



Servitization Strategies in the Publishing Industry – A Document Analysis

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Maastricht, 19.06.2016

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”

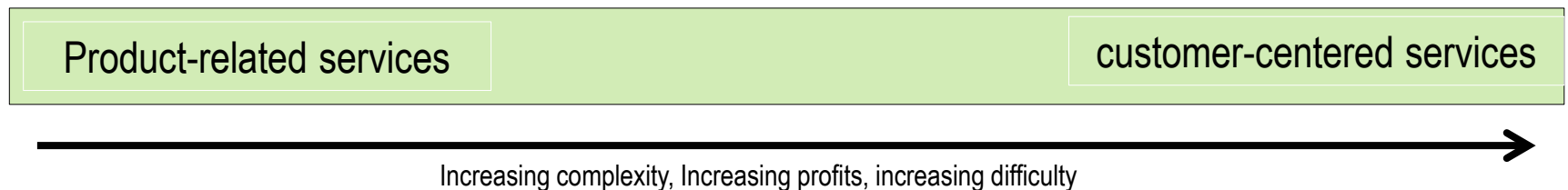
Vandermewe/Rada 1988, S. 316

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



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

Servitization 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 als 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?

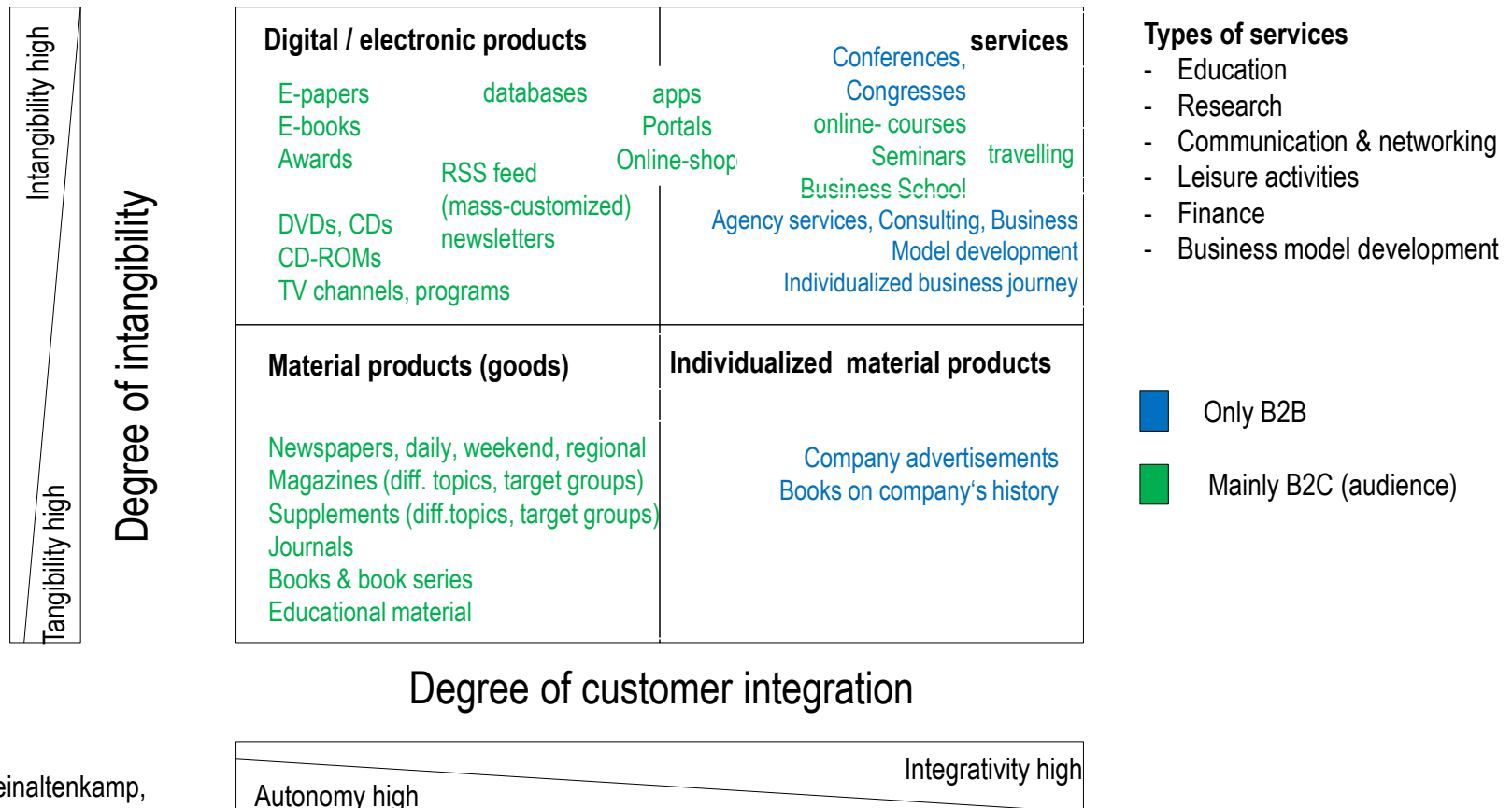
4. Methodology

- 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

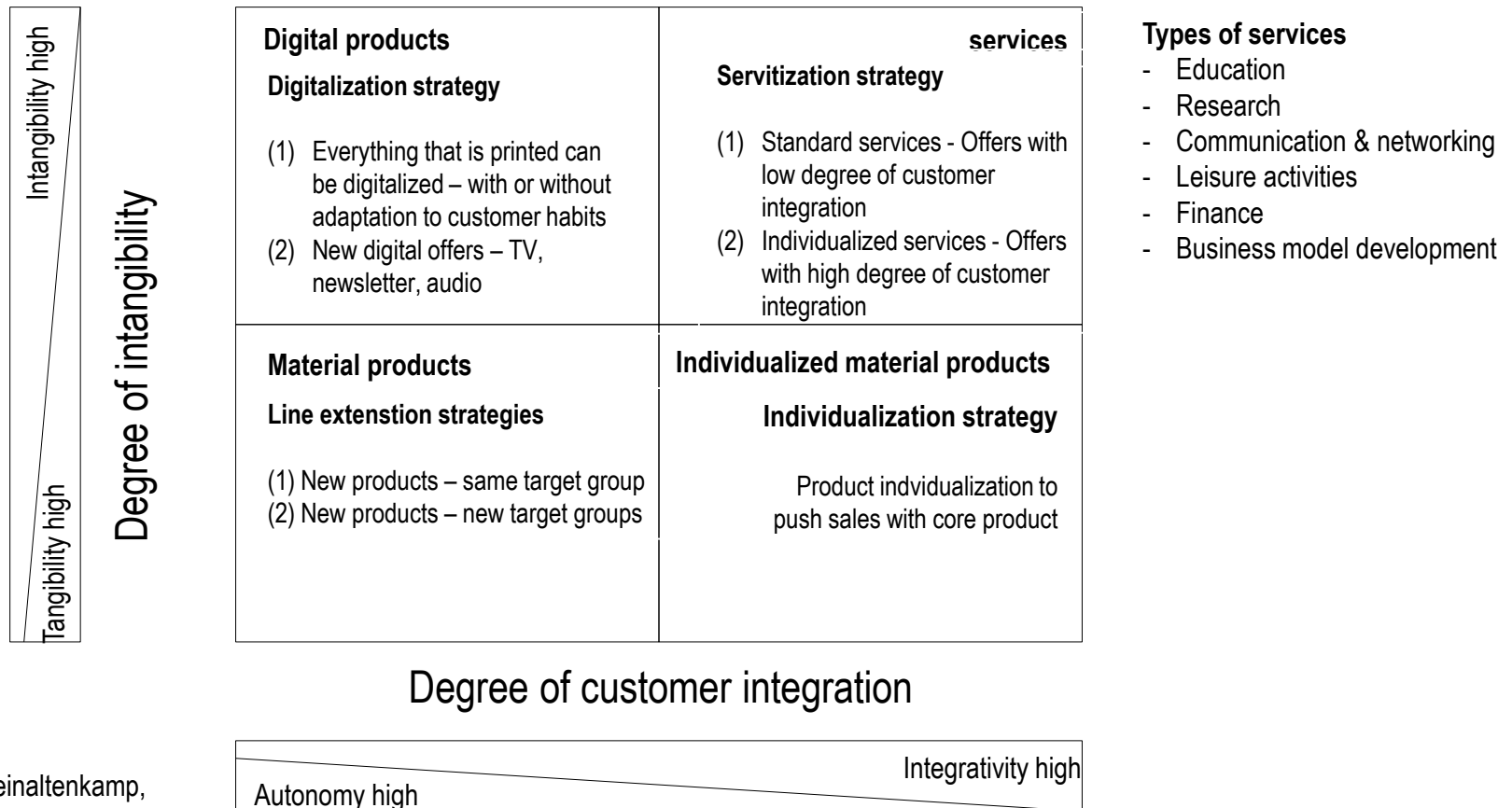
Service offers in the publishing industry – newspaper publishers



Model source:
Engelhardt, Kleinaltenkamp,
Reckenfelderbäumer 1993

5. Findings

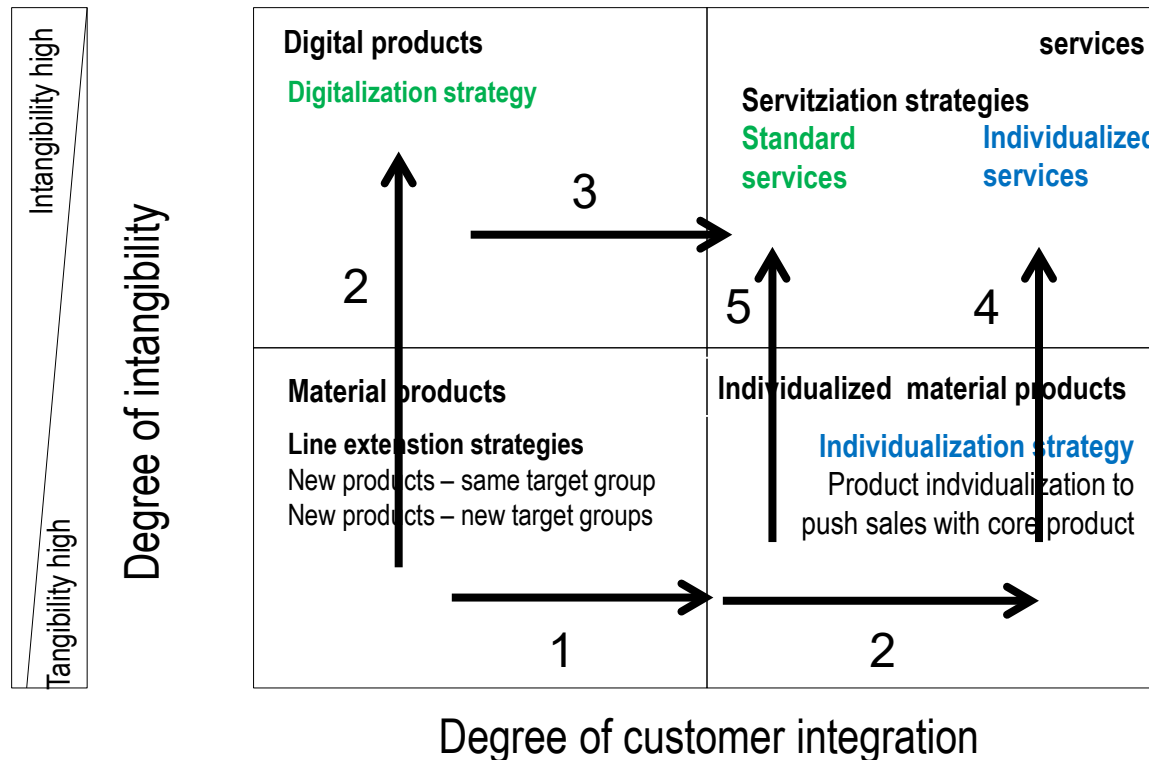
Service strategies of newspaper publishers



Model source:
Engelhardt, Kleinaltenkamp,
Reckenfelderbäumer 1993

5. Findings

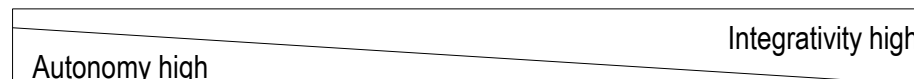
Service trajectories of newspaper publishers



Types of services

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

Model source:
Engelhardt, Kleinaltenkamp,
Reckenfelderbäumer 1993



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