



# New Product Development in a Print-to-Digital World

A Defined Approach to Solving the Biggest  
Challenges Facing Content Providers

# A Defined Approach to Developing New Products in a Print-to-Digital World

*As publishing leaders look to grow revenue and capture new markets, the focus on new product development to satisfy the demand for digital products is a key opportunity. However, a potential roadblock to developing new products in a print-to-digital world is the recurring set of challenges facing product development and their management teams. Specifically, there are six core challenges to developing new products in a print-to-digital world. Innodata's Defined Approach offers solutions to these challenges via methodologies that publishers can use to increase the success of their new product efforts.*

## Abstract

Building new digital products or expanding an existing product to a new platform or tablet device is top of mind to many media executives. According to a recent Jordan Edmiston survey, 76% of media company executives say launching new products and services will be a key driver of growth over the next 3-5 years. Additionally, 73% say they will continue to invest in product development over that same time period.

While it's encouraging to see that executives recognize the need to focus on new digital product development, the rapid transformation from single-channel to multi-channel platforms and audiences presents both new opportunities and new challenges. This paper details these challenges while offering a Defined Approach to solve them.

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## Introduction: The Challenges

### Challenge #1: Late Visibility of Product

Too often in the development process, the final product is seen by stakeholders at the END of the initiative. It's only after money and resources have been exhausted that senior management and other key partners get to see what they've invested in. The potential ramifications of late product visibility are:

- Development funds are wasted as extensive rework is required to meet stakeholder requirements.
- Missed timelines occur as rework and new requirements take time to incorporate.
- Competitive standing is lost as challengers are able to get to market more quickly.

## Challenge #2:

### Content Enrichment Effort is Underestimated

Developing a new digital product requires that content formats, structures and enrichment be compatible with the application functionality that was envisioned for the product. Not all digital content is “equal” and mismatches between content and application can lead to the following problems:

- Product functionality not supported by content — and vice versa.
- Issues materialize late in the project, causing launch delays.
- Online product behaves in unanticipated or undesirable ways.
- Content maintenance costs and effort post-launch is not fully understood.

## Challenge #3:

### Subjective Decision Making in Technology Selection

IT investments are usually proposed and justified as relatively well-bounded projects. In reality, these decisions are made within a complex human, technological and economic system. Organizations willing to accept subjective technology decisions can experience the following problems:

- A lack of broad organizational alignment and buy-in creating roadblocks to progress.
- Reliance on platforms that pose risk in terms of long-term support and enhancement.
- A missed opportunity to standardize on new and forward-looking platforms that will be broadly supported and easy to upgrade.

## Challenge #4:

### Content Technology and User Interface Managed Separately

Digital product development often brings together content conversion/enrichment, user experience and technology development. All too often these initiatives are pursued in silos with mismatches between the streams of work. This leads to the following problems:

- The disparity between content requirements and application features are revealed late.
- There is misalignment of priorities among key stakeholders.
- Decision making is impaired by a lack of continuity among developers.
- Change management becomes cumbersome.

## Key Points

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Content and technology development must go hand in hand.

Digital content development with progressive release management must be managed together.

The development approach must be agile.



Not all digital content is ‘equal’ and mismatches between content and application can lead to problems.



### Challenge #5: Lack of a Release Management Strategy

Product development typically involves complex and constantly evolving systems that need to bring together many moving parts to create a product with the stability and quality required and expected by customers. Without a proper release risk management process, this can lead to the following problems:

- Uncertainty in deciding when a new product is ready for release.
- Difficulty in making the adjustment from “publishing” to “continual release” cycles.
- A lack of overall quality including design inconsistencies, navigational miscues and missing content.

### Challenge #6: Lack of Internal Expertise

Migration to the new print-to-digital world requires careful planning and execution. Developing new digital content creation workflows, designing new digital products and deploying new product technologies demand a new approach and new skills, talent and people. For organizations not appropriately prepared, this can lead to the following problems:

- Unnecessary delays and expense due to extended learning curves and lack of experience.
- Inconsistencies in the design and production process.
- An increased risk of misdirected innovation in key areas such as user interface design.

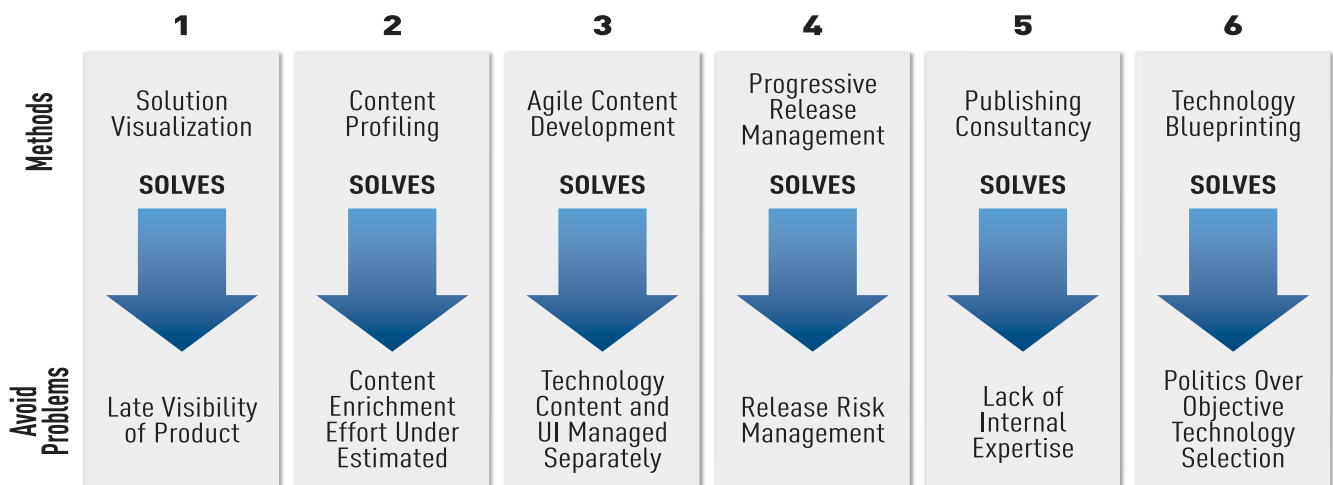
## The Solution

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Investment risks and budget overruns are the obvious results of not meeting these challenges, but the real longer term impact on the business is opportunity cost:

- Delivering a product late to market.
- Postponed or delayed revenue.
- Missed opportunity to grow revenue.

However, to address these challenges, we have identified six corresponding solutions.



## 1. Solution Visualization Solves the Problem of Late Visibility of Product

Solution Visualization allows stakeholders to see simulations of the product design and functionality without disrupting developer productivity. The simulations are visual, interactive and provide unambiguous blueprints for what to build. The benefits of Solution Visualization include:

- Reduced costs and overhead of requirements.
- Increased speed to market via reduced development rework.
- Reduced risk of cost and timeline overruns.

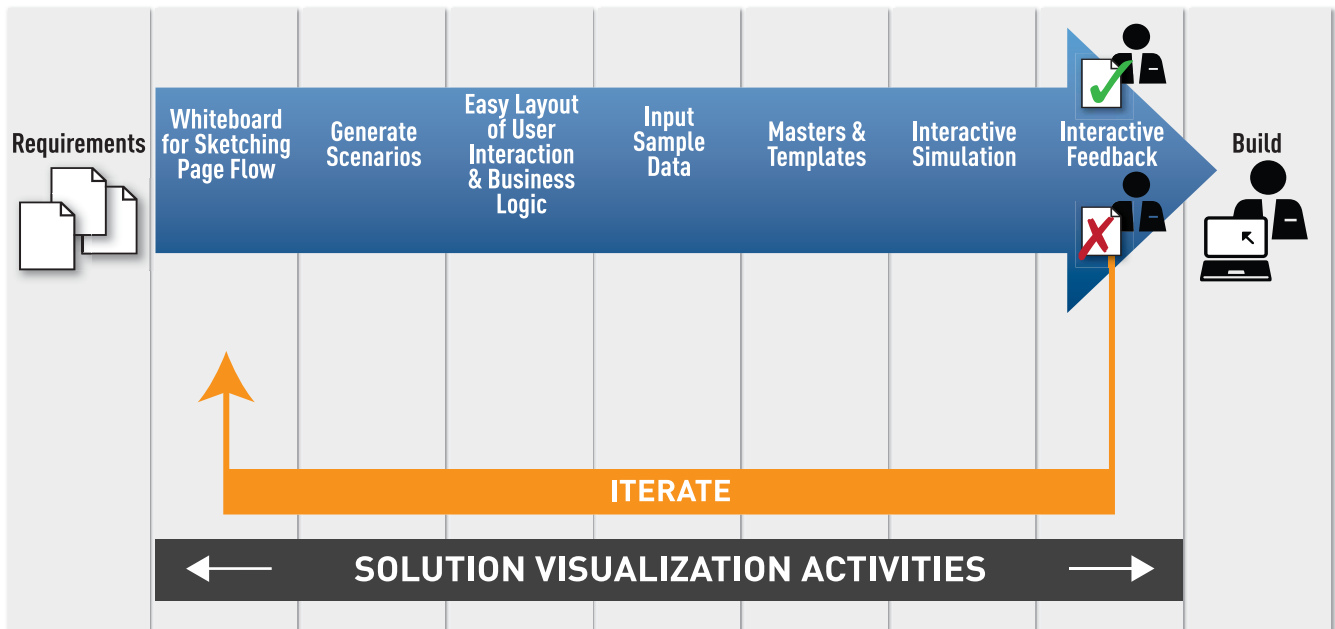


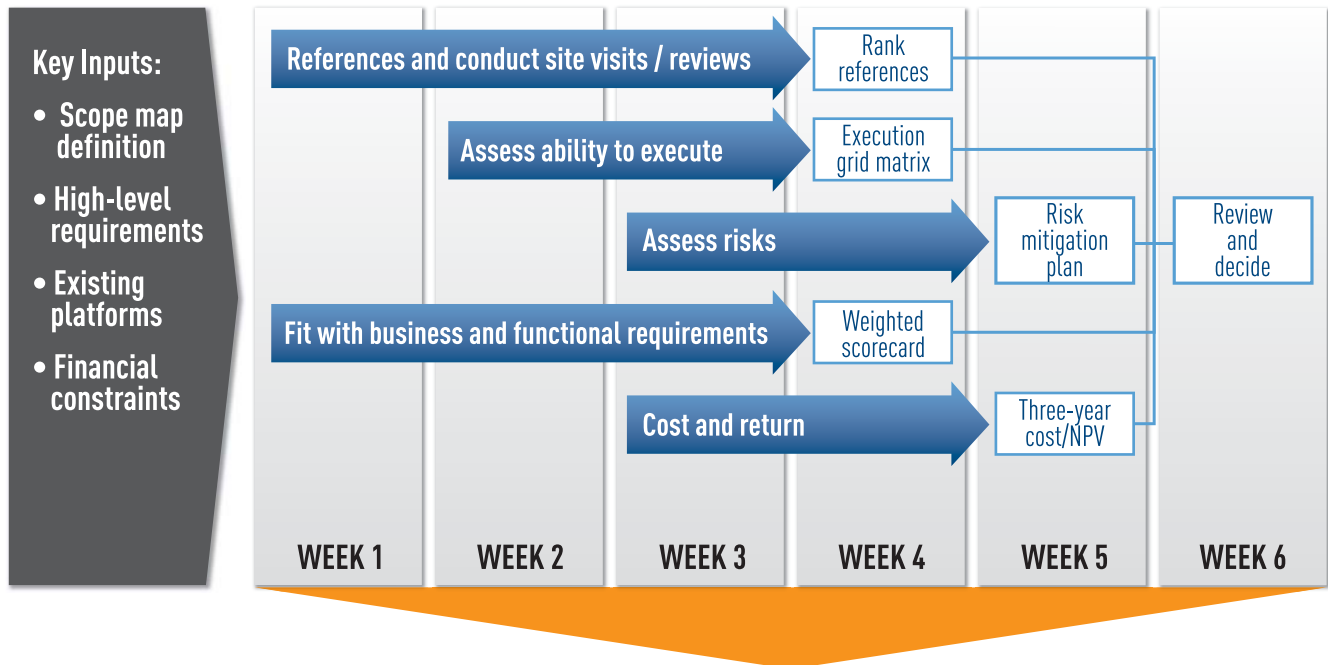
Figure 3: Activities with our Solution Visualization Approach

## 2. Content Profiling Ensures the Content Enrichment Effort is Properly Estimated

Content Profiling assesses content sets to identify gaps that need to be filled in order to support functionality for their envisioned product. It will:

- Identify gaps between the current and future content states.
- Reuse existing enrichments where possible.
- Identify content areas which may be exposed by the product.
- Support ongoing updates to post-product launch.

The benefits of Content Profiling include avoiding unanticipated downstream conversion, transformation, or enrichment cost as well as delays in time-to-market.



### Collaborative definition with

- Content readiness assessment
- Solution visualization
- Publishing consultancy and skills assessment

### 3. Needs-Based Technology Blueprinting Fosters Subjective Technology Decision Making

Utilizing needs-based, objective criteria will result in better decision making yielding a lower risk, enhanced visibility of costs and increased confidence in quality execution. A structured and objective process will deliver:

- Clear decisions that remove subjectivity, preference, or politicking from the choice made.
- Alignment with business goals and an understanding of how technology will directly (and indirectly) enable business objectives to be met.
- Full disclosure of technology pros and cons for the product and the costs required.
- An understanding of the issues and risks — and associated plans to overcome them.
- Increased agility with the ability to move speedily into the next stages of the project.

### 4. An Agile Methodology Allows for Simultaneous Content, Technology and User Interface Development

An Agile Content Development approach helps overcome those challenges by providing a methodology that brings together the technology, content enrichment and user experience into managed and controlled streams of work that can adapt to change and manage risk through early visibility of the product. The benefits include:

- Early visualization via an iterative delivery process.
- An early view of the content within the graphic element.
- Overall quicker time to market and reduced rework expense.

## 5. Progressive Release Management Minimizes Release Issues

Progressive Release Management allows an assessment to be made of the product's "characteristics" in order to tailor a release plan using industry standards. The benefits of progressive release methodology include:

- Organized, measurable product feedback.
- Validation of core success factors & product design.
- Confirmation of performance viability.
- Customer validation.

## 6. Employing Digital Publishing Consultancy Boosts Internal Expertise

Our Publishing Consultancy brings together industry leading practices in a consulting methodology that helps you to accelerate the migration of people, processes and technology to a sustainable digital publishing environment. The benefits include the development of an enhanced organization that can execute and drive more profitable new product development efforts indefinitely. The benefits include:

- Alignment of content creation and production processes yielding a simultaneous delivery of print and digital products.
- Organizational and resource alignment via an evaluation of current job definitions and skills against industry leading practices and digital market demands.
- An effective gap assessment of the critical areas including strategic direction setting, program and project management, change enablement, technical development, process design and organizational development.

## Summary and Conclusion

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Publishing leaders recognize the need to develop new products to meet the demands of multi-channel audiences. By utilizing a defined approach to product development, content providers can improve speed-to-market, drive more profitability and better meet the needs of the soaring digital marketplace. Publishing leaders are encouraged to rethink existing development efforts and organizational structures in favor of a more agile and efficient process that solves the key challenges of developing new products in a print-to-digital world.

## About Innodata

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Innodata is a leading provider of business process, technology and consulting services, as well as products and solutions that help our valued clients create, manage, use and distribute digital information. Propelled by a culture that emphasizes quality, service and innovation, we have developed a client base that includes many of the world's preeminent media, publishing and information services companies, as well as leading enterprises in information-intensive industries such as aerospace, defense, financial services, government, healthcare, high technology, insurance, intelligence, manufacturing and law.

## More Information

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For more information about our defined approach to new product development, please visit [www.innodata.com](http://www.innodata.com), call us at 201-371-8000 or contact us at [solutions@innodata.com](mailto:solutions@innodata.com).

We also encourage you to read these other papers in our *New Product Development in a Print-to-Digital World* white paper series which you can find at [www.innodata.com](http://www.innodata.com)

- Solution Visualization
- Content Profiling
- Agile Content Development
- Progressive Release Management
- Publishing Consultancy
- Technology Blueprinting



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