

the dark side of
innovation

M V Bhaskar, Chief Creative Officer, TNQ @ the GC Symposium, Stuttgart. April 14, 2016.

innovation is

paramour, extra love

it is more expensive than primary love; secretive, indulgent

entrepreneurial innovation is a

desire for madness

a courtly pleasure for surrounding oneself with lunatics, jesters and bouncers

innovation is

suicidal

and if you don't kill yourself, your competition will

the art of

suicide

a do-it-yourself guide

- Start losing revenue
- Identify sources of revenue and kill
 - (Your revenue is your customer's cost. And your customer is always happy to cut costs.)
- Kill it not just for yourself but the whole industry, so the competition hates you

Source of revenue

- A source of revenue is usually a process that the customer pays for

A typical process (cost component) in publishing

- Proofing
- Publisher needs one sign-out from the author of the manuscript after the publisher has copyedited, converted, typeset and enriched the manuscript for publication
- A proof is given to the author
- Author goes through the proof and wants to make and request corrections
- But the proof is a PDF, so author cannot *make* corrections but only *request* corrections
- The requests are transferred from the PDF manually to the content in the typesetting system
- This process costs x amount of money, let's say \$1 a page
- Let us say we make 2 million pages a year, and that is \$2 million to lose

we lost it

PDF proofing to HTML proofing

- We replaced PDF proofing with HTML proofing
- In an HTML proof, authors *make* corrections, not simply *request* corrections
- The downstream process to transfer the corrections is eliminated
- The cost is eliminated; we are eliminated
- Not just TNQ, but the whole industry

Afterlife

Proof Central™

- A SaaS application that hosts all proofs made by all service providers
- 2 million pages from TNQ and, let us say, 8 million pages made by others
- The SaaS license is for \$.5 per page, let's say
- We lose 2 million and make 5 million

Act 2. Pagination

- Typesetting a manuscript costs another \$1 per page
- This is done with applications like LaTeX, InDesign or 3B2
- There is seat cost, license and skill attached to the output
- What if we can kill this?

Page Central™

- Another SaaS application, another suicide
- Page Central uses the browser to create the page, no LaTeX, InDesign or 3B2
- No PDF, no versions to download, maintain and upload
- So all the overheads of a PDF production line go
- And we lose a \$ on every page
- How we get it back is a story set in the future

Summary

- There is an industry term for our business: it is called content transformation
- As a company, we transform content, transform the way content is transformed, and in the process, transform ourselves

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