** recruitment of analyst team, regulatory resources database, diagnostic tools, elearning
- **Class-leading web platform:** AI-powered content suggestions; web-scraping technology; collaborative groups for client activities, proactive notifications
- Refocused **events programme** to form part of membership strategy
- Ongoing service **development pipeline** for data/workflow tools



Rebranding

Drivers for the new brand design:

- To achieve a credible, authoritative tone
- To reflect a higher value, more premium offer
- To look and feel relevant and contemporary
- To signal a quantum leap - not just 'another new website'

Looking beyond

Chemical Watch is about vision - seeing the full picture, anticipating what's on the horizon and looking deeper into the issues.



Our transformation

OLD WORLD		NEW WORLD
Content-led	→	Customer-led
Trusted news publisher	→	Global intelligence expert
Journalism and events	→	Insight and networking
Product sub-brands	→	One Chemical Watch brand
Subscription	→	Enterprise membership
Multiple subscription products	→	Two tiers of membership
Pricing based on seats	→	Price depends on value to client
Typical price point €2,000 / 5 users	→	Typical price points €6,000 - €40,000
Transactional selling	→	Consultative selling

(Re)Positioning

We **empower** our members to transform product safety management and **unlock the full value** of regulatory compliance within their business

Inform | Connect | Transform



Vision

To build the world's most valued chemical safety and regulatory intelligence network which informs, connects and catalyses our members' efforts to drive product stewardship in their businesses.

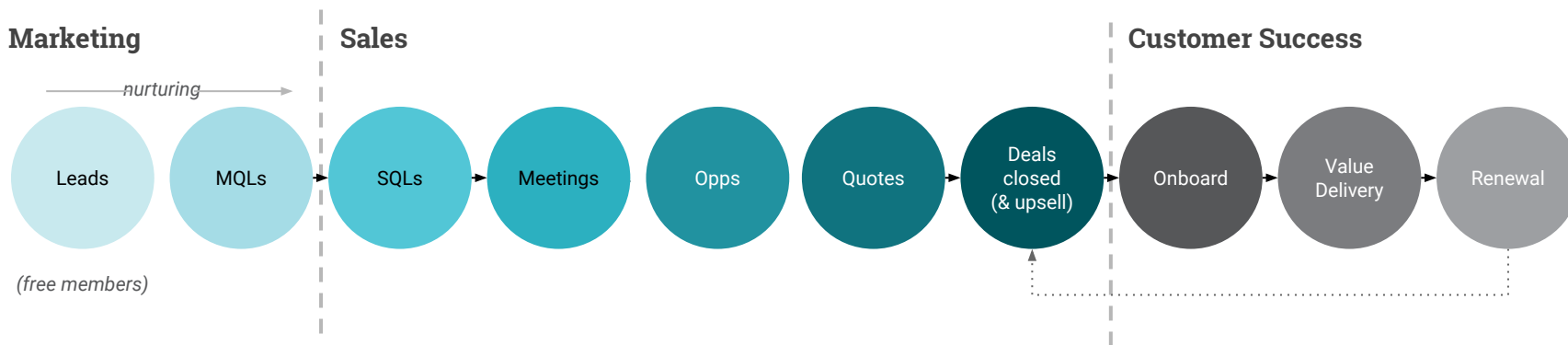
Bringing customers into the conversation

- Management restructure: move from product teams to **customer teams**
- Appointment of **Chief Customer Officer** to apply checks and balances, research, customer insights
- Shift away from product-led design. **Format agnosticism**
- Processes to capture and share **customer insights** (e.g. CRM, meeting agendas, job roles, KPIs)
- **Internal communications**, bringing the whole company with us. Language
- **Customer-only events**, roundtables, advisory board



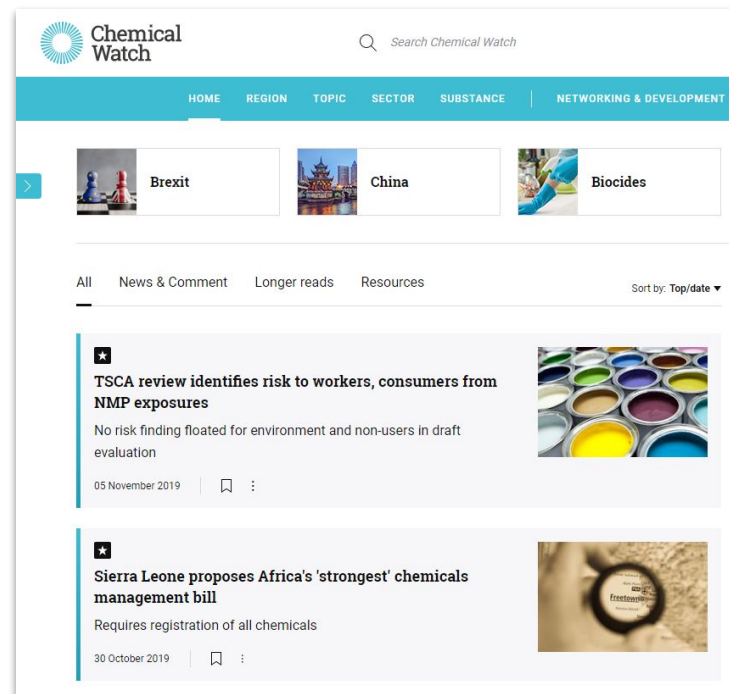
Sales pipeline challenges

- Sales process designed around pipeline stages
- Lead/lag indicators with good visibility
- Linking lead/lag indicators to staff targets/remuneration



Class-leading platform

- Our new online platform employs AI technologies to make it easier to find information, and provides tools to organise and share content in corporate teams.
- Navigate content by regions, topics, sectors and/or substance groups
- Create and save personalised content views
- Pinpoint specific items of interest using powerful search/filter tools
- Quickly bookmark content of interest for later review
- Semantic fingerprinting: AI-powered content suggestions
- Users can set up notifications, alerting them to new content of interest
- Create collaborative groups around specific activities, e.g. teams, projects, products



Platform wins

- Web scraping
- Semantic fingerprinting
- Lenses
- Collaborative groups
- Diagnostic tool
- UX/UI



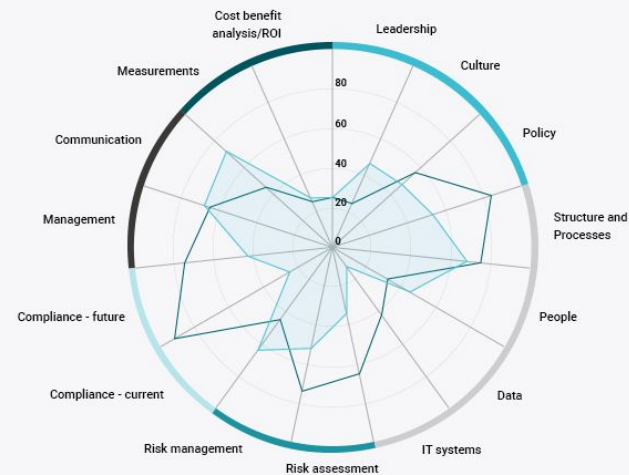
Drivers Elements Maturity

Download chart

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COMPLIA
SC



● Corporate ● Operational ● Proactive Risk Management ● Dynamic Compliance ● Value chain ● Performance

— Your compliance — Average compliance ☒

Focus on benefits (rather than product features)

- Gain access to our **influential network** of experts - share knowledge, collaborate, benchmark, make connections
- **Enhancing the profile** of the compliance function within your organisation
- **Improved visibility** - see what's coming, avoid missing business-critical developments
- **Better connections**, information sharing and benchmarking within your organisation, with industry peers, and across supply chain
- Clear **understanding** of regulatory developments & complexities and implications for your business
- Moving your compliance effort toward best practice - from cost centre to **value driver**
- Effective risk management & mitigation, **safer products** and supporting sustainability goals



Thank you

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