

Industry Focus	Expertise / Capability Used	Impact
Media Conglomerates that are actively seeking to increase digital footprint and to improve their market share	Product redesigned to provide readers with a 360 degree journey – remain relevant across all customer touchpoints	Revenue Increase = 8% Sales Growth = 7% Increases due to improved readership and customer satisfaction

Client: Global Publishing House

Problem Statement

The publisher wanted to undergo a total digital transformation. The entire journey needed to be mapped for a 360 degree view. Doing so would require being present at several touchpoints and listening to/gathering customer feedback.

The publisher did have a direct connect with the end consumer. Typically, this was a student/researcher who had bought the book either offline from a book store, or online from an online book store.

Our Solution

There is an ever-increasing demand for eBooks. But, there still remains a demand for physical print books; albeit that demand may have decreased over the years. Consequently, the publisher wanted titles/books available across all the three variants:

1. Physical Printed Book
2. eBook
3. Physical Printed Book + eBook

While price points for each of these variants varied, the most attractive of the three (3) pricing options was the combo (print + eBook). This pricing strategy was adopted to entice customers to embark on the digital journey, and to participate at various customer touchpoints.

To prevent undue copying and pilferage, the eBooks were made available through an exclusive eBook Reader. The Reader, which was on the publisher's platform, had necessary checks and balances so that no copying/sharing could be done. The eBook Reader platform allowed the publisher to do a customer digital profiling. Thereby, customer demographics and psychographics information were both captured. Gradually, over time, more and more information was collected during the digital journey.

Captured were some interesting touchpoints, which included: different subjects/topics of interest; research areas of interest; authors followed, etc. The enticing points were fed to the student/researcher, e.g., updates on different publications, and new releases on topics/research areas of specific reader interest. Provided were digital snippets (through the publisher's eBook Reader platform) to usher the student/researcher into the digital marketing journey...from lead-to-prospect-to-customer via AIDA (Attention-Interest-Desire-Action).

The publisher enabled its exclusive eBook Reader platform to have titles/books (or even snippets thereof) from other publications as well (can be used for promotional purposes or to generate leads). This ensured that the platform became a go-to destination site for the student/researcher. The idea enabled the publisher to have maximum sales, as well as "share of mind and heart".

Emerging Digitally Disruptive Business Models

Subscription Model • Disrupts through "lock-in" by taking a product or service that is traditionally purchased on an adhoc basis, and locking in repeat customer by charging a subscription fee for continued access to the product/service • Examples: Netflix, Dollar Shave Club, Apple Music	Freemium Model • Disrupts through digital sampling where users pay for a basic service or product with their data or 'eyeballs'. Rather than money, and then charging to upgrade to their full offer. Works where marginal cost for extra units and distribution are lower than advertising revenue or the sale of personal data • Examples: Spotify, LinkedIn, Dropbox	Free Model • Disrupts with an 'if-you're-not-paying-for-the-product-you-are-the-product' model that involves selling personal data or 'advertising eyeballs' harvested by offering consumers a 'free' product or service that captures their data/attention • Examples: Google, Facebook	Marketplace Model • Disrupts with the provision of a digital marketplace that brings together buyers and sellers directly, in return for a transaction or placement fee or commission • Examples: eBay, iTunes, App Store, Uber, AirBnB	Access-over-Ownership Model • Disrupts by providing temporary access to goods and services traditionally only available through purchase. Includes 'Sharing Economy' disruptors, which takes a commission from people monetizing their assets (home, car, capital) by lending them to 'borrower' • Examples: ZipCar, Peerbuy, AirBnB
Hypermarket Model • Disrupts by 'brand-bombing' • Examples: Amazon, Apple	Experience Model • Disrupts by providing a superior experience, for which people are prepared to pay • Examples: Tesla, Apple	Pyramid Model • Disrupts by recruiting an army of resellers and affiliates who are often paid on a commission only model • Examples: Amazon, Microsoft, Dropbox	On-Demand Model • Disrupts by monetizing time and selling instant-access at a premium. It includes: (i) taking a commission from people with no time, but who have money to pay for goods and services delivered, or (ii) fulfillment by people with time and need money. • Examples: Uber, Operator, Taskrabbit	Ecosystem Model • Disrupts by selling an interlocking and independent suite of products and services that increase in value as more are purchased. Creates consumer dependency • Examples: Apple, Google

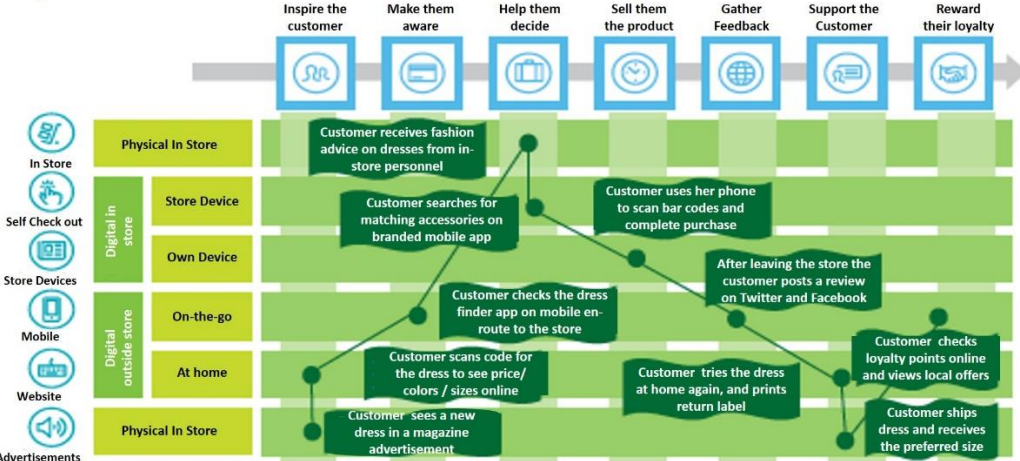
Source: Digital Transformation, a book by Jo Caudron and Dado Van Peteghem

Revenue drivers:

1. From Sale of Printed Books + eBooks (own publications)
2. From Aggregation model: Listing of titles/books from competition; earn from generation of sales leads
3. From Researchers: Citation of chapter(s) from titles/books; as a metered model
4. From 'On Demand Access' API given on an annual lease/metered model to a University/Library; on a hotwire

Persona & Touchpoints

Digital Interventions in store and Omni-channel to elevate customer experience



Student:

- One Stop Destination for discovery, as well as owning-up of any academics-related books. Available as Physical Printed Book, eBook, or as a combination of both.
- Ability to use citation-based access for references
- Touchpoints: Website, Mobile App, exclusive eBook Reader platform

Researcher:

- One-stop destination for discovery, as well as owning-up of any research-related books. Available as Physical Printed Book, eBook, or as a combination of both.
- Ability to use citation-based access for research work
- Touchpoints: Website, Mobile App, exclusive eBook Reader platform

Library/University:

- One-stop destination discovery, as well as owning of any academics/research-related books. Available as on-Demand Access API; thereby creating a vast eLibrary/Digital Library.
- Touchpoints: Exclusive eLibrary/Digital Library