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Agile Organisation | Agile Content

What challenges are we facing as publishers today? How do they impact our core business and how should we respond? Something new – inevitably digital – is always around the corner and we will have to determine a response, how to change and where to invest to gain maximum benefit. Understanding how to futureproof your business and gaining future freedom of action will position you to take advantage of the changes more effectively.

This talk will examine ways that allow us to gain that future freedom of action. Where we once constantly reacted to change and were buffeted by it, we will instead be enabled to act to our advantage and gain.

About the Speaker

Carl Robinson has worked in education and educational publishing since 1992. Beginning as an English Language Tutor based in Warsaw, Carl went on to work with Longman (Pearson) in Poland, then Macmillan Poland returning to the UK in 2002 to take up the role of International Publisher for Macmillan Education in ELT. In 2006, Carl joined Oxford University Press (OUP) as Publishing Manager for Secondary ELT, covering Western and Central Europe. While at OUP, he was asked to address challenges around digital content and digital learning, becoming Digital Publishing Manager before joining the Digital Media Group as Business Engagement Manager. Whilst in this role he developed new processes and approaches to bring success and speed to market for device agnostic content. Carl joined Ixxus in 2013 as Senior Consultant, Publishing & Media: a role specifically focussed on helping publishers look at business vision, goals and strategies around their content and tooling to enable flexibility and readiness to meet the ever-changing demands of the digital market for content and learning.
“Let me tell you about a particular incident that helped me learn - the hard way - what not to do as a publisher in the digital age.

Several years ago, while working for a large educational publisher, we encountered an issue in one of our key markets: the United Arab Emirates. At that time, iPads in education were relatively new, but there was a huge desire to use them.

In April of that year, the minister for education announced that from September of that very same year ALL higher education institutions would go paperless, would be provided with iPads and would be expected – EXPECTED – to deliver learning via the tablet exclusively.

The lecturers, after an initial gulp, got with the programme and started planning lessons accordingly - some even learning how to develop their own content via iBooks.

Learning was already very digital, but mostly produced by Teachers themselves.

So, the lecturers just got on with it.

What of the Publishers?

Their initial bout of panic did not go away. Why?

Their entire output to date had been print. Not only the print text books, but any ancillary components were driven by print. Everything was in PDF format or were heavily bespoke digital components, so tied to the print design, that they were fully dependent on them - they could not stand alone.

So the publishers, in this case my company and myself in particular, were faced with what we now call ‘a challenge’.
We did not have anything, anything at all, that was iPad ready. We were being asked by the institutions to have e-versions of the core textbooks we’d sold there for years, immediately. We didn’t have them.

And what’s worse, we didn’t know how to make them happen quickly enough.

Oh sure, we knew all about ePub, ePub3, HTML5, reflowable text - you name it. We KNEW about it, but we had DONE nothing about it.

Worse: everything we were set up to be was focussed on the Print lifecycle - our processes, our skill sets, our content, our royalty agreements. Everything.

So our ‘challenge’ was simply this: take our successful best-selling print courses and somehow, somehow, turn them into eBooks. In four months. Having negotiated the rights necessary (because of course that wasn’t in place either) and royalties. And distribution to iPads. Oh, and did I mention that these titles had to be ‘interactive’? Although no-one quite knew what the market wanted on that front either.

To cut a long story short, we did it. In a way.

It was basic PDFs on screen - interactive exercises would have to come later - but we got something done for September. Just in time.

But the lessons to learn here are manifold:

1 we weren’t ready for this shift in the market; we should’ve been. We could only re-act at best not be proactive.

2 we didn’t have our content in a form that allowed us to re-create the print success digitally

3 we didn’t have the necessary tools in house to shape and deliver that content quickly
4 we didn’t have sight of the rights for that content so had an additional legal challenge at the same time

5 we didn’t, even after all this, take one more important thing into account....

Remember how I said that the teachers threw themselves into changing what they did to ensure they were ready for September?

Well, they did just that, and got good at it.

By the time we released what we had barely managed to do in the time available, based on what teachers had told us would be good to have (when we spoke to them in April)....

By the time we got our stuff onto their iPads, they’d moved on, become MUCH more aware of what the iPad could do for them and how they could leverage its power for learning.

And so what we produced for them was what they wanted - 6 months ago and,

what they needed - back then.

But not now.

We were thinking like a print publisher, with print attitudes and print workflows, print approaches to everything.

We were confounded by two things:

- Our organisation was not agile - we didn’t have the tools or capabilities to respond effectively.

- Our content was not agile - we couldn’t do with it what we needed

It is my hope that today you will learn from my mistakes.
I want to look at some of the challenges we have all faced or will face as a result of ongoing digitisation of learning and the changing marketplace in education and reach towards a vision of what we could be if we did things differently.

I will say that by getting our content into the right shape,

stored,

discoverable,

enriched appropriately

and developed to be agnostic

that we will advance leaps and bounds ahead of our competitors.

I will also show that at the same time as we are doing this, our organisation will - of necessity - change and become more agile:

• that we will see where existing skill sets can be applied to support the new ways;

• that we will see where there are gaps in our knowledge and capabilities that we need to fill;

• and that we will see where our processes need to move from a book-centric world view to a product-agnostic, content-centric approach.

In short, we need to ‘think outside the books’.

{SLIDE 1}

The title of my talk today is Agile Organisation/Agile Content. Why not Agile Content Agile Organisation?

I believe we need to start becoming Agile as an Organisation first, and a lot of that is about mindset, approaches, willingness to risk and so forth.
Only then can we really take advantage of Agile Content.

However, we need to have Agile Content to be able to gain advantage from it. The two are hand-in-hand.

Can we learn from my experiences of NOT being Agile both in Organisation and Content? Certainly.

In my role at Ixxus I have been privileged to work with some of the world’s largest publishers and this experience has shown me time and again that it is possible to evolve your business and gain future freedom of action.

It is an evolution, not a revolution, and the great thing? You can choose where to start, and what to start with.

But to do that, you need three things, and I hope that by the end of the morning:

• you will have some new insight around your vision for your company: what it will be, what capabilities it will have, who will be part of it
• you will recognise the current state, both in house and in the market, and the impact it is having on your business
• and finally you will be able to draw a roadmap towards your vision and that you will be heading out towards future freedom of action

What does the future look like?

I’m no fan of predicting the future. People inevitably write down what you say and quote it back to you in three years time to show how wrong you were.
But this vision is a composite of what Publishers have told us at Ixxus, and how we have helped them achieve, or start to achieve, that vision. So I’m prepared to risk it this time.

The ideal state, then, for a publisher is:

{SLIDE 3}

ADAPTIVE

This organisation is flexible, ready to change, able to change, able to respond speedily, and crucially, able to lead the market (for once)

GROWING

This organisation is able to grow, seeks to grow and differentiate, is not chained by the past but supported by it as it moves forward, no longer print dominated in process or mindset

INNOVATIVE

This organisation is proactive, creating new products, new lines, new ways of delivering learning

LEAN

This is organisation values efficiency across and maximises return on effort, by observing, by learning from mistakes

EXPECTANT

This organisation assumes, and perhaps even welcomes change. It will happen time and again and as an organisation we are ready for it.

This is the AGILE organisation.

And the content the organisation is handling has become

ACCESSIBLE
*It’s discoverable, portable, open, available and reusable*

**GRANULAR**

*It’s small enough - but not too small - so that it can be re-used in multiple projects, reassembled to create and support innovation, and therefore maximise ROI*

**INTERACTIVE**

*It’s not static and unchanging. It’s constantly engaging and evolving to adapt to new forms of use, new devices, new customers.*

**LINKED**

*It’s enhanced by being linked to other relevant content creating a tree ever branching and growing to maintain relevancy and depth.*

**ENRICHED**

*It’s decorated with metadata, maintaining relevancy, referencing, industry standardisation, and supporting marketing.*

*This is the AGILE content*

In our future state, it is the fact that our organisation has become AGILE that has enabled us to BE Agile with our Content. In this vision of the future, the two go hand in hand, but I believe that we have to take steps to become an agile organisation - ridding ourselves of legacy mindsets, approaches and processes at the very least - in order to take real advantage of Agile Content. Only then can we take those first steps to new products, new markets and ultimately, greater margins.

But it is also true that without content in an Agile state, the Agile Organisation is useless. The one has to come with the other.

{SLIDE 4}
Vision without an Action is Illusion. Action without a Vision is Confusion.”

— Sunny John

I suggest then that our first Actions on our map are around our content, to start getting it into the right form, to start breaking the print legacy in our organisations and to begin enabling our vision.

More on this later.

{SLIDE 5}

What of the current state we face?

I think we’d all agree that the current state for most publishers is summed up in this slide.

{SLIDE 6}

Revenue is squeezed downwards by pressure on pricing and volume sales going down.

At the same time we are seeing rising costs simply to meet the demands of the increasingly digital marketplace. The need for ever more ‘housekeeping’ components - simple ‘must have’ components - to allow entry are an additional cost burden (things such as CDs, DVDs, Websites, Homework books etc. - which are typically unsold).

One publisher I have worked with mentioned to me that the only way they were managing the throughput of more and more content arising from market demands, was by ‘throwing people at the problem’. Each new project sent for approval came with a headcount request. Their challenge was how to meet the market needs without creating an unsustainable level of staff; how do you produce more from the same number of people without breaking the people?
Rising costs, falling revenue equals shrinking margin. And without margin, we can’t grow, right?

That’s one view of our reality. A macro view perhaps, but why is this happening?

{SLIDE 7}

I am sure there are many more you could add here, but a brief summary of key industry challenges as expressed to me and in my experience are these.

Print is declining. We don’t like it, it may not be happening everywhere at the same speed, but it is happening and will continue to. We have to be ready to face this. But we are losing revenue.

Print-faithful digital is not successful. We have to stop relying on print as our source of content. Just have to. But this adds cost.

Devices - all sorts. Mobile - everywhere. We have to respond surely? We should have already! We need to deliver more and more - and more quickly. This adds headcount and this adds cost.

Lower barriers means we have competition from all sides, including from our customers who are creating their own materials at a fraction of the cost they used to pay for ours. This puts pressure on price.

Social media - not so much that it’s there, but that it creates expectations: if FB/Twitter etc. can do it, why can’t you? In fact, why DON’T you? This adds cost AND pressurises price.

Brand is important, but a history no longer guarantees a future. We need to do more to survive. This adds cost.
Linear production processes, or dependencies, are no longer valid and cause lag to market and errors. We’re losing share as a result. We are losing revenue as a result.

Customers want something for free. Always. This can add to loss of revenue, but if we innovate, perhaps we can maximise this opportunity?

From a specific education perspective, I am sure we could also add:

Institutional purchase models and new business models - putting pressure on pricing and delivery costs.

Alignment with third-party tools such as LMSs. Proliferation of delivery models, file types etc. - adding costs.

Piracy of IP - did it just get easier? Risk of loss of revenue as a result. We don’t have time to debate DRM here, but it’s a critical issue for us all I am sure.

So change is indicated. It needs to happen. It MUST happen if we are going to survive.

{SLIDE 8}

Let’s look at some common challenges facing publishers today.

Based on my work with a number of publishers, I see these as key issues, whatever the publisher’s size and make-up:

**Content verticalization and fragmentation**

- Our organisational Structure causes Verticalization and Fragmentation
- A publishing company may multiple Divisions: Journals, Books, Academic, Education
Or departments: Sales & Marketing, Product Management, Editorial, Digital Delivery, Production

- These may be in multiple locations, even across the globe
- These create vertical approaches to content
- Smaller companies may be part of a parent company and constrained by differing approaches and content management
  - Operating Structures may be different, esp. If a company is an acquisition
  - All this leads to content isolation and inconsistent approaches, processes and standards

And isolation causes inefficiency, duplication and additional costs. How?

- Content is hard to discover locally, almost impossible across a global organisation
- Content is therefore re-commissioned, not re-used. Assets are wasted
- Isolation costs time, created duplication of effort
  - A recent IDC (international data corporation - www.idc.com) report noted that
  - 61 percent of workers regularly access four or more systems to get the information they need to do their jobs,
  - and 13 percent access 11 or more systems.
  - Only 56 percent of the time can workers find the information required to do their jobs
- 36 percent of a typical worker’s day is spent looking for and consolidating information spread across a variety of systems.

- So, potentially, a third of your editorial staff are employed full time simply looking for content!

   Interestingly if you translate that into costs, it becomes even more frightening.

   {SLIDE 9}

   This is a formula the IDC worked out based on research. Take the average salary of a knowledge worker, divide it by the number of weeks per year and then the number of hours per week. Multiply this by the time SEARCHING for content - even if we only say 2.5h per week, well under the 1/3 mentioned earlier - and multiply that by the number of workers. Finally, allow for some content to be held properly - say 50%.

   That gives us a cost per week to a company. And a large cost per year.

   Let’s put some real numbers into this.

   {SLIDE 10}

   1000 workers.

   At Ixxus we’re working with one organisation with 50K workers - let’s see what THAT does to the numbers.

   {SLIDE 11}

   Put your own figures in place here - and consider the impact on your business.

   But back to our list.
Systems are replicated, content and tools are duplicated

- Most organisations have multiple content systems, metadata systems, rights systems (if they have them at all)

- Portfolios, products and schedules are managed via spreadsheets, manually

- Content may also be replicated within systems and across systems - adding to confusion and pain

- Print workflows are often applied for digital – they are cumbersome, slow, inflexible and not fit for purpose, frankly.

Rights

- Rights are difficult to apply or transfer, may not be known - often rights are managed by something known as SPREADMART - the over-use of spreadsheets to manage data, often data that is on another spreadsheet. Does that sound familiar?

- And of course highly manual processes persist across the organisation, often because it suits whoever created them rather than being transferrable or scalable.

Let me tell you a story to illustrate that last point.

A few years ago, I was introduced to an astonishing Rights and Royalties system.

It was in remarkably good condition, considering it had been live for over 25 years.

It also remained incredibly flexible despite the huge amount of information it held for the entire organisation.
A seemingly complete catalogue of every media asset,

Every piece of commissioned artwork,

Every permission granted across all topics, products and markets in which this global publishing company worked.

I wouldn’t want to call it a legacy system,

but Wendy, as she is known, was a huge risk to the company.

She was loyal and attentive, but she was also prone to needing a break and wasn’t particularly well integrated into other more automated systems.

Wendy still works at that publisher.

She also now works on a centrally available publishing platform that has a single view of authoritative content.

You’ll be pleased to know, she is continuing to pour her knowledge into this system so that others can more easily benefit from her experience.

Back once more to my list.

There is no clear holistic view

• Reporting and tracking is hard work

• What’s your author up to today? Do you know? How can you find out?

• Multiple systems means multiple ways of reporting on both progress and content

• It becomes difficult to baseline operations and measure performance, to get a management overview
• It becomes hard to make informed decisions, quickly, especially if data is not collected on content usage - how can you make informed publishing decisions without that?

• So we become slow to react, like me in the UAE. And stressed.

• As a result the business becomes unpredictable and therefore difficult to scale

All of the above effectively means that we perpetuate the Silos

• Status quo is maintained, and that is comfortable isn’t it?

- We know where we are, we know what we are doing.

- OK we’re not actually tackling the problems, but - hey - we’re doing OK.

- It’s a shame we can’t get more market share, or get something out quicker, or really take advantage of THAT opportunity, but .... We’re OK....

• The Drag-factor is high

• And innovation is costly and difficult

{SLIDE 13}

Insanity: doing the same thing over and over again and expecting different results.

Why do we do it?

This is where I feel I was at in my previous existence. This is what caused me the kind of problems we had in the UAE. This is why I am convinced that:

Fundamental change is necessary

I think the fundamental change comes from a mindset change.
We have to STOP thinking in print terms.

{SLIDE 14}

We have to STOP thinking in terms of the book, the page first.

We have to STOP making our digital output based on our page output.

These things constrain expansion and development of opportunities.

Worse: they constrain the way people inside our organisations THINK about what they are doing.

When Print drives all of our decisions, we encounter the problems I outlined.

Fundamentally, we need to STOP letting that format - print - dictate what we do in ALL other media.

{SLIDE 15}

What we are talking about here is a move FROM our current state TO the vision of the future. From Good to Great, to quote Jim Collins. And beyond, perhaps.

These, often fundamental shifts, always mean a shakeup of processes, people and the platforms on which they rely,

{SLIDE 16}

and whilst it can often start at the department level, progression can only be truly transformational for a business if it is seen as strategic for the entire organisation.

I urge you to think of these changes, of becoming Agile in both organisation and content as STRATEGIC. They are CRITICAL to your future success.
I’ve used the word **evolution** already, and I think it IS that. To embed change in an organisation of any size, revolution is rarely the right way forward - the risk of losing good people, or processes is high. And wasteful.

{SLIDE 17}

As I mentioned before, revenues are a problem we need to solve.

We need to increase them. How?

We can look to enter new markets - perhaps countries or new market segments

We can look at new revenue models - such as subscription models or opening access to content with - even free - but adding value **around** the content with services

Alongside this is the need to push new products but doing so at a lower cost and a faster speed of production.

We also need to trial product ideas more quickly, to test the market and to fail better, faster, cheaper - and therefore LEARN at low cost.

We need to be **ENABLED** to do all this. To grow our revenue.

{SLIDE 18}

Second is the continued drive to improve margins

This is NOT simply reducing operational overhead

It must also be about automation and the desire for standards and interoperability

Streamlining by automating what can be automated

We must also push out higher quality content, more frequently - iterating like software but with protected price points.
Thinking content rather than product first can be hard.

Giving away content seems counter intuitive.

- but our world is changing and we shouldn’t settle for simply *keeping up* with change

We must put in the foundations to become nimble in our increasingly shifting marketplace.

{SLIDE 19}

By focussing on these two ambitions - revenue growth and margin improvement - we are setting ourselves up to become that publisher of our vision.

Importantly, we are positioning ourselves to maximize the lifetime value of our content.

Getting more return for each Euro we spend on a piece of content HAS to be the right way forward.

So HOW do we achieve our first steps towards an Agile?

In my time at Ixxus, we have become aware of five themes, five steps that - at a high level - indicate a roadmap towards the vision of an Agile Organisation with Agile Content.

This moves us away from the current constrained reality, the difficulties placed on us by the market place, and by ourselves

and leads us towards a future-proofed reality where we have freedom of action.

These steps are:

{SLIDE 20}

Store

Discover
Collaborate

Granularize

Enrich

I want to share these with you now and look at each in turn,

examining the benefits they bring,

and how they might help us face the challenges around us.

These five steps were EXACTLY what I needed when I was working in the UAE. I WISH I had known them then.

When we STORE our content appropriately we increase our ability to maximize its value.

How?

Ease of access means greater ability to manage rights,

allows for re-use and ensures that your entire organisation wherever they are located can take advantage of the opportunities presented to them.

Proper storage should be scalable - a network shared drive is not sufficient!

One organisation I worked with had over 30 DIFFERENT places or folder structures in which content was stored. This constrains efficiency.

Don’t use shared network drives, please!

The gains of getting storage right are enormous - especially when surfacing content for Consumers.

And while it may be tricky to move away from old habits and approaches, it is the RIGHT thing to do.
Discover.

I mentioned earlier that the inability to find content easily and quickly can cost companies enormous sums. (Have you done your own maths yet?)

How do we currently discover our content, find it?

Do we ask someone?

Do we consult a spreadsheet? Do we FIRST look up an ISBN in a printed catalogue?

Do you know which system you need to look in to get the information you need?

Can you find related data, assuming you found what you wanted in the first place (such as when an image was used before)?

Having an accurate and efficient method to discover content isn’t just about retrieving what you think you need either

it’s also about being able to understand what you already have in order to re-use it, derive new products from it

or potentially, and more critically, not redo existing work or repurchase assets that have already been bought.

I know hundreds of thousands of Euros/Dollars/Pounds have been wasted because it is easier to repurchase content rather than find out if it is already owned.

That’s madness.

And if Discover applies to all of your content, you are then able to easily find what you have

but also know what you don’t have and where to allocate funds!

Storing content is foundational - enabling Discovery unlocks the content from its container.
We’ve spoken of the Agile Organisation already.

One way to greater agility is by ensuring that ALL your staff can work together on product
to COLLABORATE.

A key part of this is to automate what can be automated. Why?

Because this frees up your teams to do what they are best at - to apply the skills and knowledge they bring to your organisation

- what you hired them for -

rather than spend their time updating spreadsheets which only serve to suck time rather than support growth.

More importantly, perhaps, enabling collaboration allows you to get better visibility of the process.

You can see what an author is up to, you can collaborate in real time with freelancers, designers and artists on proofs, corrections, and development of product.

You can ensure proper authorisations and approvals are monitored and supported. And that they flow, there are no bottlenecks.

And perhaps, key to success in the future: we can begin to collaborate with our customers

and begin to use their experiences to shape how we deliver our content.

Granularize, if I’m honest, is not a word I like.

But I can’t think of a better one, so let’s stick with it.
The real benefit of both **authoring** and **storing** your content in smaller chunks is the agility it creates for the organisation.

I don’t mean that you author snippets out of context - you can’t make a successful educational course like that!

But what I do mean is that a manuscript can be **held** in chunks of **useful** content, that then allows you to re-use it more effectively.

And in this world of multiple devices, the holy grail is to create once and publish many times in many formats.

No longer do we have multiple versions of the same content for different devices with complex file-naming structures (held in an Excel Spreadsheet, of course!).

No. Now we have a **single, authoritative source of truth**. And from that, we create the multiple outputs we need.

There used to be an advert for the drink Martini in the UK with the slogan: anytime, anyplace, anywhere.

THAT’s what granularization give us.

The ability for our customers to access our content anytime, anyplace, anywhere.

And finally, Enrich.

This is about metadata.

This is about ‘decorating’ your content.

This is data ABOUT data - metadata.
Inside a publisher, the ability to quickly find answers to questions about our content means we can do more with it.

Questions such as:

Where was the picture taken?
What is the landmark in the picture?
What have other people said about this article?
How many people have read it?
Where did this information come from?
Tell me more about the author?

We can link content through metadata so that when an editor or author is creating a new product then relevant content that is in your STORE can be *suggested* to them.

This is incredibly, incredibly empowering. And cost-saving too.

More: now that we have our content as a single source (because we granularized it) then we can track its usage as metadata.

We can mine the data of how our customers are engaging with it.

This leads to more informed publishing, better products and ultimately more revenue.

Not for this talk, but what I am touching on here is a move FROM a Product First mentality, THROUGH Content First TO a User First focus. I’m sure you’d agree, that this would be a powerful tool to bring us success.

Like I said, if I and my organisation had adopted these approaches BEFORE the Minister of Education in the UAE made his declaration, I would have less grey hair now!

Just a brief note on roles.
The five steps I’ve just outlined inevitably mean that roles may have to change.

How? Well that’s difficult to say with certainty.

But the great thing about this kind of transformation, and by automating what can be automated

is that it frees up the talent you have within the company to spend their time where they add most value.

It frees up an editor to REALLY be the subject matter expert. Rather than an excel-filling project manager.

It frees up designers to focus on design.

It let’s sales people take advantage of opportunities in a way they couldn’t before.

You become proactive. No longer reactive.

What new roles will there be? Honestly, I am not sure there need to be new ROLES.

What we need to do is a ALLOW the roles we have to shine.

But look inside your business for those people who are showing a hybrid set of talents - they will be useful: editors who are technologically-minded, software people with a content bias.

And look for those who can help drive change - the ones with an appetite to experiment and try. They will become the CHANGE COHORT and bring the rest of the team along with them.
Let’s remind ourselves of our vision
Of where we are heading.

{SLIDE 23}

The Agile Organisation using Agile Content.

It is my strong belief that the challenges I have outlined and the ambitions for revenue growth and cost control are met by this vision. When we are truly agile in both respects, we have positioned ourselves for continual success.

However, what often stops people like you and me from starting this journey is FEAR.

FEAR, I have been told, is False Evidence Appearing Real.

Making this kind of change in the organisation is not going to be easy. I’d be lying if I suggested that.

But not making this change is probably a death knell for your business. If not now, then soon.

{SLIDE 24}

These excuses - or ones like them - we do need to address
and they are sensible to raise,
but we need to EXPLORE them and find ways to overcome them and achieve our outcome.

We should not let them stop us from moving forward.

{SLIDE 25}
And so we need to create a roadmap that helps us navigate the obstacles and get us to our next point along the way.

A map is a tool, not a plan. It can help us navigate but it doesn’t have to be prescriptive.

Where do you start?

Well, where are you now?

- What is your current state?

- What are you doing well?

- What needs to change?

The Map is yours to draw. People like me can only advise and help you by referencing what we have seen elsewhere.

{SLIDE 26}

Which of the five steps I outlined do you take first?

Good question.

It may not be right for everyone, but if you did nothing else, I’d suggest you get STORE right first. If you have that in place, then consider DISCOVER or COLLABORATE next.

It’s up to you.

What action are you going to take next?

What is the very next thing you need to do to take one step in the direction of your vision?

Perhaps it’s

To define or refine your vision, put some numbers on it, some targets?

Or, to audit where you are? Where you are starting from?
Or, to begin to explore options around your content and what you want to do first?

Or, ....

Or ...

It could be any number of things.

But let’s at least agree that we do SOMETHING. Let’s agree NOT to do NOTHING.

Let’s not face a situation like mine in the UAE EVER again.

I really believe that we are at a moment in publishing history equally as momentous and important as one that happened over 500 years ago.

It’s time to take our first step on that journey.

{SLIDE 27}

As I close, think on this:

What happened to those publishers who didn’t adopt moveable type?

Thank you.”