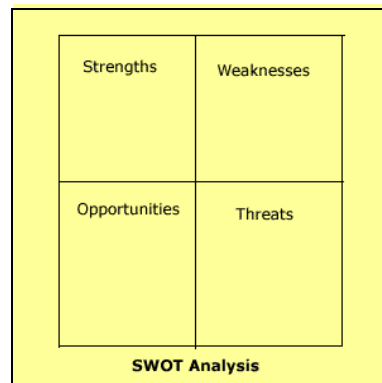


Print And EText Convergence: Creator To Consumer In A Digital Age

Learning element 1.3

SWOT Analysis:

*How healthy are traditional print
and publishing businesses?*



Bill Cope, Tom Davis and Mary Kalantzis

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www.C-2-CCourse.com

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Framework map

Print And Etext Convergence

	<i>Empirical And Experiential</i>	<i>Conceptual And Critical</i>	<i>Applied And Transferred</i>
Theme 1: Print	<p>1.1</p> <p>History And Structure Of The Print Industry</p> <p><i>How is the current industry a reflection of the past?</i></p>	<p>1.2</p> <p>Markets, Language And Identity</p> <p><i>How does print link business, politics & culture?</i></p>	<p>1.3</p> <p>SWOT Analysis</p> <p><i>How healthy are traditional print & publishing businesses?</i></p>
Theme 2: EText	<p>2.1</p> <p>The Development Of EText</p> <p><i>How has etext grown? Who has pushed it?</i></p>	<p>2.2</p> <p>Artefacts v Availability</p> <p><i>Why isn't the book dead already?</i></p>	<p>2.3</p> <p>Market Analysis</p> <p><i>How can etext be sold?</i></p>
Theme 3: Convergence	<p>3.1</p> <p>Print In The Digital Age</p> <p><i>To what extent has digitisation altered supply chains?</i></p>	<p>3.2</p> <p>Pluralism v Elitism</p> <p><i>Why do we still have 'bestsellers'?</i></p>	<p>3.3</p> <p>The Future Of Convergence</p> <p><i>What is a viable way forward for digital print & publishing?</i></p>

Aims

Knowledge scope

SWOT Analysis asks you to identify the strengths, weaknesses, opportunities and threats currently facing the print industry (with an emphasis on potential effects of digitisation). You are encouraged to apply your empirical and critical knowledge relating to the advent of print to the current industry. The print industry faces numerous challenges and opportunities. Many players are currently reassessing where advances in digital telecommunications might lead them. There are even fears print will, inevitably, disappear, as new media assume pre-eminence. Establishing the degree to which the industry is healthy, and assessing its possible future directions, is the purpose of this element. You are offered a problem-solving, applied learning approach, which presses you to move from description and critical analysis toward more practical, management-oriented ways of viewing the world.

Knowledge and capability aims

By the completion of this Learning Element you will have the capacity to:

- ⊗ begin applying your technical and critical knowledge of the print process to the strategic analysis of the print and publishing industries from the perspective of a business working within that area;
- ⊗ identify the key issues facing the print industry in Australia and internationally;
- ⊗ identify and describe the internal strengths and weaknesses and external opportunities and threats of a business within that industry;
- ⊗ identify the extent to which key players maximise their strengths and minimise their weaknesses; and
- ⊗ begin using this industry-related knowledge to plan business-level responses to the problems facing the print and publishing industry.

Important terminology

The 'Learning Framework' is the overall educational endeavour of '*Print And Etext Convergence*'. This is comprised of three 'themes', presented in the left-hand column of the Framework map. Each theme is divided into three learning 'processes', presented in the top row of the Framework map. Altogether this constitutes nine 'elements'. The Learning Framework is also referred to as the 'course'.

Learning processes

The primary learning process in this element is to discuss with fellow students the questions set out below. In your discussion you are to make reference to the readings listed underneath the questions. You should also seek out other material, starting from the list of weblinks provided.

You will notice that the information included with each reference indicates the perspective of the reading, whether it tends to be:

Business,
Cultural studies or
Technology oriented.

In your discussions and learning activities you should take account of the different perspectives represented by the readings and acknowledge those in your responses. You may wish to address this theme from a particular perspective, such as technological changes taking place in the industry.

Learning activity: Online/Tutorial Issues

Engage in Online/Tutorial discussion in response to the following questions:

- 1) What are the major, industry-wide problems a print business must currently deal with?**
- 2) Does the print industry present any opportunities a well-run business could capitalise on?**
- 3) Is it possible for a small business (i.e. one not attached to a media conglomerate) to take advantage of the opportunities presented by the industry?**
- 4) Are there any technologies currently available that can improve a business' ability to tackle the opportunities and threats existing in the industry?**

Recommended reading:

Focus on the first three sources before moving on to the others.

Sources

When viewing this online you can click on a learning source title to go to the reading. Each reading in the list is provided with a label titled ‘**Perspective**’. Use this as a guide in determining its relevance to the three categories: Business, Culture or Technology.

Title:	Australian Book Production in Transition
Author:	Mason, Dean; Cope, Bill
Year:	2001
Book Title:	C-2-C Creator to Consumer in a Digital Age: Book Production in Transition
Editor:	Cope, Bill; Mason, Dean
City:	Altona, Vic
Publisher:	Common Ground Publishing
Pages:	41-75
Perspective:	Business, Technology
Keywords:	Australian Book Industry, Technological Change, Market Opportunities, Supply Chains, Business Forecasting
Abstract:	[Authors' introduction] "This chapter sets the industry context for the production of books in Australia. It begins with a broad industry situation analysis. It goes on to discuss in detail the various stakeholder interests in the industry, including questions of intellectual property rights for creators, developments in the existing ‘bricks and mortar’ industry, the impact of new developments, such as electronic file storage and print on demand technologies, and consumer expectations. On this basis the chapter analyses market opportunities that arise in the current situation of market and technological change, including the possible impact of new products such as e-books delivered to electronic book reading devices. These developments, we argue, have the potential to change the very nature of the supply chain. The chapter concludes by briefly setting Australian book production in the context of the e-commerce revolution, and foreshadowing the general shape of C-2-C solutions."

Title:	Printing Industries Action Agenda. Background Paper 3. Pathways to Growth and Scenarios
Author:	Print 21
Year:	2001
City:	Canberra
Publisher:	Department of Industry, Science and Resources
Perspective:	Business
Keywords:	Australian Print Industry, Market Analysis, Future Strategies, Business Planning
Abstract:	[From the paper's introduction]: "Background Paper 3 ... consider[s] growth pathways for the industry. This Background Paper develops scenarios for the future of the industry. It defines and signposts alternative pathways to growth in the world settings which may face the industry in the future, over the timeframe of the next five to fifteen years."

Title:	Enhanced Print Industry Competitiveness Scheme (EPICS), Enterprise Development Fund Grants (Project Grants & Business Plan Grants) - Customer Information Booklet, August 2002
Author:	AusIndustry
Year:	2002
City:	Canberra
Publisher:	Department of Industry, Tourism and Resources
Perspective:	Business
Keywords:	Australian Book Industry, Government Funding, Strategic Planning, Business Opportunities
Abstract:	The Australian Government is a stakeholder in the print and publishing industries and its actions must be considered in any SWOT Analysis conducted by a business operating in those industries. A major aspect of its involvement is the following initiative: "The EPICS Grants, which commenced on 1 July 2000, aim to improve the development and competitiveness of the Australian book production industry following the introduction of the Goods and Services Tax (GST). The program provides grants to industry for projects that encourage innovation, business development and skills formation consistent with the implementation of PRINT21- the Printing Industries Action Agenda.

Title:	Print 21 - coming of age? A study into the competitiveness of the UK printing industry
Author:	British Printing Industries Federation
Year:	2001
City:	London
Publisher:	UK Department of Trade and Industry
Perspective:	Business
Keywords:	British Print And Publishing Industries, Business Planning, Government Funding, Strategic Analysis
Abstract:	[From the report's introduction] "This report aims to inform policy-makers and others about the current position and future development of the printing and printed packaging industries, and to recommend actions to improve its competitiveness. It has been prepared by a steering group containing representatives of employer associations, the GPMU, printers and industry suppliers."

Title:	Introduction to the strategic management process
Author:	Glaister, Keith W.
Year:	1991
Book Title:	Cases in Strategic Management
Editor:	Clarke-Hill, Colin; Glaister, Keith
City:	London
Publisher:	Pitman Publishing
Pages:	3-23
Perspective:	Business
Keywords:	Strategic Management Process, Strategy Planning, Business Planning, Organisational Management
Abstract:	The chapter provides an overview of the strategic management process. It considers the levels and types of strategies found in organisations. It puts up a model of the strategic management process that focuses in particular on the concept of strategy formulation. It argues that such processes help organisations manage change.

Web resources:

This is an interesting web site set up by Prof David Boje of New Mexico State University's Management Department. It provides a good introduction to the different levels of SWOT Analysis. It is also worth backtracking through his extensive site to investigate his work on 'Socio-Economic Analysis of Management' (SEAM).

<http://cbae.nmsu.edu/~dboje/sbc/pages/page3.html>

Links to multinational publishing & media conglomerates

www.bertelsmann.com

www.newscorp.com

www.pearson.com

www.aoltimewarner.com/index.adp

Assessment Task A option

You may wish to draw on the issues raised in this element, **SWOT Analysis**, for your Assessment Task A (worth 25% of your overall grade).

To complete Assessment Task A you must write a proposal (of approximately, but not exceeding, 1,500 words) for the larger work that will constitute Assessment Task B. In choosing the format of this proposal refer to the range of assessment formats provided in the framework level description of this course. If applicable, you can draw on experience from your own workplace to provide examples of how these issues impact on the business, communication and/or technology sectors.

The aim of Task A is to:

- (i) help you begin to format the structure of Task B; and
- (ii) help you begin to build the content for Task B.

You also need to consider how you will later integrate the final work you produce for Task A into Task B.

Note: You are required to do only one Assessment Task A throughout the course.

Choosing issues from **SWOT Analysis** as the springboard for your Assessment Task A does not necessarily lock you into pursuing them for Task B. For example, on completion of this task, you may decide to pursue a different theme for Task B.

Even if you choose not to base your Assessment Task on the issues raised in this element, the knowledge and capabilities you have gained here can be fed into the topic you eventually use as the basis for your Assessment Task A.

Note: Assessment Task A must be submitted by the end of week four.

Learning pathways

Transition from Learning Element 1.3

On completion of the learning process of this element (with or without completing the Assessment Task A option), you must decide which element to undertake next.

Possible transitions from this element are presented below, however it is recommended that you work out your own pathway in consultation with your teacher.

Pathway options

By the completion of this element, **SWOT Analysis**, you should have an improved capability to apply to real world situations your knowledge of the issues in this theme as analysed from the perspectives of Business, Cultural Studies or Technology.

You may now wish to engage with a new theme by undertaking an **Empirical And Experiential** learning element and pursue more practical issues regarding the relationship between the theme you have just completed and elements of other themes such as: **The Development Of EText** and **Print In The Digital Age**. If you wish to tackle a **Conceptual And Critical** element at this point, you need to bear in mind that it presuppose knowledge of issues you may not have yet covered.

Example pathways

	<i>Empirical And Experiential</i>	<i>Conceptual And Critical</i>	<i>Applied And Transferred</i>
<i>Theme 1: Print</i>	1.1 History And Structure Of The Print Industry	1.2 Markets, Language And Identity	1.3 SWOT Analysis
<i>Theme 2: EText</i>	2.1 The Development Of EText	2.2 Artefacts v Availability	2.3 Market Analysis
<i>Theme 3: Convergence</i>	3.1 Print In The Digital Age	3.2 Pluralism v Elitism	3.3 The Future Of Convergence

About this Learning Element

SWOT Analysis asks you to identify the strengths, weaknesses, opportunities and threats currently facing the print industry. The print industry faces numerous challenges and opportunities. Many players are currently reassessing where advances in digital telecommunications might lead them. There are even fears print will, inevitably, disappear, as new media assume pre-eminence. Establishing the degree to which the industry is healthy, and assessing its possible future directions, is the purpose of this element. You are offered a problem-solving, applied learning approach, which presses you to move from description and critical analysis toward more practical, management-oriented ways of viewing the world.

Keywords

Digitisation
Distribution
Internet
Marketing
Print Industry
Production Costs
Production Processes
Publishers
Strategic Management
Supply Chain
SWOT Analysis