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Paper No. 8
Strategies for Successful Internet Publishing

Checklist Position in a Network Hierarchy

1. You publish exclusive and specialised (thematic / geographic) content.

2. Is the circulation of your individual printed items more than 20,000 copies?

3. Can or could you in co-operation with your partners usefully supplement your Internet content with marketable added value services?

4. Are you prepared to pursue your web venture for 2 or 3 years if necessary without making a profit?

5. Do you have a well-known brand name (on the Internet) and/or are you dominant in your sector?

6. Is your target group now present on the Internet or will it be in two years?

7. Are you prepared to invest DM 15-20 million in your online activities?

8. Is your site one of the top ten in your country by page views?

9. Do you have the (organisational/technical) prerequisites for managing various partners (including other publishers) at your portal?

10. Are you capable of setting content and technology standards for the operation of a portal?

11. Do you have several items in your publishing house that can be merged into a macro-theme?

Diebold
Strategy Compass for Successful Internet Publishing

Checklist Business Model

1) A business model for your online activities exists and contains the following aspects (more than only one answer).
   
a) clear definition of your own web vision and targets
b) statements about the development of turnover and cost categories in the next five years (break-even calculation)
c) value-added concepts that tell us who (i.e. we and our partners) earns how much money when and from what
d) what organisational measures are planned for pursuing our online targets
e) statements about marketing and sales activities
f) sources of funds and liquidity plans
g) none of the above

2) What does your potential online clientele expect of your Internet presence (more than only one answer)?
   
a) information about the publishing house
b) online sale of "print content" (subscriptions/downloads)
c) online sale of individualised/personalised content
d) entertainment
e) indices of micro-/macrotopics (search engines)
f) online archive queries
g) online counselling/tools
h) online distribution/brokerage service for "Community" products/services
i) online shopping options
j) chat forums
k) individual "home page areas"
l) announcements of future publishing content
m) interaction with authors/editors
n) online club services/benefits
o) online advertisement processing and querying
p) announcement of events and integrated online ticketing
q) Internet services (ISP)
r) online auctions
s) dynamic "account-keeping" of retrieved/purchased publisher's content
t) other value-added services
### Checklist Business Model (ctd.)

3) Is your publishing house prepared to operate an online site for at least two or three years without making a profit (only one answer)?
   
   a) No, we do not have the funds.
   
   b) Yes, we realise that even the most successful publishing web sites have had to wait at least that long.

4) Do your present readers already use the Internet as a source of information or services (only one answer)?
   
   a) No, and they will not do so in the next two or three years.
   
   b) Yes, up to 20% of our readers are users of our online products.
   
   c) Yes, up to 50% of our readers are users of our online products.

5) How do you assess the reaction of your distributors to the potential direct distribution of your content (only one answer)?
   
   a) We do not expect any harm to our relations with our distributors.
   
   b) We can clearly see that the Internet as an additional direct distribution channel will lead to clashes with our existing distributors.

6) Are you prepared to make your content available free of charge initially (only one answer)?
   
   a) Yes.
   
   b) No.
   
   c) Only for a transition period.

7) Do you see a possibility of carrying on 1:1 marketing in your target group? To what extent can you provide your advertising and other partners with information for that purpose (only one answer)?
   
   a) We do not plan to.
   
   b) We want to achieve those goals within 12 months.
   
   c) We can and already do generate and use such information.
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Checklist Strategy

1) What is the primary strategic target that your publishing house is pursuing with its Internet presence (only one answer)?
   a) To safeguard our core business against risk.
   b) To complement our print business.
   c) To increase reader loyalty to our print output.
   d) To generate (substantially) increased sales via new market segments.
   e) To increase efficiency in the production/distribution of our products and services (e.g. through joint editing).
   f) We want to be online like everyone else.

2) How important do you consider the involvement of partners in the spheres of content, technology, and value-added services to be for your web presence (only one answer)?
   a) We would like to avoid partnerships whenever possible.
   b) Except for technological purposes, partnerships (with other content providers, for instance) are out of the question for our publishing house.
   c) We realise that successful online publishing is not possible without partnerships/alliances.
   d) Our publishing house completely relies on partnerships in its online business (our own value-added is less than 20%).

3) How can your publishing house’s online presence be distinguished from that of direct and indirect competitors (only one answer)?
   a) By its supply of individualised content.
   b) By its supply of individualised value-added services.
   c) By innovative online advertising concepts for advertisers and target groups.
   d) By the creation of an “all-embracing” online community around the focal topic(s) of our publishing house (a+b+c).
   e) Potential for distinction hard to detect since competitors are too dominant.

4) Where does your publishing house wish to place the emphasis in generating online sales (only one answer)?
   a) Online distribution of publisher’s content.
   b) Online advertising sales.
   c) Sales through online services.
   d) Even balance of the above three sources of sales.
   e) We do not wish to generate sales by means of our Internet presence.
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Checklist Strategy (ctd.)

5) Is your publishing house prepared to accept cannibalisation effects resulting from your own web presence (only one answer)?
   a) No, that is incompatible with our self-image.
   b) Yes, there is no way we can avoid them.
   c) We would like to avoid them if possible.

6) Did your publishing house undertake to position itself in respect of its direct and indirect competitors before starting its online activities, and does it repeat this at regular intervals (only one answer)?
   a) No, we did not consider it so important.
   b) Yes, we scrutinised our direct competitors closely.
   c) Yes, we analysed both direct and potential new competitors and positioned ourselves accordingly.

7) What will your publishing house be like in five years (only one answer)?
   a) The same as now.
   b) Internet as a supplementary strategic foothold (= important source of revenue).
   c) Internet as principal source of revenue.
   d) We will no longer be a publishing house in the original sense.

8) Are you willing/able to manage a network consisting of partners and (possibly competing) publishers focusing on one micro/macro-topic (only one answer)?
   a) Yes.
   b) No.

9) How do you assess your current web presence as compared to your main competitor (only one answer)?
   a) We are better.
   b) They are better.
   c) Our presence is about as good as theirs.
Strategy Compass for Successful Internet Publishing

Checklist Organization

1) What online publishing potential/skills already exist in your publishing house (only one answer)?
   a) Existing department(s) perform additional online tasks as well
   b) Separate online editorial office
   c) Separate (independent) online business department (profit centre)
   d) Separate online publishing business
   e) Few/none

2) How large is your online team (only one answer)?
   a) Up to 5 members
   b) 6 to 20 members
   c) More than 20 members
   d) We have no online team

3) What online job functions are there in your publishing house (more than one answer possible)?
   a) Online editors/content designers
   b) Webmaster
   c) Application designer
   d) Graphic and interface designer
   e) Customer (interaction) support
   f) Transaction manager/back office
   g) Web controller
   h) Other
   i) None of the above functions

4) What percentage of your employees use the Internet at least once a week for their work (only one answer)?
   a) Less than 5%
   b) Between 5 and 20%
   c) More than 20%
Strategy Compass for Successful Internet Publishing

Checklist Organization (ctd.)

5) Are your processes (re)aligned to the new requirements in online business (more than one answer possible)?

a) Smooth-running e-mail correspondence between users and authors/editors or almost any staff member is possible (routing)
b) The user/customer can order online publishing content and third-party products/services without changing media
c) The interfaces and overlapping processes between the publisher and our partners are clearly defined (including online payments)
d) The relevant database structures and customer loyalty enhancement processes make individual marketing approaches possible (1:1 marketing)
e) Our suppliers (agencies, print shops, authors) are completely integrated in the editorial and production processes via Internet technologies
f) The customer can take part in the process of creation of the online/offline product
g) None of the above statements applies to our publishing house

6) Did "change management" take place in your publishing house in the course of establishment of Internet business (only one answer)?

a) No, we do not need that
b) We are doing that now
c) Yes, our online business has become a part of our corporate culture and our self-image

7) How can your publishing house be reached by e-mail (only one answer)?

a) One address for the whole publishing house
b) One address per editorial office or department
c) Important staff members/editors/authors have their own address
d) Important staff members/editors/authors have their own address and it is identified by article and/or our web page

8) At what organizational level is the manager responsible for your online presence situated (only one answer)?

a) Level 1
b) Level 2
c) Level 3
d) Staff position
Strategy Compass for Successful Internet Publishing

Checklist Marketing

1) Which of the following online marketing approaches have you already applied (more than one answer possible)?
   a) Individualised marketing and distribution concepts on the basis of individual user profiles
   b) Advertising concepts providing advertisers with a novel, target group specific platform
   c) Reappraisal and repositioning of the “print marketing mix”
   d) Specific approaches for your branding on the web
   e) We are not pursuing any of these approaches

2) Flexible price models on the Internet are a must. You have already had experience with the following... (only one answer)
   a) Rebates for subscriptions or products ordered via the Internet
   b) Special price models for advertisements on the web and/or in the print edition
   c) Automatically generated prices for individually selected “information particles”
   d) None of the above variants

3) Which of the following criteria do you consider decisive for measuring the Internet success of your publishing house (only one answer)?
   a) The number of visitors to our home page
   b) Page views (= number of page visits on the web site)
   c) Generated advertising or other sales
   d) Quantity and quality of the partners recruited
   e) We do not measure our success or lack of it

4) Are you trying to achieve an expansion of your geographical range with your web presence (only one answer)?
   a) No
   b) From regional to national
   c) From national to international
5) To what extent can your publishing house products be individualised or personalised (only one answer)?

a) Not at all  
b) Up to a point  
c) To a large extent

6) How do you draw the attention of your readers/users to your web presence (more than one answer possible)?

a) Our print objects contain many references to our online products (for instance, articles are followed by the message ("You will find more info on this topic at our web address www..."))  
c) Placing of print advertisements  
d) Use of other media  
e) Co-operation with partner companies (joint online/offline marketing)  
f) Banner advertising  
g) Links to other pages  
h) Entries in search engines  
i) Other information channels  
j) Not at all

7) How large is your marketing budget for promoting your online activities (only one answer)?

a) We count on having to put as much into marketing as into hardware and software  
b) About 10% of online turnover  
c) We have no budget for that purpose