

HOW TO MEET THE GOAL OF RADICAL INNOVATION

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 **@marcellovena**

Thoughts and feelings are the most valuable intangible goods on Earth. They are our Soft-Ware.



WHO WE ARE

RCS LIBRI

- #2 BOOK PUBLISHING GROUP IN ITALY (TRADE)

RCS MEDIAGROUP (holding)

- #1 MEDIAGROUP IN ITALY
- #2 MEDIAGROUP IN SPAIN
- \$2.2 Bn revenues in 2012

OUR BRANDS



SCOPE OF THIS PRESENTATION: GENERAL TRADE BOOK PUBLISHING

- Book publishing refers to many markets and businesses
- This presentation won't be dealing with:
 - Any NON-Trade Book Publishing (education, stm, reference,...)
 - Any NON-General Trade Book Publishing (vertical/niche centric publishing, sponsored publishing, creative publishing, self-publishing...)



BOOK PUBLISHING ISN'T REALLY ABOUT PRODUCTS. IT'S ABOUT SERVICES.

- Book Publishers DO not manufacture and sell products (books).
- Book Publishers are a (full) Publishing *Service* Businesses
- There are and will always be: Authors and Readers
- The key question is this one: **who is able to capture the value of putting Authors and Readers in touch?**



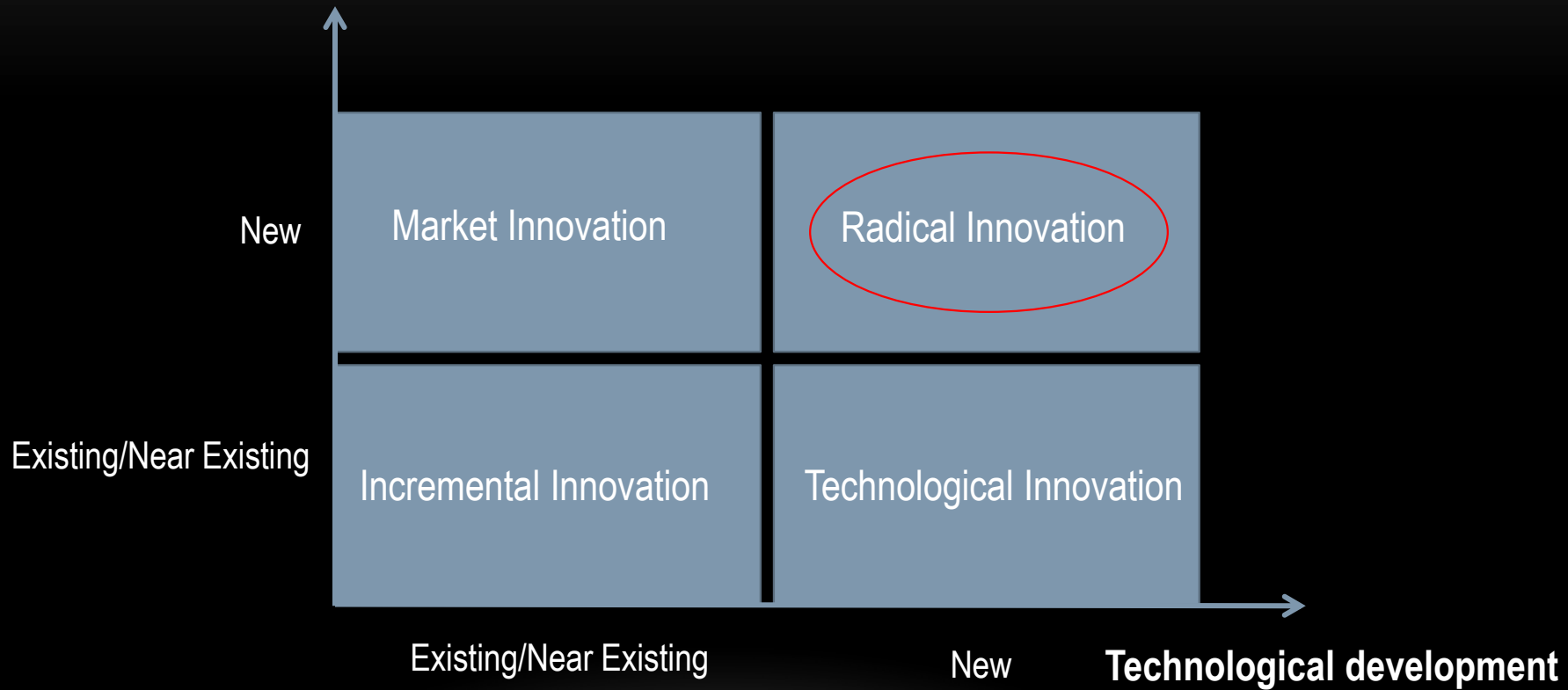
LET'S TALK ABOUT INNOVATION...

- So far, digital publishing has been focusing on eBooks as digital replicas of a physical products
- Most current “innovations” stem from a traditional approach where the best is to replicate the usual business model with new tools and methods (digital marketing, social media/online/mobile, interactive content, pricing, metadata...)
- Is this Innovation??? Maybe just incremental, as long as it doesn't become a standard practice of the industry. How long?

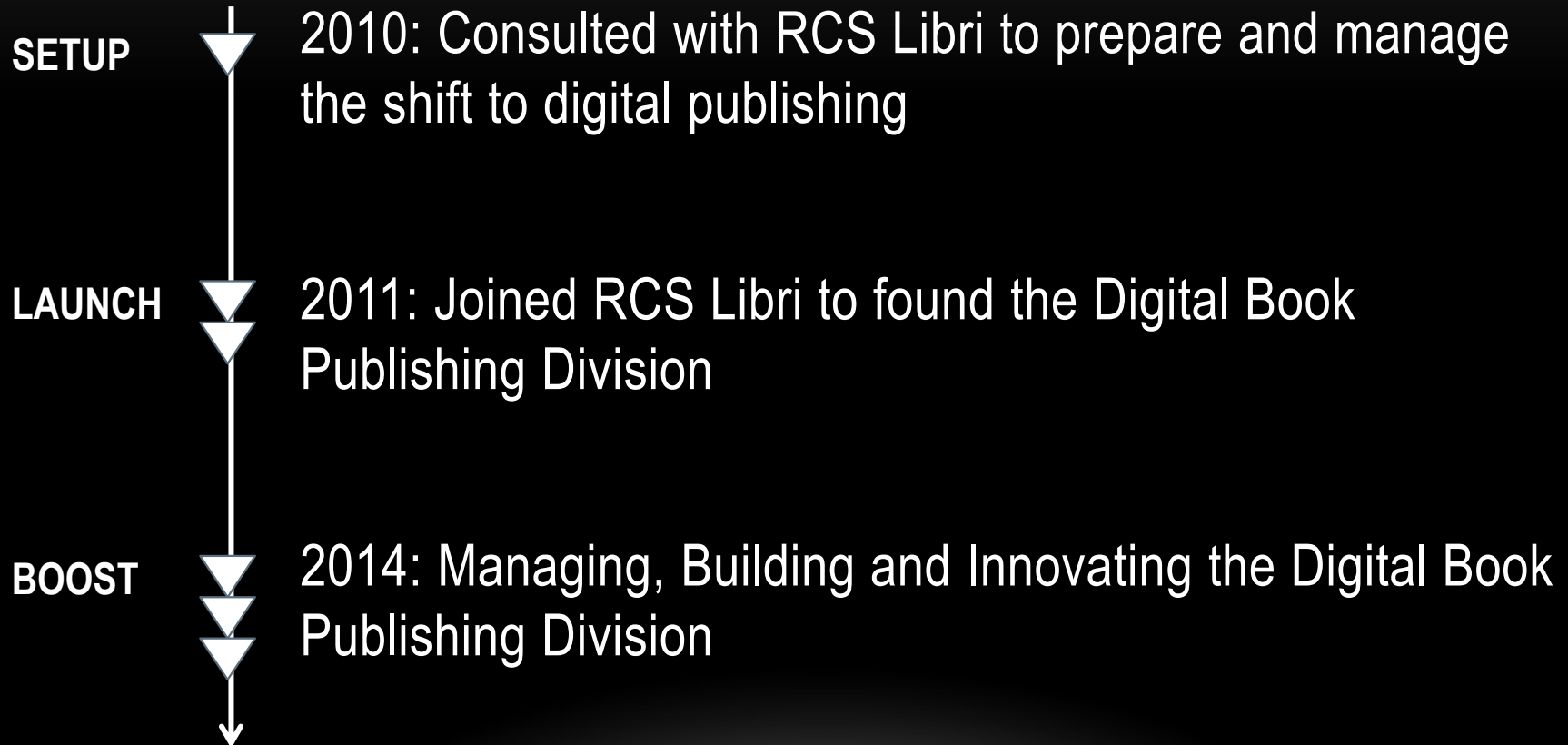


INNOVATION IN A FOUR QUADRANTS MAP

Business Models/Application Development



INNOVATION TIMELINE AT RCS LIBRI





OUR RADICAL INNOVATION PROJECTS

- eBooks aren't just digital products. They are key enablers of brand-new services and business models.
- Every quarter we launch an innovation project. Here just a few cases of radical innovation:
 - *Ebooks aboard!* ==>> Discoverability 2.0 paradigm
 - *You Crime* ==>> Co-Publishing biz model
 - *BigJump* ==>> Online talent scouting from self-publishing



EBOOKS ABOARD

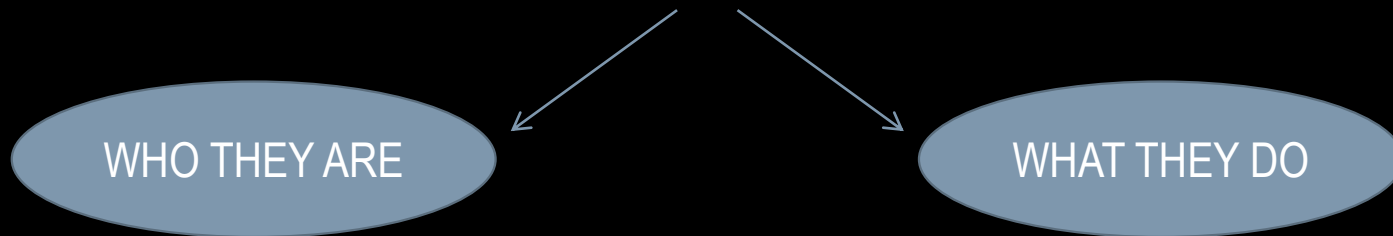
- The **world-first** and only **eBook streaming** service on mass transportations
- The only **full** digital **book browsing** service available, like in a physical bookshop (but just on high-speed trains...)
- The **streaming** strategy allows a **paradigmatic** shift from ownership to access





DISCOVERABILITY 2.0: A NEW PARADIGM

- Discoverability isn't just about book discovery
- It's also about discovery of readers!



Every high-speed train passenger who reads our ebooks is profiled...



YOU CRIME

- YOU CRIME is a **talent show**, where the 12 new authors, chosen by Rizzoli LAB, compete with their writings to become an official Rizzoli's author in 2014.
- Rizzoli LAB **selects and curates** the content, produces, distributes and **commercializes the eBooks**. It also takes care of communication, publicity and advertising for the talent show at national level and on the e-retail channels.
- The 12 new authors are expected to **self-promote** and self-sell their own books on the usual e-retail channels, as if they were self-publishing.



CO-PUBLISHING: A NEW BUSINESS MODEL

[Rizzoli]^{LAB}

- A third-way between Traditional Publishing and Self Publishing
- Discoverability isn't just about book discovery or reader discovery
- It's also about discovery of new talents!

A publisher that doesn't care about new authors, doesn't care about its own future



BIJJUMP: TALENT SCOUTING FROM SELF-PUBLISHING



3 vertical contests based on different genres:

- ROMANCE
- CRIME
- HISTORICAL FICTION

- World-first social literary contest jointly promoted by a big national publisher and largest global e-retailer in partnership with a technology start-up
- RIZZOLI + AMAZON + START-UP is an innovative cross-company organization: a new paradigm on its own.



HOW IT WORKS

CALL FOR BOOKS KDP UPLOAD



Aspiring authors upload their novel on Amazon KDP and share an abstract on 20lines as a short story

SOCIAL SELECTION ON 20LINES



20lines users interact and vote their favorite short stories: the top 10 for each genre (crime, romance, historical fiction) will go on to the final selection by Rizzoli

FINAL SELECTION AND CURATION BY RIZZOLI



Rizzoli alone pick the best novel for each genre and works with the authors on the full content curation process

PUBLISHING OF WINNERS



The 3 winners will be digitally published and the best one will also be published in print. Also, the most sold novel among all participants will win the “Amazon Prize”.



RESULTS

**CALL FOR BOOKS
KDP UPLOAD**

500+ self published ebooks on KDP

**SOCIAL SELECTION
ON 20LINES**

500.000+ bookviews on the social platform

**FINAL SELECTION AND
CURATION BY RIZZOLI**

3 winners: already selected
Curation: on-going

**PUBLISHING OF
WINNERS**

To be done (June 2014)



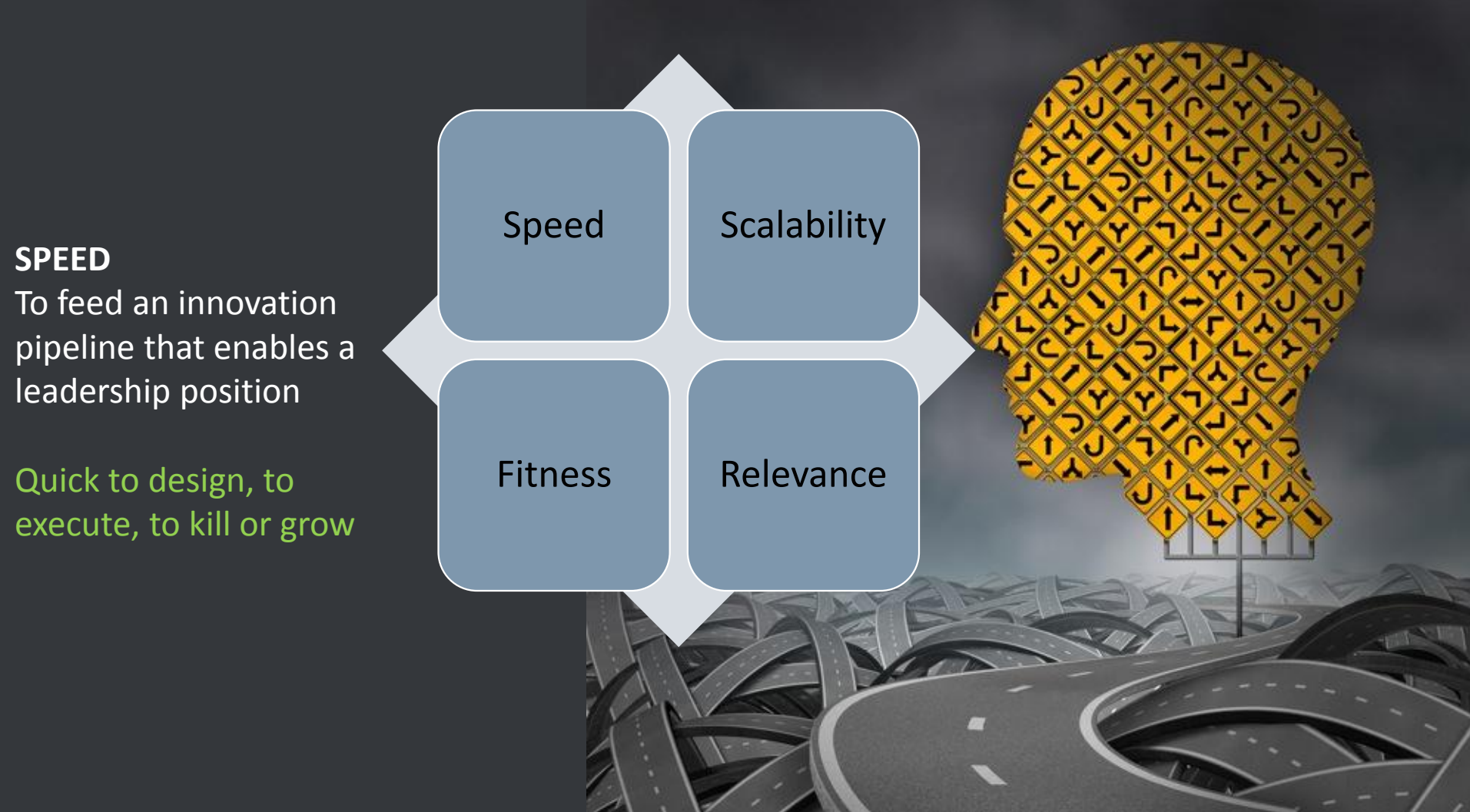
INNOVATION IS A COMPETITIVE BATTLEFIELD



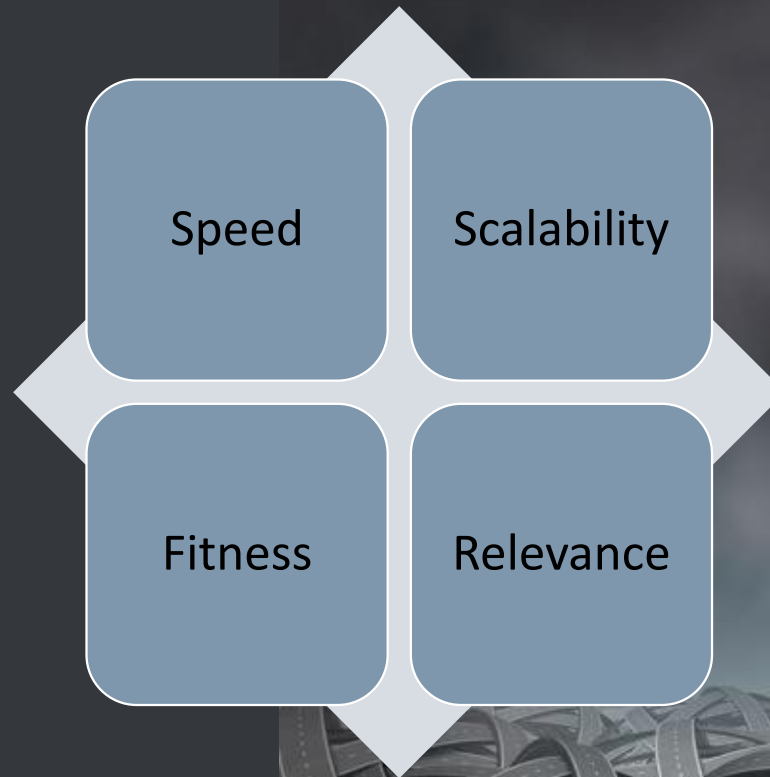
Without the proper tools, skills, army and alliances is a lost battle.
But they aren't enough to secure victory.



FOUR KEY INNOVATION ENABLERS



FOUR KEY INNOVATION ENABLERS



SCALABILITY

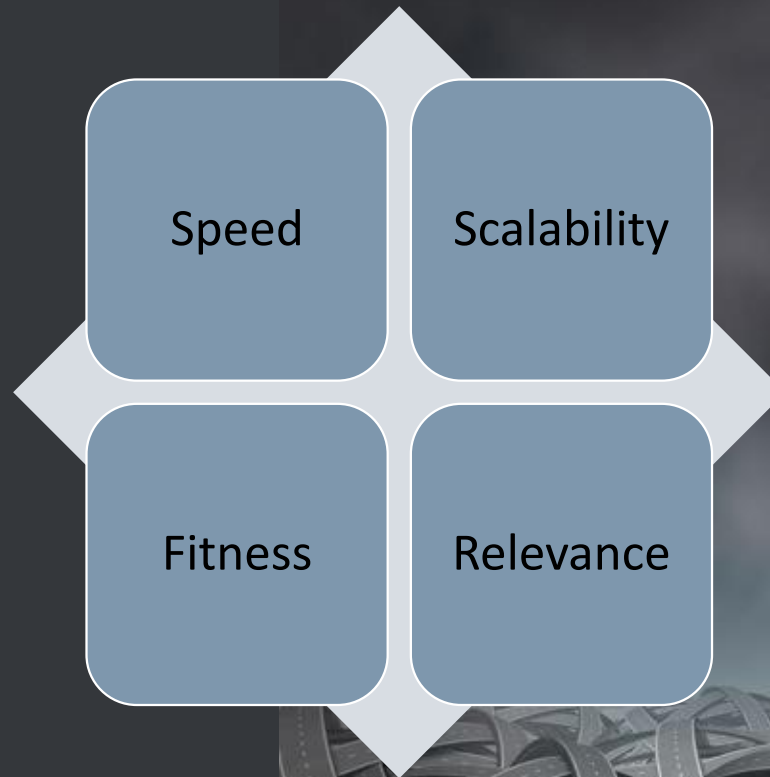
Capitalize on innovation successes and reproduce them at industrial scale.

Do's: start small

Dont's: stay small

Scale up winning projects to gain a competitive assets and to payback also for failures

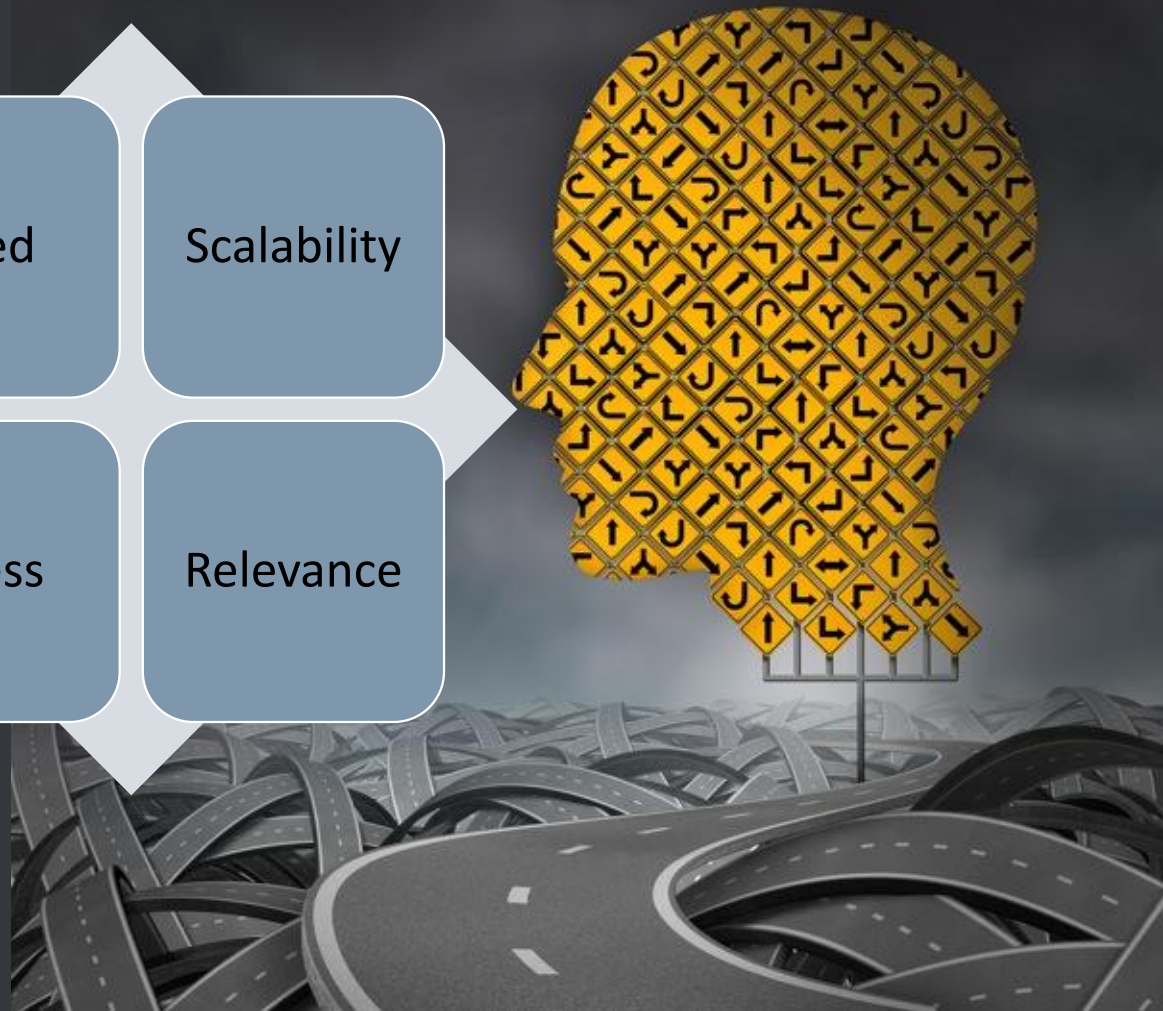
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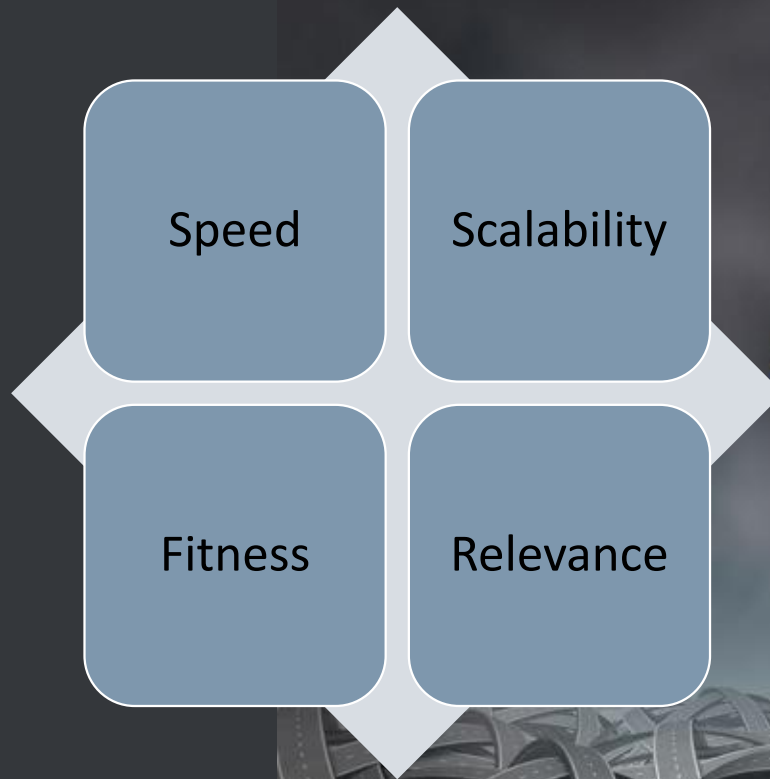
FITNESS

Adapt processes, resources, tools and competences to the evolving competitive market dynamics

Your organization must be fit for the challenge.



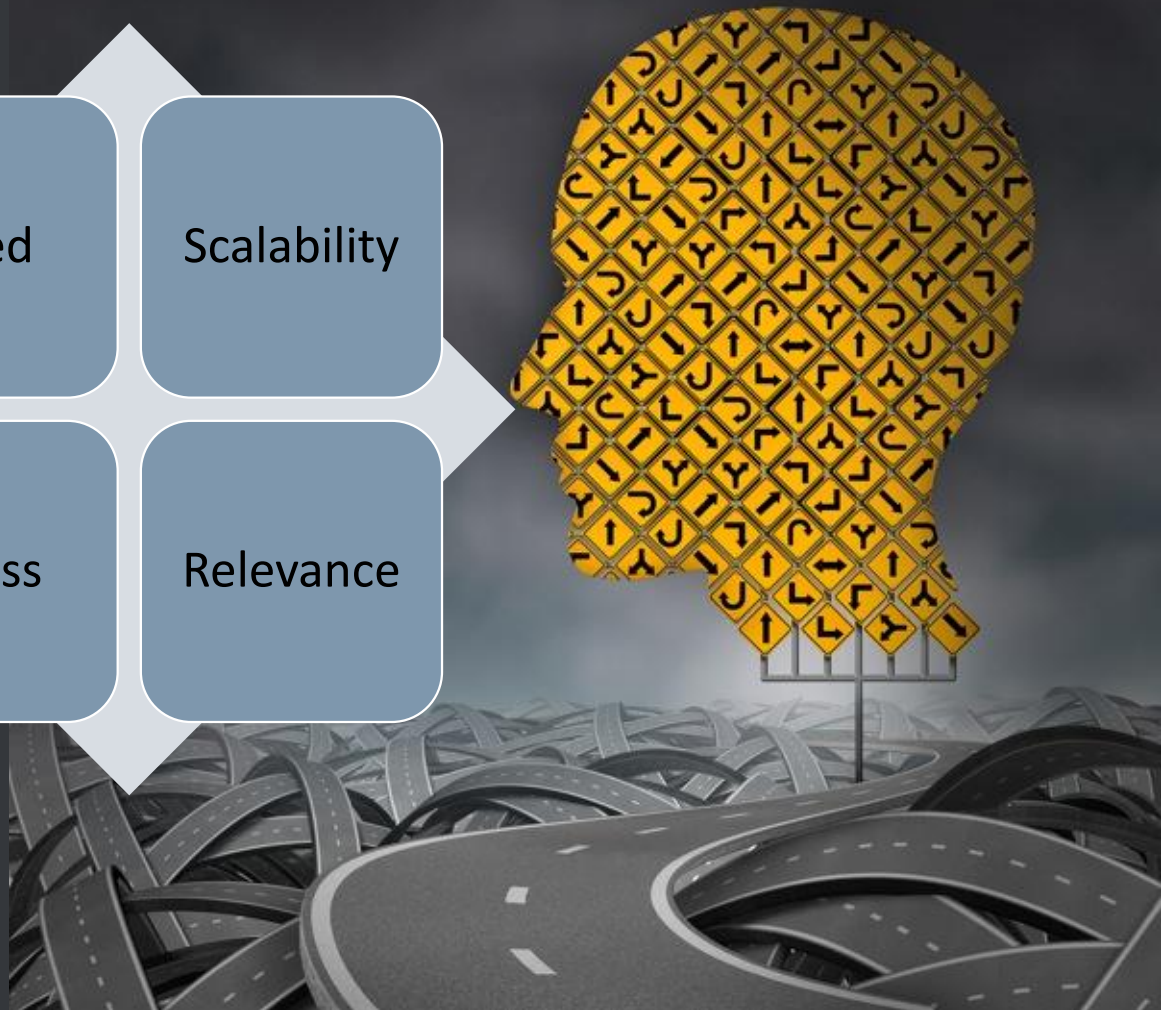
FOUR KEY INNOVATION ENABLERS



RELEVANCE

Quality and Content must be relevant for your audience. Not all genres/authors enjoy same success with a given audience and digital publishing model.

Content, readers and authors first. Then the rest.



SERIAL INNOVATION IN A BIG ENTERPRISE: HOW



NO EASY ANSWER

CONTINUOUS ENTERPRISE INNOVATION, DOESN'T COME WITH AN HANDBOOK. THERE ISN'T ANY TRAINING AVAILABLE.

WHAT MATTERS ARE 360 DEGREE INNOVATORS

IT'S NOT ABOUT DIGITAL TECHNOLOGY, BUT RATHER ABOUT COMPETENCES AND ATTITUDES (with proper resources)

IN OTHER WORDS IT'S ABOUT PEOPLE, THE MOST SOPHISTICATED ANALOG TECHNOLOGY ON EARTH SINCE EVER



LAST REMARKS

- THE FUTURE CAN'T BE PREDICTED, BUT IT CAN BE INVENTED...
(and you aren't going to be better off if you let others write your own future)
- EVERYONE KNOWS THAT SOMETHING IS IMPOSSIBLE TO ACHIEVE UNTIL YOU GET A "NAÏVE" THAT DOESN'T KNOW IT AND INVENTS IT....
- REMIND THE BRAIN IS LIKE A PARACHUTE. IT WORKS ONLY WHEN IT'S OPEN...



Q&A

THANK YOU FOR YOUR ATTENTION!

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