



Corporate strategy statement

BMJ advances healthcare worldwide by sharing knowledge and expertise to improve experiences and outcomes. Our vision is to help create a healthier world.

BMJ has been serving the members of the British Medical Association since 1840. These are our core client group - and our owners. They feel proud of our achievements, which impact far beyond the UK. Their ownership and long-term perspective enables BMJ to genuinely be a values-driven business. The good name of BMJ, and the trust it enjoys with the medical profession, has been built on the reputation and salience of our weekly flagship journal.

Our strategic aim is to continue to *Grow* by building on our track record of organic growth. The revolution in digital technology has enabled us to become a truly global business, abetted by the global adoption of our native tongue. We serve healthcare throughout the world, in the most needy environments as well as the wealthiest; and we adapt our approach and our content accordingly – providing always that those local approaches accord with our values.

We are a knowledge business. We must be masters of technology in order to deliver our services in ways that are genuinely useful for our users and clients. As technology makes information ever easier to access and update, we must ensure ours is as relevant and up to date as possible for practising doctors and other professionals, as well as for medical researchers, students and academics. Our growth will come from applying expertise gained in our core markets to an increasingly diverse array of environments and applications – but always with the healthcare professional as our customer. These professionals do not see the world through the lens of a BMJ product, but through the imperative of a practical or learning need to apply to their own work. We must take care to understand and service this outcome-oriented perspective.

Our relatively modest scale and exclusive focus on health enables us to be more friendly, nimble and entrepreneurial than our competitors. It also requires us to be carefully focused, so as not to spread ourselves too thin. *Focus* is a continuous exercise, to ensure we channel our time, energy and passion to the highest-performing areas. We seek a balance between new and established lines of business, and will relinquish non-performing products.

Our ways of working have adjusted as the market evolves. We have become more agile and considerably improved our execution. But this improvement to process and decision-making must never cease. This will allow us to dedicate time to *innovation* and remain alert to what is happening outside our own domain.

It is our values that enable us to hire and keep our very talented staff in the face of competition from much bigger companies. Our values resonate equally with the healthcare professionals tasked with making decisions about information and services either for their own use, or often for use at institutional or even national level.

We are also excellent partners. Many of our key partnerships date back decades. We understand that being a reliable, open and committed partner can be the best way to achieve our vision.