Transforming the Business of Publishing

International Digital Publishing Forum

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Digital products are breaking the steady state relationship between revenue, product investment, and cash

- Revenues from old products falling off, with some level of reinvestment required to keep it from being precipitous
- Reduction in realized price from digital is far exceeding the cost of goods benefit
- New and different products, channels and business models are required
- New product investment doesn’t yield immediate results

How do we keep revenue and cash growing in the face of these dynamics?
Three critical core competencies

- Process Management
- Vendor Management
- Technology Management
Process Management: Product Development

**Plan**
- Specifications
- Workflow
- Resources
- Budget
- Schedule

**Execute**
- Source Content
- Acquire Content
- Develop Content
- Build Technology
- Design Presentation
- Render
- QA
- Deliver

**Control**
- Track Progress
- Track Compliance
- Manage Changes
- Manage Standards
Processes are comprised of capabilities.
Capabilities can be executed by vendors.

**Strategic Purchasing of Capabilities**

- Text Perms
- Multimedia
- Software QA
- Art Rendering
- Test Research
- Indexing
- Archiving
- MSS prep
- Photo Research
- Art Perms
- Composition
- Proj Mgmt
- Development

**Vendor Management Process**

- Standardize expectations
- Consolidate volume and services
- Negotiate hard on mutual expectations
- Manage performance both ways
- Share benefits from continuous improvement
Capabilities are also the basis of technology management.

Level 0 Business Capabilities:
- Plan
- Execute
- Control

Level 1 Business Capabilities:
- Source Content
- Acquire Content
- Develop Content
- Develop Techn.
- Design Pres’n
- Render
- QA
- Deliver

Business Process:
- Source
- Content
- Acquire
- Content
- Develop
- Content
- Develop
- Techn.
- Design
- Pres’n
- Render
- QA
- Deliver

Services/Applications:
- Authoring
- Structuring
- Semantic Tagging

Data Structure (Logical):
- DocBook, QTI, etc.

Data Platform (Physical):
- MarkLogic, Oracle, etc.
Summary Themes

• Architectural thinking: start with the end in mind
• Move incrementally toward the vision
  • Improve existing processes as a way to get to the future
  • Incremental investment
• It’s not just the product – plan process as you plan product
• Your vendors are your partners
• Technology
  • Use agile development approaches for both product and process technology
  • Utilize standards everywhere: product, process, data structures
  • Buy, don’t build
• Measure obsessively
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