



RESEARCH



Diamonds in the Rough: Creating New Content Value through New Uses

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SCI200503 - VERSION 1.0

4 April 2005

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1. REPORT PROFILE

FOCUS

This report provides examples of how major business-oriented publishers and content distributors have found success by extracting new value from content already at their disposal. Leveraging existing intellectual assets to create rich data content products and other new and retargeted products and services can be an efficient way to grow sales and improve profitability. Methods for assessing the value of unused or underused content are examined in detail in this report.

AUDIENCE

Senior management responsible for market strategy and product planning, operations, and information technology at traditional and online publishers and aggregators with responsibility for growing revenues, reducing costs, and improving profitability. Managers with hands-on responsibility for creating new products and services and gathering data at publishing companies and content aggregators. Investment banking professionals with interests in leveraging their investments more fully.

CONTENT

Examples of how successful companies have leveraged existing content into new uses for greater profits, along with specific paths to success for your own company. Best practices in evaluating and implementing new product and service initiatives. Diagnostic checklist to help information professionals evaluate new ideas. Recommendations for action to take advantage of the organization's intellectual assets more fully. Examples and models that indicate the viability of specific kinds of secondary uses of content are provided, along with a checklist for evaluating business opportunities for secondary content uses and a checklist for managing the implementation of a successful initiative.

USE

Publishers and information providers will find a tool to help in planning for new and improved content products and services, with an eye toward improved financial performance. Those responsible for new product strategies will find useful examples of how other companies are creating value from secondary uses of content. Business development professionals at publishers and aggregators will learn about the range of ways of developing new products and services and creating the organizational environment that support these efforts. Recommendations for approaching risks and barriers that must be overcome for successful implementation are also included.

2. EXECUTIVE SUMMARY

As the market for business-oriented online content matures, near-substitutes for many established content products abound on the open Web, which creates pressure on the profitability of established sources of content. This profit squeeze is leading many publishing and information services executives to look for new ways to offer customers better content products and services in order to move successfully into new markets.

Starting a new online information business in an untouched market segment is rare today, as online services have proliferated and penetrated in most market segments

already. The challenge of how to extract the highest and best use from existing databases and content hangs in the air for content creators. The key to growth lies oftentimes in getting more out of what one has. Creative thinking is arising from traditional and online publishers as well as from companies in other businesses altogether. From manufacturing to heavy equipment to arts management, major institutions are learning how to extract value—whether it's increased revenue and profit or cost savings—from their own content products and services in ways that should elicit the attention of business-oriented publishers.

Creating value from existing content is the premise of this report, with the focus on new technologies and the enabling capabilities of the internet. Some new products and services that are available would be unthinkable without the ability to gather and analyze information from many disparate online sources developed over the past five years.

Whether it's partnering with other companies, using creative licensing agreements, or satisfying an entirely new market's need for information, there are many routes to consider in developing new value from existing information sources. The challenge is for management to look at content and customers from a new perspective with new ways of using information.

This report provides examples of how new uses for content have led to success for both traditional and non-traditional publishers. It also illustrates methods of assessing opportunities for new content uses and provides keys to success in developing a team that is ready and able to take on the challenges of ferreting out new content uses. In addition, a checklist of important factors to consider when preparing to undertake a project finding new content uses is included. Companies covered in this report include Akoya, Corzen, General Motors' OnStar subsidiary, National Equipment Register, The Chicago Symphony Orchestra and a premium publisher of print and online educational products.



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