

Assessment of a digital media organisation

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Penguin Random House

- A publishers with a long and illustrious history commanding a significant market share in published materials – Books, journals and so forth.
- The merger in 2013 created the “World’s leading and first truly global book publishing company”

www.penguin.co.uk



The Publishing Sector in 2021

- 100 years of stable patterns of working transformed in a decade by the injection of digital technology into the sector
- This has led to the definition of Publisher and the industry itself expanding to include audio and visual output
- Increased collaboration and new digital natives emerging
- New platforms and opportunities arising over the next 10 years



Digital Disruption & changes to the publishing landscape

- The impact on the music industry began to trickle into the publishing world around 2009
- Self-publishing
- Increased on-line purchasing
- Platforms to access books and journals - tablets, e-readers and spoken books (audible)
- Increased broadband access
- Change in marketing and rise of social media



The Macro-environment

- Increase in Major and minor players in the field of publishing
- Competition for readers – format and time
- Method of publication and delivery



The Micro-environment

- Advance warning from the music industry that significant disruption was going to impact the Publishing Sector due to digital disruption and emerging technologies
- Utilize skills from within the organisations themselves
 - staff interests as a resource



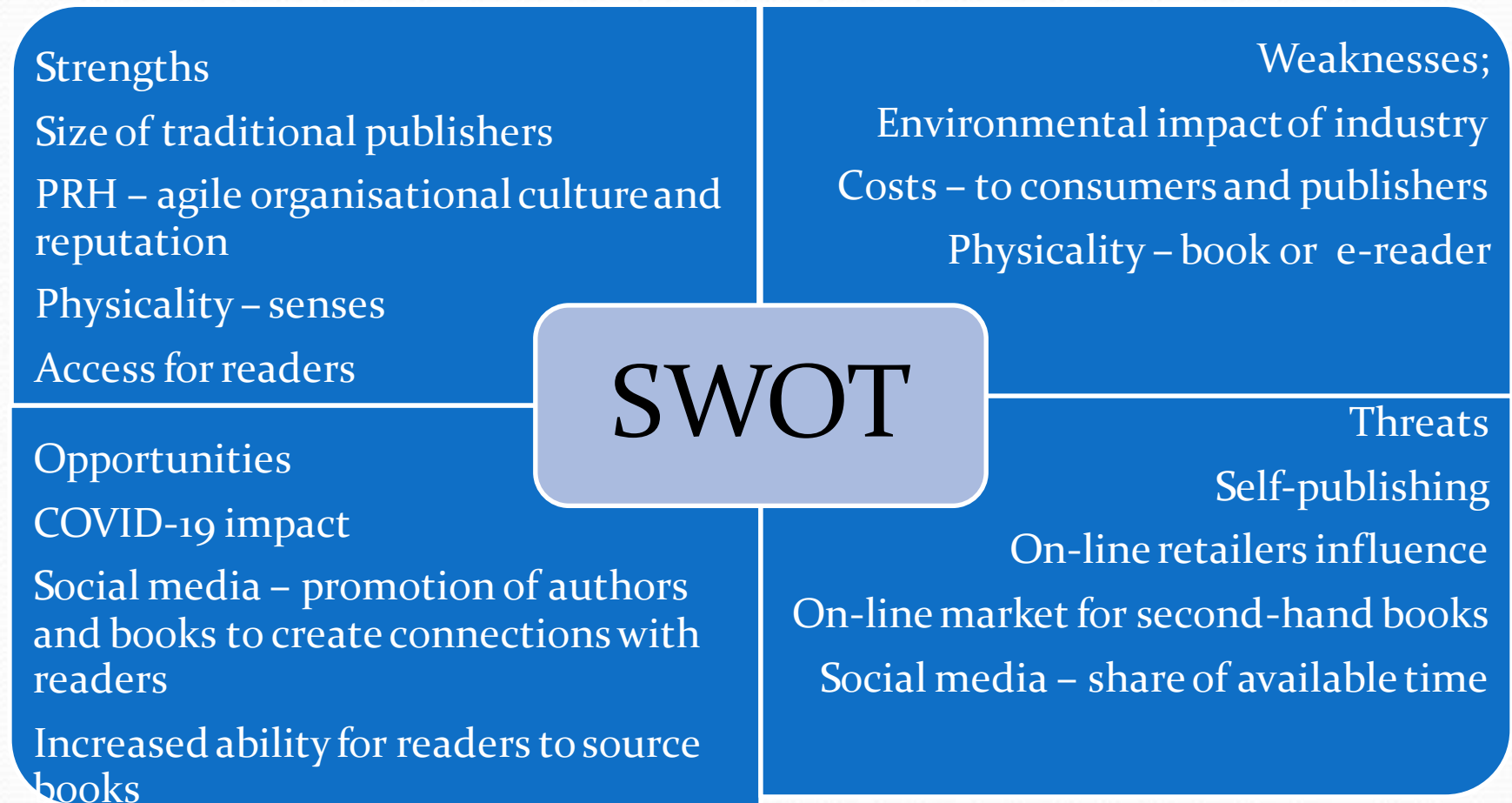
Chaffy's 6 C's of online motivation



- Content- relevant
- Customization - attract
- Community – build loyalty
- Convenience – platform and time required
- Cost reduction – remove silo's and duplication
- Choice – widen within 1 site



SWOT analysis – Publishing Sector



Organisational approach

- Where did PRH find itself as the publishing sector began to experience digital disruption?
- What were the principle disruptions ?
- Who became its main competitors
- What will attract digital natives



How does the industry look today?

- Amazon
- Self-publishers
- Mergers
- External forces
- COVID-19 effect



Resources:

- Books;
- Christensen, Clayton M.; Baumann, H ;Ruggles, R; Sadtler, TM (2006) “Disruptive Innovation for Social Change”. Harvard Business Review, December:94-101
- Martin R. Stuchtey, Per-Anders Enkvist and Klaus Zumwinkel (2016) A Good Disruption Redefining Growth in the Twenty-First Century. Bloomsbury
- Tidd J and Bessant J (2013) “Managing Innovation: intergrating technological, market and organisational change (5th Edition)”. Wiley, UK
- Vallat J (2010) “The IP implications of Open Innovation”. EU OISPG
- Wickman, G. (2012), Traction: Get a grip on your Business, BenBella Books Inc
- Websites;
- <https://www.forbes.com/sites/forbesbusinesscouncil/2021/02/11/changing-trends-in-the-publishing-industry/?sh=48b7fcf23a5d>
- <https://searchaws.techtarget.com/feature/Amazons-impact-on-publishing-transforms-the-book-industry>
- <https://www.smartinsights.com/marketing-planning/marketing-models/digital-marketing-models-6cs-online-customer-motivation/>



Resources cont.

- <https://digitalmarketinginstitute.com/blog/the-publishing-industry-in-a-digital-age>
- <http://reports.weforum.org/digital-transformation/the-media-industry-in-the-vanguard-of-digital-transformation/>
- <https://bell.ventures/insights/digital-killed-the-media-star-top-4-trends-disrupting-the-media-industry>
- <https://www.midiaresearch.com/blog/bertelsmann-and-penguin-random-house-a-strategy-based-on-extremes>