Servitization Strategies in the Publishing Industry – A Document Analysis

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Agenda

1. Challenges in the publishing industry

2. Servitization Strategies – State of the Art

3. Research Aims

4. Methodology

5. Findings

6. Discussion
1. Challenges in the publishing industry

What is the publishing industry?

- The publishing industry is a part of the media industry
- Before the age of digitization it was called print industry

- »Print« means everything you can read (on paper or digital)
- Typical products are books, newspapers, magazines, scientific journals etc. produced in masses for an anonymous market

- The structure of the industry in Europe is SME
1. Challenges in the publishing industry

Current challenges

- Decreasing revenues since about 30 years, esp. newspaper & magazines
- New players with technology background entering the digital market
- Established players and their contributions are raised to question, e.g.
  - Self publishers
  - Open Access activities
  - »publishing isn’t a job any more: it’s a button«
- Changes in law (in Germany)
  - Libraries are allowed to enable their users to copy purchased content without restriction
  - Publishers are not longer allowed to receive a portion of reprographic payments
2. Servitization Strategies – State of the Art

Servitization means “the increased offering of fuller market packages or bundles of customer focused combinations of goods, services, support, self-service and knowledge in order to add value to core product offerings.”
Vandermewe/Rada 1988, S. 316

Synonyms are:
- service infusion
- service transition
- hybrid offerings
- solutions
- product-service-systems

A servitization strategy = the combination of services offered
Servitization trajectory / service transition – movement along the product-service-continuum

<table>
<thead>
<tr>
<th>Product-related services</th>
<th>customer-centered services</th>
</tr>
</thead>
</table>

Increasing complexity, Increasing profits, increasing difficulty

Sources: Eggert et al. 2011; Eggert et al. 2014; Gebauer/Friedli 2005; Mathieu 2001; Kowalkowski et al., 2012; MatthysSENS and Vandenbempt, 2010; Oliva and Kallenberg, 2003; Ulaga/Reinartz 2011; Vandermerwe and Rada, 1988
3. Research Aims

Servization mainly has been researched in the manufacturing industry, but the media industry, especially the publishing industry, also tries to servitize.

Characteristics of the publishing industry: two-sided market, B2B as well as B2C

1. What servitization strategies are used in the publishing industry?
2. Do these strategies differ from those found in the literature so far, and if so, how do they differ?
3. What are successful and what are unsuccessful strategies?
4. What are the drivers of successful strategies?
4. Methodology

- Subjects of analysis: German publishers of newspapers
  - FAZ, SZ, Die Welt, taz, - daily newspaper
  - Bild – yellow press
  - Die Zeit – weekly newspaper
  - Handelsblatt – daily newspaper on business

- Methodological approach
  - document analysis with internet documents as resources (Prior, 2011)
  - content analysis

- Documentation and reporting
  - Information about the following categories: product/service, form, type, offered since, target group, content, edition printed, edition sold, audience, remarks
5. Findings

Service offers in the publishing industry – newspaper publishers

<table>
<thead>
<tr>
<th>Digital / electronic products</th>
<th>Material products (goods)</th>
<th>Individualized material products</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-papers</td>
<td>Newspapers, daily, weekend, regional</td>
<td>Company advertisements</td>
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<tr>
<td>E-books</td>
<td>Magazines (diff. topics, target groups)</td>
<td>Books on company’s history</td>
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<tr>
<td>Awards</td>
<td>Supplements (diff.topics, target groups)</td>
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<td></td>
<td>Journals</td>
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<td>Books &amp; book series</td>
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<td>Educational material</td>
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<td>DVDs, CDs</td>
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<td>CD-ROMs</td>
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<td>TV channels, programs</td>
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<td>databases</td>
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<td>apps</td>
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<td>Portals</td>
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<td>Online-shop</td>
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<td>RSS feed (mass-customized)</td>
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<td>newsletters</td>
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<td>conferences</td>
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<td>congresses</td>
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<td>online-courses</td>
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<td>seminars</td>
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<td>travelling</td>
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<td>business school</td>
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<tr>
<td>agency services, consulting, business</td>
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<td>model development</td>
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<tr>
<td>individualized business journey</td>
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</tbody>
</table>

Model source:
Engelhardt, Kleinaltenkamp, Reckenfelderbäumer 1993

Types of services
- Education
- Research
- Communication & networking
- Leisure activities
- Finance
- Business model development

Degree of customer integration
- Autonomy high
- Integrativity high

Intangibility high
Tangibility high

Only B2B
Mainly B2C (audience)
5. Findings

Service strategies of newspaper publishers

<table>
<thead>
<tr>
<th>Intangibility</th>
<th>Tangibility</th>
<th>Degree of customer integration</th>
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</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
<td>Autonomy high</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
<td>Integrativity high</td>
</tr>
</tbody>
</table>

**Digital products**
- **Digitalization strategy**
  - (1) Everything that is printed can be digitalized – with or without adaptation to customer habits
  - (2) New digital offers – TV, newsletter, audio

**Material products**
- **Line extension strategies**
  - (1) New products – same target group
  - (2) New products – new target groups

**Services**
- **Servitization strategy**
  - (1) Standard services - Offers with low degree of customer integration
  - (2) Individualized services - Offers with high degree of customer integration

**Individualized material products**
- **Individualization strategy**
  - Product individualization to push sales with core product

**Types of services**
- Education
- Research
- Communication & networking
- Leisure activities
- Finance
- Business model development

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5. Findings

Service trajectories of newspaper publishers

Degree of intangibility

Intangibility high

Tangibility high

Degree of customer integration

Integrativity high

Autonomy high

Digital products

Material products

Digitalization strategy

Line extension strategies

New products – same target group

New products – new target groups

Servitziation strategies

Standard services

Individualized services

Individualization strategy

Product individualization to push sales with core product

Types of services

- Education
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5. Findings

Summary

- Product-related strategies dominate in the publishing industry
- Digitalization is mainly used in B2C
- Individualization is mainly used in B2B
- Individualization in B2B is related to products as well as to services
- There are only few client-centered services, but most of these are not built around customer usage processes
- There are two trajectories – via digitalization and via individualized products
- There are different trajectories for B2B and B2C
- All strategies seem to follow an inside-out approach, based on the company’s competences and not on customer needs or customer usage – maybe because companies do not know much about needs and usage processes
6. Discussion

Limitations and open questions

Limitations

- Only newspaper publishers have been regarded
- There are only few data on the date the offer has been launched – so it is difficult to reveal the strategy

Further steps

- Other types of publishers should be considered in order to make sure that our findings can be generalized for the publishing industry
- Mixed-methods approach should be applied