

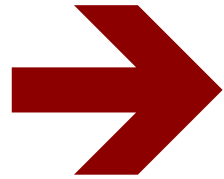
Publishing: from product to service

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Partner

Impresario Media LLP

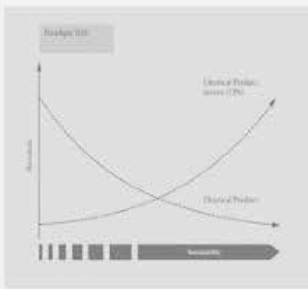
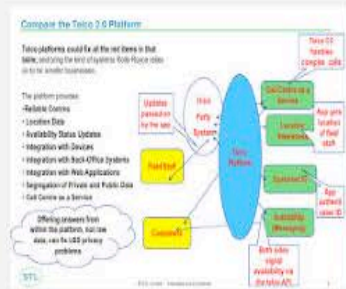
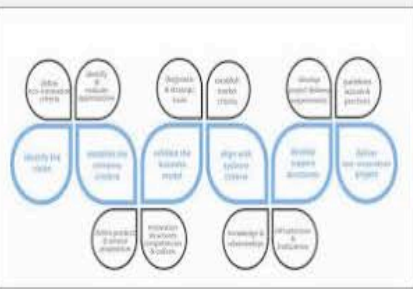
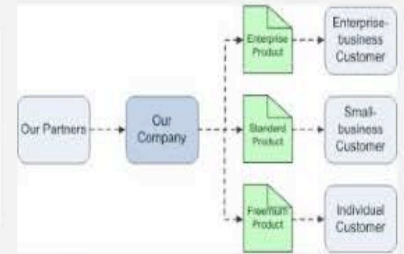
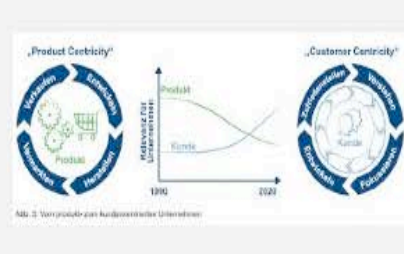
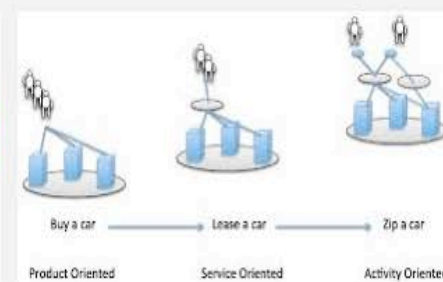
Product



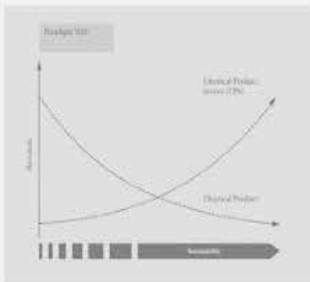
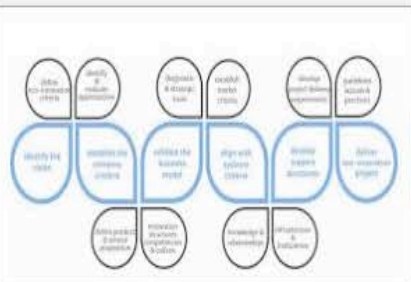
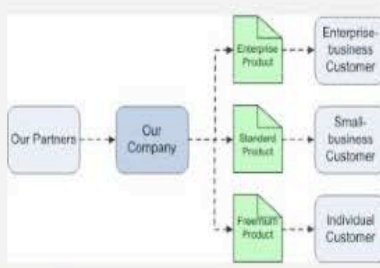
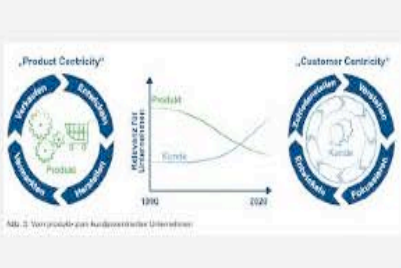
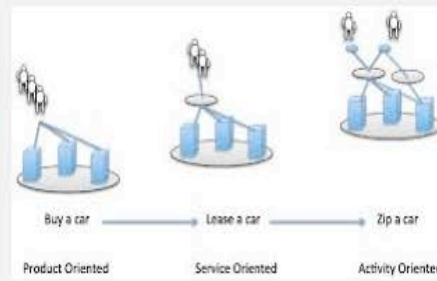
Service

**Connectivity (cloud)
drives**

Product → Service



Not just publishing



Some general observations

Inevitable progression from product to service

Content is put into 'context', providing benefit to the customer

Success requires correctly identifying and serving customer's (ongoing) needs

Subscription revenues versus once-off payment - but can be "analogue pounds to to digital pennies"

Take three different examples...

Ebooks: Kindle and subscription models

Education: Higher Education and K-12

Music subscriptions e.g. Spotify, Tidal

Ebooks

Buy once, enjoy everywhere



Kindle is a service, not a product



Kindle
£69

Kindle Paperwhite
Wi-Fi £109 | 3G £169

Kindle Fire HD 8.9"
From £229

Kindle Fire HD
From £159

Kindle Fire
From £129

Publisher is paid once, service goes on

Subscription services, modest success

Scribd.

Benefit:

cheaper than
buying ebooks

OYSTER

Publishers are
selective -
different
customer
segment?

kindleunlimited

Education

Higher Education and K-12

TM Amplify.

The logo for CourseSmart, consisting of a dark blue rounded square background with the text "CourseSmart" in a white sans-serif font, where "Course" is white and "Smart" is light blue with a registered trademark symbol.

CourseSmart[®]

Huge customer service benefits

'Product' to 'platforms' benefits are

Integration with institution systems

Adaptive / personalised learning

More interactive, engaging materials

Analytics/dashboards

Anytime, anywhere access

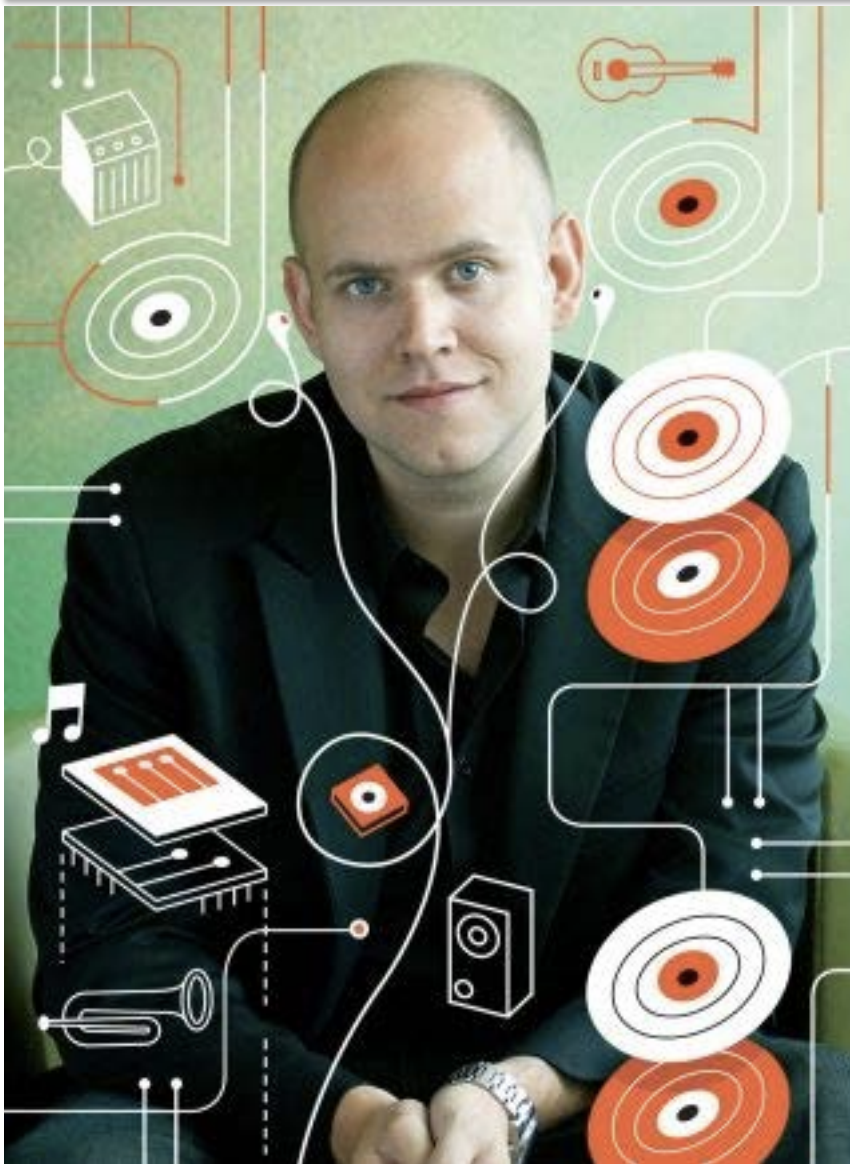
Subscription income

Reduction in piracy

Disintermediation of retailer

Music

Spotify sells 'access to music'



People listen to the same music over and over again, unlike books

Digital pennies

Tidal from JayZ – no 'free' layer



Some key questions

“Analogue pounds to digital pennies?” ...

...or tactical pricing for different customer groups?

Where is the most value - content or functionality?

Data, who controls access?

Thank you...