MVFP DISTRIBUTION SUMMIT 2026

Pricing at the core

How dynamic pricing drives growth and customer value

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A Nordic family of trusted media brands

60+

MEDIA & CONSUMER BRANDS

allas
ÅRET RUNT
ELLE
ELLE mat&vin
FEMINA
MåBra
MAT MAGASINET
Familie Journal
7
RESIDENCE
SVENSK DAM
ROEDE
Allers
Dagbladet
SE OG HØR
elbil24
BILLED BLADET
PÅTV

Source: Aller Media Nordic brand portfolio

A Nordic pricing perspective

20+ years at the intersection of sales, loyalty and pricing

Janne Tuominen · Nordic Pricing Strategy Lead

Experience across 10+ media brands and subscription businesses.

Based in Helsinki, Finland.

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Our Nordic pricing ambition

Turn local learnings into one shared Nordic pricing playbook

4

Nordic markets

60+

Media & consumer brands

WHAT SUCCESS LOOKS LIKE

Align best practices, scale what works and accelerate learning across markets.

LOCAL INSIGHT → SHARED PRACTICE → NORDIC IMPACT

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The Nordic pricing scope

A fragmented price landscape became a shared Nordic agenda

165

subscription prices

63

newsstand prices

555

campaign prices

The goal: align decision-making, implement proven practices and accelerate learning across markets.

Why pricing matters more than ever

Four forces are reshaping the media business

01 · Rising customer acquisition costs

02 · Growing subscription fatigue

03 · Declining third-party data availability

04 · Pressure to improve profitability

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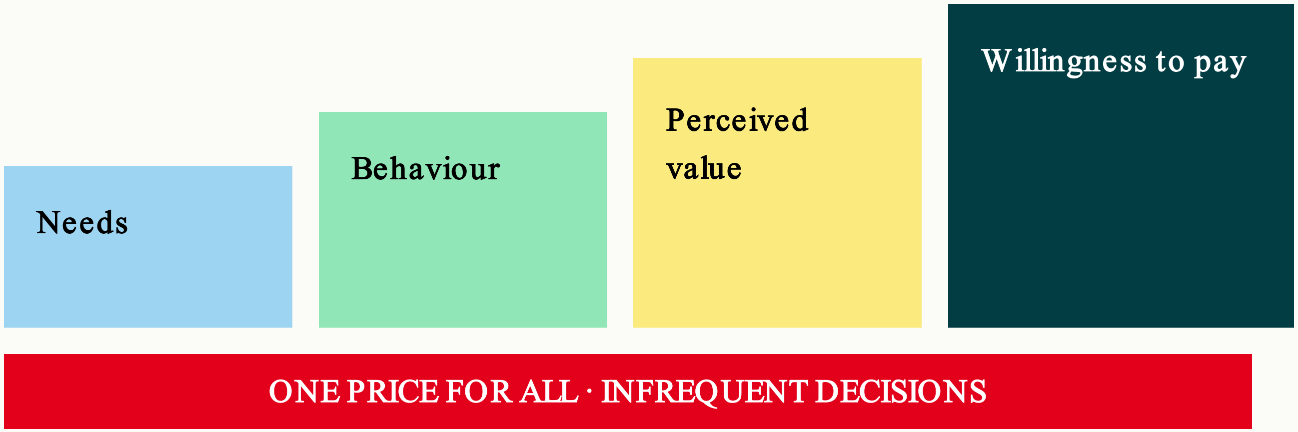
The limits of one price for all

One price for all is still the starting point for many publishers

The same price is offered to very different customers, while major pricing decisions may be made only a few times a year.



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Intelligent pricing is a balancing act

Balance short-term revenue with long-term customer value

SHORT-TERM WIN

Capture value now

Increase the price where willingness to pay supports it.

↔

LONG-TERM VALUE

Protect retention & LTV

Freeze or moderate the price when lifetime value matters more.

The right offer · for the right customer · with the right business objective

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The journey began with one price 2015

One price for all was our starting point

Finland relied heavily on auto-renewing subscriptions.

Pricing decisions were made only a few times a year.

The same first-renewal price was offered to every customer.

€29.90	€29.90	€29.90

Different customers. The same price.

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Customer-base analysis with Mather Economics

Customers have different willingness to pay

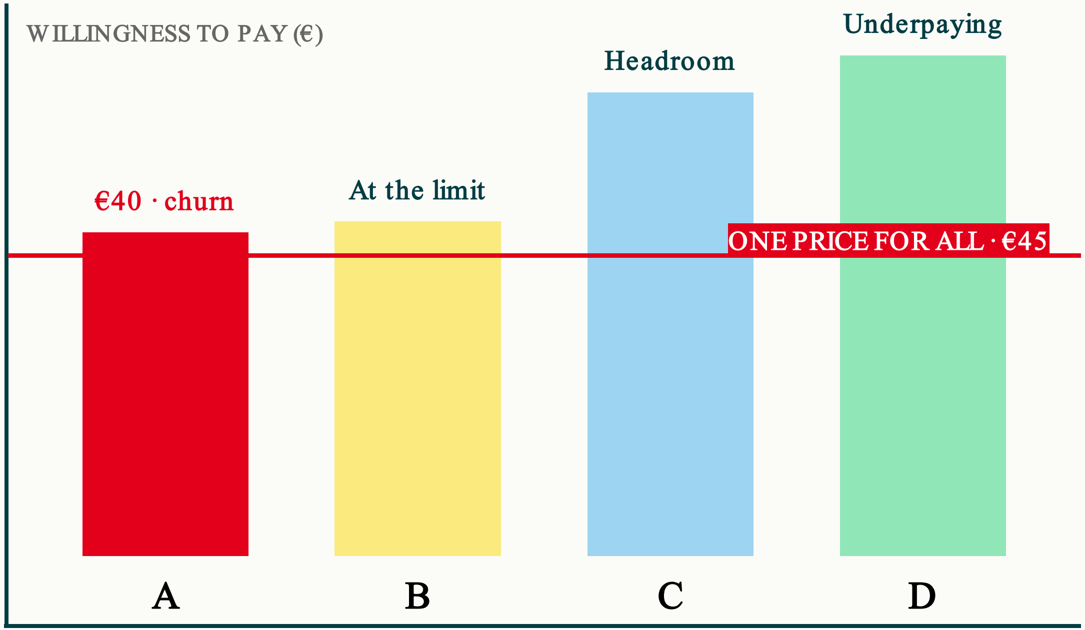
A churns before €45.

B is close to the limit.

C and D would still accept a higher price.

> One price creates both churn risk and missed revenue.

Illustrative willingness-to-pay levels



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FROM ONE PRICE FOR ALL TO TESTING

One price for all was the starting point —testing showed us what worked better

BASELINE → CONTROLLED TEST

Price testing began

Three price paths isolated the impact of intelligent pricing

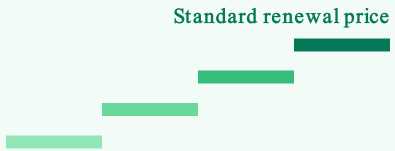
CONTROL

No increase

The customer’s price remains unchanged.

NEW MODEL

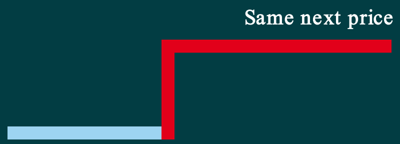
Intelligent pricing



Customer-specific steps below the standard renewal price.

STARTING MODEL

One price for all



Every customer moves to one shared next price.

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Find the price that maximises expected customer value

01
Customer signals
Tenure · engagement · product · current price · payment history

→

02
Model the response
Estimate churn risk and price sensitivity at different price points

→

03
Apply guardrails
Price floor · ceiling · maximum increase · customer eligibility

→

04
Set the renewal price
Choose a customer-specific price that balances revenue and retention

ILLUSTRATIVE DECISION RULE

Expected value at price P

= P × probability of staying at P

The goal is not the highest possible price —it is the best balance of price, retention and lifetime value.

Illustrative framework. Actual models and decision rules vary by market and product.

2015–2019 comparison

Intelligent pricing delivered stronger price performance without higher churn

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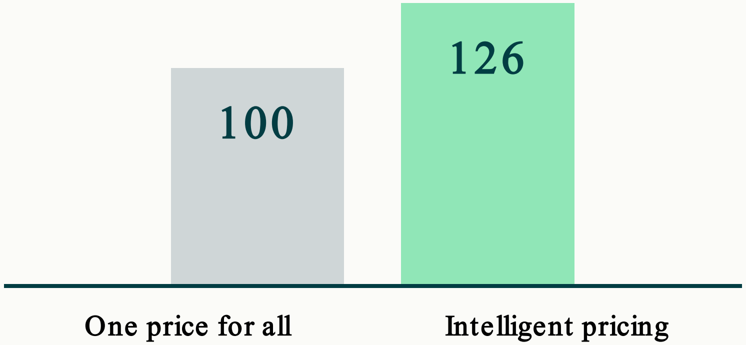
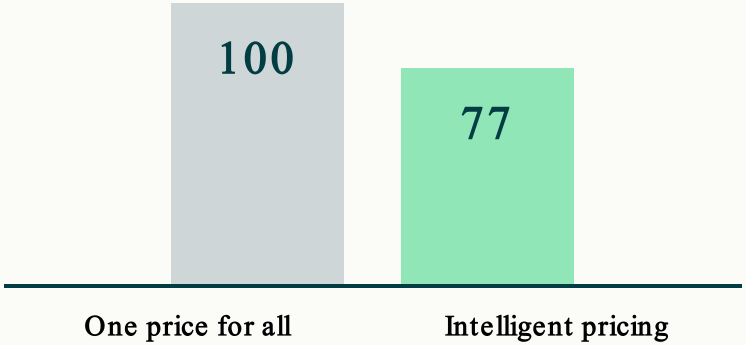
INTELLIGENT PRICING vs. ONE PRICE FOR ALL

Price increase · index



Stop rate · index



One-price-for-all result = 100. A lower stop-rate index means fewer subscription cancellations.

Intelligent pricing outperformed the baseline

Results versus one price for all

+26%	−23%	≈4×
Larger price increase	**Lower stop rate**	**Additional revenue**
1.26× vs. baseline	0.77× vs. baseline	Exact result: 3.83×

Baseline = the one-price-for-all group. Stop rate refers to subscription cancellations.

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THE BIGGER PICTURE

Pricing drives more than revenue

It can strengthen commitment,
first-party data and customer value.

Pricing is a strategic growth lever

Put pricing at the core of the customer journey

PRICING

IDENTIFY

Registrations & logins

Reward identification with relevant price benefits

PERMISSION

Marketing opt-ins

Create a clear value exchange with targeted price benefits

CONVERT

Acquisition & renewal

Use targeted and long-term offers to win and retain the right customers

PROFITABILITY

Owned-channel sales

Make the strongest offers available in owned media — improving ROAS and margin

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Five disciplines make pricing repeatable

A practical operating model

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01 · Set clear business goals

Choose commitment over short-term wins when lifetime value supports it.

02 · Understand brand and subscribers

Know price sensitivity and competitive position.

03 · Test pricing and communication

Compare weekly, monthly and annual framing.

04 · Work with the analytics team

Measure lifetime value, not only conversion.

05 · Keep pricing in the bigger picture Connect price to loyalty, opt-ins and owned sales channels.

Thank you

Let's connect

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