



Publishing Consultancy

A Methodology to Help Publishers and Information
Providers Solve the Organizational and Technical
Challenges of a Print-to-Digital Migration

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Migrating to the new Print-to-Digital world requires new approaches and new skills, including new digital content creation workflows, new digital product designs and new product technologies. Innodata's Print-to-Digital Publishing Consultancy brings together industry leading practices to help executives effectively accelerate the migration of people, process and technology to a sustainable digital publishing environment.

Abstract

More than half of all media executives recognize that lack of talent in emerging areas of technology and Internet product development are a barrier to growth (according to *Media Growth Trends: Issues and Opportunities*, Jordan Edmiston Group, January 2011). Talent deficit is a primary reason why Print-to-Digital migration efforts can stall and why technology infrastructures have proven to be unsustainable.

In this paper, we describe how an informed and defined approach can consolidate methodologies, experience and skills to accelerate your migration and deliver a sustainable digital publishing platform.

Introduction

Publishers and information providers recognize that Print-to-Digital is no longer merely optional. It's a must-have to compete in the 21st Century. This imperative is driven in no small part by the explosion of smart phones and tablets. Gartner forecasts that by 2015 over 300 million tablet devices will be sold annually. Research from eMarketer predicts that 1 in 3 U.S. consumers will have a tablet by 2014. Furthermore, most market pundits expect smart phone growth in 2012 to exceed 40% year-over-year.

Be it e-books, digital magazines, electronic technical manuals and documentation or mobile applications, demand for digital products are growing across all professional and consumer markets. To satisfy this demand and to realize an effective

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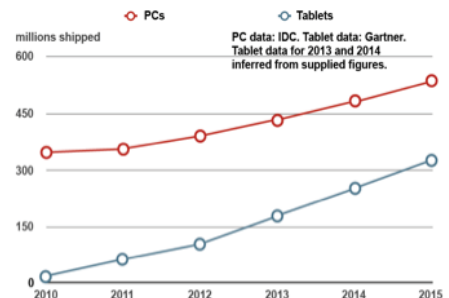


Figure 1: Gartner forecast of PC and tablet sales 2012-2015

print-to-digital transformation, publishers and information providers must apply new approaches and skills within the organization in order to develop new digital content creation workflows, design new digital products and deploy new product technologies. Here are the primary challenges in this critical effort:

- **Sustainable content creation and production processes:** Until recently, digital products were created at the end of a print product cycle. This relatively easy approach didn't require much internal change. That's why so many did it this way. The reality, however, is that this approach is not compatible with a true digital environment. It is also not scalable or cost effective. Moreover, it does not involve robust and sustainable workflows and content. For example, a publisher may have repurposed print content for a CD product and then built a path from the CD to an e-book. Today, the CD product is no longer viable, but the CD production process is similar to that required to deliver an e-book. To further complicate matters, content may need to be edited at any stage of the production process, but if the right systems aren't linked in the right way, some edits may undo changes that were made in earlier processes. These fragile links lead to inefficient use of resources and can result in digital products that are not responsive to the marketplace.
- **Digital product development:** The level of skills and the distribution of those skills across critical jobs such as content design, software development and user interface design are often not aligned with the traditional print world. For example, product design and content creation skills differ vastly. Product design benefits from experience in leveraging the capabilities of digital devices. Content creation requires expertise in audio / video production as well as content enrichment and metadata. Further, Print-to-Digital migration requires change agents and organizational transformation skills that often do not exist within a company.
- **Technical skills:** Technology decisions directly impact the ability of organizations to achieve their strategic Print-to-Digital goals. Even after foundational decisions are set, many organizations find that their internal skills are insufficient, which has the damage of delaying time to market and slowing reaction speed to changing market conditions.

Barriers to resolving these problems and rapidly advancing an effective Print-to-Digital migration are often limited by internal skills.

High-Level Solution

To increase the odds of success it is important to take full advantage of industry-leading practices that are proven to accelerate the migration of people, processes, and technology to a sustainable digital publishing environment. These are just some of the benefits of such an approach:

- **Alignment of content creation and production processes:** This is where processes are designed and deployed that effectively deliver digital content and products simultaneously with print products. This methodology pivots off of business goals and the gaps between processes and industry leading processes to provide an actionable and prioritized project roadmap.
- **Organizational assessment:** This is where current job definitions and skills are aligned with industry leading practices and digital market demands. This assessment will produce a set of recommendations for configuring and tooling the organization to meet your Print-to-Digital objectives.

- **Bridging the gap:** Having an assessment framework helps organizations migrate from where they are to where they want to go through the identification of gaps in critical areas such as strategic direction setting, program & project management, change enablement, technical development, process design, and organizational development. This gap approach covers several important elements:

- Executive advisory services
- Consultancy services
- Project component leadership
- Project component outsourcing

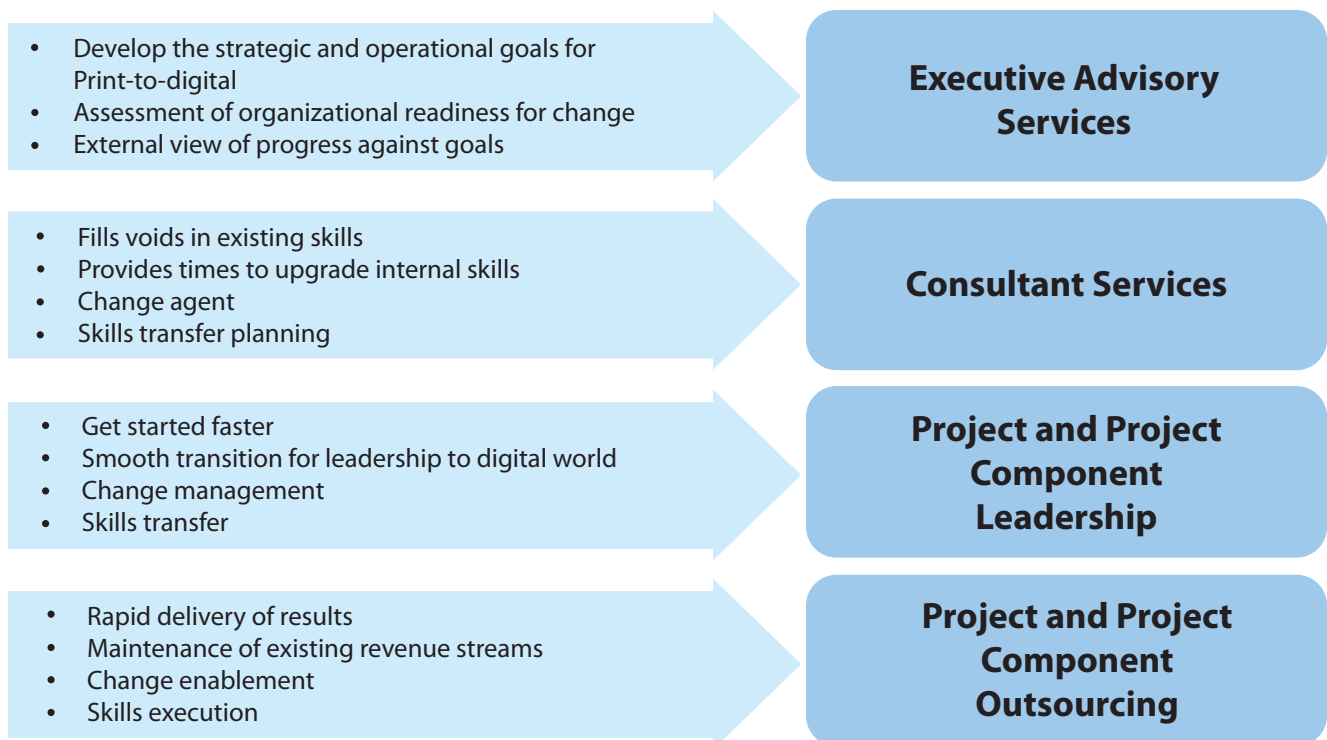


Figure 2: Services to Bridge the Gap

Solution Details

A Publishing Consulting methodology uses a Four Pillar Framework to structure Print-to-Digital migration. By working across the Four Pillar Framework, our methodology not only diagnoses the barriers to execution, it also clarifies the actions required to implement an effective and sustainable print-to-digital platform. The net result is a clear picture of the short and long-term benefits of every action, enabling you to make informed decisions throughout the process.

Four Pillar Framework

Content Architecture provides the foundation for digital publishing. This is where organizations discover the product possibilities that exist today within existing content, while identifying what needs to change to deliver the products that are envisioned.

Process Architecture is where “the rubber meets the road”. If the platform is wrong, everything else is wasted.

Organization Architecture aligns job roles and skills with Print-to-Digital goals to pinpoint how the current organization ranks against a collection of industry leading organizations. The result is a set of actionable recommendations designed to equip teams for the Print-to-Digital challenge.

Technology Architecture considers both product and editorial / production needs. Identifying gaps between current technology and the technology demanded by effective publishing practices leads to clear decision points that serve as an underpinning for Print-to-Digital ambitions.

The Publishing Consultancy methodology identifies how to expand your existing publishing model to include digital distribution. With the need to remain competitive and respond to changing market demands, many publishers and information providers are realizing that print-centric business processes cannot efficiently produce the digital products demanded by their markets. Radical change may be required to re-engineer editorial and production processes to produce print and digital products in parallel work streams and to accelerate the distribution of digital content.

The Four Pillar Framework is a methodology that helps create a tailored solution designed to yield time and money-saving process improvements that can be implemented immediately. The savings generated are often utilized to invest in longer-term changes. The methodology can produce long-term recommendations, including a roadmap and action plan to re-engineer editorial and production processes. Organizational assessments may lead to alignment of organizational roles and the identification of training / hiring needs to support the skill levels needed for digital publishing.

Sample skill readiness assessment

Digital Skill:	Ready	Needs Enhancement	Actions
New Media	√		
Product Design	√		
New Product Technologies		√	Outsource first product development while training internal staff
Change Agent	√		Utilize external resources to monitor and advise
Content Enrichment		√	Outsource first product development while training internal staff
Digital Workflow		√	Establish project track to propose new workflow

A phased and actionable technical roadmap is created based on the organization's current positioning. It includes specific recommendations to retire / replace / enhance the current application portfolio, content quality and consistency.

The Four Pillar Framework aligns the processes required for digital content enrichment with the content architecture and organizational skills required to deliver a Print-to-Digital migration.



Figure 3: Managing functional roles

Publishing Consultancy Implementation services offers a range of execution options, from executive advisory services to complete outsourcing of Print-to-Digital needs. Innodata consultants average more than 16 years of practical industry experience in publishing and technology with 'real world' editorial, operations and product development experience at global publishing houses. Our consultants are seasoned professionals with experience in:

- Content Creation
- Content Architecture
- Content Enrichment
- Editorial and Publishing Operations
- Product Design
- Product Technology
- Program Management
- Change Management

Executive Advisory Services

Current positioning against industry leading practices is evaluated and collaborated to develop actionable plans to progress objectives and resolve roadblocks.

Consultant Services

Consultants are integrated within existing teams to provide the skills required to advance Print-to-Digital migration. Consultants fill the immediate void as well as transfer skills to internal staff.

Project Leadership

Providing leadership direction on the required course of action allows skills to transfer to internal leaders while simultaneously advancing toward clearly defined goals and objectives.

Project Outsourcing

Entire projects or (where appropriate) components of projects are delivered. An ongoing support plan or skills transfer plan is tailored to each organization that ensures sustainability of both product and processes with a focus on speed.

Business Benefits

- It responds to the dynamic demands of the market.
- It ensures that teams are organized to deliver.
- It develops the skills to accomplish the approaching goals.
- It deploys technologies that enable strategy.
- It creates a sustainable digital publishing environment.
- It accelerates Print-to-Digital migration.

Summary

Migrating to the new Print-to-Digital world presents many challenges for publishers and information providers. The Print-to-Digital Publishing Consultancy Methodology and the Four Pillar Framework provide certainty of the required steps, an appreciation of how those steps impact the organization in the short and the long-term, and the capacity to make the right tradeoffs to deliver on a powerful Print-to-Digital strategy.

About Innodata

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

For more information about Publishing Consultancy, please visit www.innodata.com, call us at 201-371-8000 or contact us at 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

- Solution Visualization
- Content Profiling
- Agile Content Development
- Progress Release Management
- Technology Blueprinting



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