



# Onsite Technology Strategy Consulting: Implementing Digital Publishing

Publishers face a wide range of strategic and tactical decisions when looking to start or build their digital publishing programs. While publishers have taken many paths to success with digital product development, marketing, sales, and distribution, the organizational underpinnings of the most successful efforts have the common characteristics of technology spending consistent with business needs and opportunities.

The Content Strategies service of Outsell's Gilbane Group offers a three-phase consultation that is aimed at both management and operations personnel in educational, professional, trade, association, STM, and specialty publishing. The goal is to assess the publisher's current systems involved in digital publishing – planning, editorial and production, rights and royalties, manufacturing, promotion and marketing, sales and licensing, and distribution and fulfillment – and to provide decision-making support and guidance. The consultation targets and sets the course for achieving effective and efficient digital publishing business models.

## Stakeholders

Depending on the size and scope of the publishing company, as well as the particular consultation phases sought, the stakeholders addressed in these consultations may include Publisher, VP and Editorial Director, VPs of Production Services, Digital Publishing, Marketing, Royalties, Manufacturing, Rights, Business Development, Digital Licensing, Sales, and IT, and CIO or CTO.

## Phase One: Educational and Directional

Phase One provides the publisher with a high-level assessment of its current state of digital publishing capability across the multiple publishing systems. This phase concludes with a report and briefing that defines the publisher's current state of digital publishing and provides recommendations for improving these capabilities. Phase One may be purchased as a stand-alone service or in conjunction with Phase Two and Phase Three. Phase One includes:

- *High-level discovery:* Read core documents; interview a handful of key stakeholders; learn, at a high-level, about key systems and initiatives.
- *Synthesize discovery into a high-level presentation and potential recommendations:* on-site presentation and discussion; additional half-day of on-demand queries and research.
- *2 days each of two analysts (one strategic, one technical):* Discovery via phone and e-mail (mainly); presentation and discussion on-site.

## Actions Provided

- High-level or intensive discovery, depending on engagement
- Discovery synthesized into high-level presentation and recommendations for Phase One
- Strategic and technical focus
- Discovery synthesized into key deliverables for Phase Two
- On-site presentations and discussions with stakeholders
- On-going query service and retainer, including quarterly reviews and bi-weekly teleconferences
- Structured support and follow-through on recommendations
- Document repositories with client access
- Annual retainer of Outsell's Gilbane Group analyst

## Phase Two: Analysis, Planning, and Recommendations

Phase Two provides an in-depth plan that a publisher can use to undertake its transformation into a more effective and efficient publisher for digital success. This phase concludes with 18-month action plans and on-site presentations and discussions of findings and recommendations with appropriate stakeholders. It includes:

- *Intensive discovery:* Review of documents, including technical specifications for core systems; interviews of up to 20 key stakeholders across management, finance, sales, editorial, production, rights, and royalties; detailed walkthroughs of key systems from users and systems personnel; interviews, where appropriate, of key vendors and partners.
- *Synthesize discovery into key deliverables:* Gap analysis (current state vs. desired state); 18-month action plan on digitization, product development, system integration (including rights and royalties systems), vendor partners, sales planning, channel development.
- *10 days each of two analysts (one strategic, one technical):* Depending on client, number of facilities, etc., some discovery can be done over the phone and e-mail, but most is done in person; presentation and follow-on discussion on-site.



### Phase Three: Implementation Support

This phase is designed to provide structured support as the publisher follows through on recommendations from Phase Two. Phase Three services can include implementation progress reports, regular client visits, retainer and query programs, RFP assistance, prospective vendor research, and bid and implementation document review. Phase Three includes:

- *Structured support as client follows through on recommendations from Phase Two:* Quarterly visits to client for structured reviews of efforts; twice monthly conference calls; ongoing tracking mechanism (MS Word); document/knowledge repository of research, blog entries, links, etc. with exclusive client access.
- *Deliverables:* Written reports after each quarterly meeting noting gaps or any other concerns; brief reports and key notes/minutes from twice-monthly conference calls; 48-hour turnaround to queries (4 hours max. per month); retainer of one-half analyst day per month for 12 months.

*For more information and to customize these consulting services for your organization, contact us at [gilbane@outsellinc.com](mailto:gilbane@outsellinc.com).*

### About Outsell's Gilbane Group

The Gilbane Group is a division of Outsell, Inc. ([www.outsellinc.com](http://www.outsellinc.com)), the only research and advisory firm focused on advancing the publishing and information industries. We have been writing and consulting about the strategic use of information technologies since 1987. We work with the entire community of stakeholders including investors, enterprise buyers of IT, and technology suppliers. For more information visit <http://gilbane.com>.

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