

How to commercialise new products

Structuring monetisation of a new product:

- 1 Defining a product's value.
- 2 Identifying your route to revenue.
- 3 Structuring monetisation strategy.
- 4 Gathering Feedback.
- 5 Ways of working.

How do you define a product's value?:

Value and monetisation can be synonymous, but they also can be completely different.

1. To your business (your ROI)

- Revenue
- New market entry
- Brand exposure
- Cross departmental collaboration

2. To the end user (monetisation)

- New knowledge
- Deeper insight
- Ease / accessibility
- Specific utility

Identifying your route to revenue:

Delivering that value to the people who are going to care about it, and ultimately, pay for it.



Structure monetisation strategy:

We can structure monetisation across four phases, establishing clear checkpoints / thresholds between each one - allowing opportunities to pivot, double down or course correct.

1. Launch

Bring a product to market based on defined route to revenue.

2. Iterate

Tweak go-to market based on end user behaviour and feedback

3. Scale

Double down on successful tactics

4. BAU

Establish long-term revenue practices.
Seek growth opportunities.

..... Each stage is measured across established success & fail metrics

Structure monetisation strategy:

Revenue Type / Pricing

- New incremental revenue stream
- Retention of existing revenue stream
- Upsell an existing revenue stream

KPIs

- Conversions
- Retention
- Registrations
- Dwell time
- Click thru
- Pgvs

Success Threshold

- Number of visits
- Amount of revenue
- Number of sign ups

Structure monetisation strategy: *LAUNCH*

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- New revenue stream
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- Number of visits
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Gather feedback:

What are the key learnings that came out of the initial 'launch' phase? What conclusions can you now draw for the next phase of growth?

- How are people using the product?
- Where are you observing stickiness and engagement?
- Where in the user journey are users falling off?
- Is one type of audience/cohort more engaged than another?
- Are we measuring the right KPIs?
- Have we reached those success thresholds to move forward?

Structure monetisation strategy: *ITERATE*

Revenue Type	KPIs	Success Threshold
<ul style="list-style-type: none">• New incremental revenue stream●— Retention of existing revenue stream●— Upsell an existing revenue stream	<ul style="list-style-type: none">• Conversions●— Retention●— Registrations• Dwell time• Click thru• Pgvs	<ul style="list-style-type: none">• Number of visits• Amount of revenue●— Number of sign-ups

Key learnings:

1. Measuring retention of existing customers will take longer than expected
2. Professional audiences have received the highest CTR
3. There's high drop off rate in the buy-flow

Structure monetisation strategy: *Scale and BAU*

Scale: Double down on signs of success

- ✓ Audience
- ✓ Market
- ✓ Price point
- ✓ Monetisation type

1. Increase commercial resource (marketing & sales) *slightly*
2. Adjust product for those needs
3. Identify next success thresholds



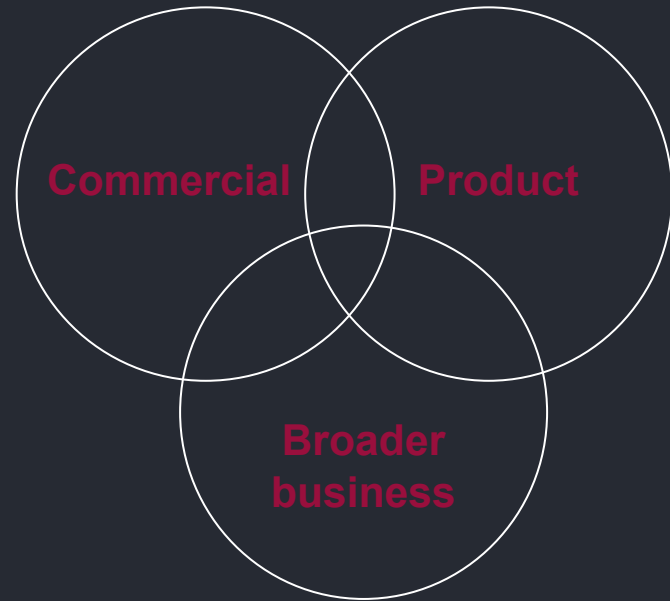
BAU: Profitability or stable revenue stream

- ✓ ROI is clear
- ✓ Target audience / customer is clear
- ✓ Product serves that customer's needs
- ✓ Recurring revenue accessible

1. Increase commercial resource (marketing & sales) *further* or transition to existing team
2. Identify next phase of growth / monetisation type

Ways of working:

- Clear understanding of the 'why' we're doing this - *alignment on the opportunity and north star*
- Clear expectations on product capabilities at each phase of growth
- Transparent communication of support, input and expectations required from commercial at each phase of growth
- Clear communication on expectations and changes in strategy or vision to stakeholders
- Long term view how, at product maturity the business will support monetisation



Thank you