



7 July 2008

Dear Librarian:

If there is one constant in the world, it is change. During the past year as my staff and I have talked extensively with customers like you, receiving your guidance and suggestions on a range of issues from information and value to service and support, we have all commented on the seemingly fast pace of change that is happening in our businesses. Researchers, clinicians, and institutional administrators alike have increasingly challenged the information flow — wanting it faster and more integrated — in order to remain competitive and bring about much needed outcomes. Central to enabling such changes are libraries and publishers.

At Elsevier, we are committed to continually improving our customer service and product functionality to support this change, in addition to developing research workflow solutions in order to increase scientific productivity and support discovery.

During 2007, usage of ScienceDirect grew by an impressive 24% to over 386 million articles downloaded while both new content and content quality increased. In fact, the average impact factor for Elsevier journals increased by 2.1% from the previous year. We are on track to over 460 million downloaded articles in 2008. We have made further updates to the functionality of our products based on customer and user suggestions. These include the much lauded launch of eBooks on ScienceDirect as well as welcomed navigational improvements like preview tabs, article toolbox, and results filtering that simplify the research process on ScienceDirect. Scopus made important additions such as Citation Tracker, Affiliation Identifier, and TopCited, strengthening its research functionality while at the same time increasing its capabilities and acceptance for research performance measurement. Scirus has added Topic Pages. And Elsevier successfully launched 2collab, a social networking resource for researchers and clinicians.

Alongside changes in information needs, we recognize changes in purchasing needs. We are committed to continuing the evolution of our business models to better reflect the changes in how institutions value, subscribe to, and use information. The vast majority of customers hold ScienceDirect subscription agreements which consolidate, manage, and cap their expenditures, and, therefore, are no longer subject to the fluctuations of individual title prices. That being said, we anticipate Elsevier to remain in the lowest quartile of list print price increases in the industry, as we have for the past seven years. As a point of reference, the 2008 average list price increase across all STM publishers was 8.70% in Europe and 10.10% in the U.S. For 2009 Elsevier again targets a global average list price increase of not more than six percent. The 2009 title-by-title price lists will be posted on [Elsevier.com](http://Elsevier.com) in August.

As needs and models evolve, our subscription agreements will increasingly recognize the de-coupling of print from electronic subscriptions. For individual journals, we are realigning prices to reflect a number of factors, including differences in the number of articles made available, quality, and usage, as well as new factors such as Sponsored Articles. For a few key titles like *The Lancet*, we are looking to recognize usage and value in the form of tiered electronic pricing for institutions, similar to *Cell*. The overall intent is a rebalancing of titles across our portfolio. As a result, some titles will go up in price, while others will go down. It is our belief that these changes, which are planned over a period of years, will help preserve and better reflect the value the information has to the research and healthcare communities that we serve. In turn, this will further enable even more flexibility and choice for customers.

We are dedicated to continually improving the value we provide to customers while making genuine contributions to science and healthcare around the world. On behalf of Elsevier, thank you for helping us to continue making informed changes to our business and for continuing to value our content, products, service, and staff. I believe that through steady dialogue, we will achieve even more by working together in the year ahead of us.

Sincerely,

**Roy Jakobs**  
Global Sales Director, Elsevier