Winning the Content Wars: A Playbook for Today’s Content Providers

Digital is radically reshaping information, media and entertainment sectors – making it incumbent upon content providers to redefine their content value chains to stay in step with game-changing industry shifts.
Executive Summary

Like their counterparts in other industries, information, media and entertainment (IME) providers face a host of challenges brought about by digital business constructs and technologies. The next four years will see even greater shifts as they learn to restructure their business to align with today’s “digital first” imperative.

By now, most IME companies have invested to some degree in digital content ecosystems. However, many are not equipped to confront the legion of new, more agile competitors on their own terms. Traditional IME players are especially challenged to contend with social media giants like Facebook and LinkedIn and technology titans such as Amazon, Apple and Google, which have sought to colonize every corner of the IME space. Winners will become proficient at leveraging customers’ digital footprints, or Code Halos, to deepen insights, improve consumer experiences and enrich learning.
We believe that current IME segments will restructure into three “mega-segments” in the near term:

- Information providers will become purveyors of insights.
- Entertainment companies will deliver holistic experiences.
- Education providers will focus on enabling students to achieve their ultimate learning outcomes.

With the above in mind, IME companies need to ask themselves a set of questions to help them determine their place in both the present and near-term IME environment. Assessing the maturity of their content ecosystems will dictate a range of actions that align with their business objectives.
IME 2020: Gazing into the Digital Future

Digital disruption has shaken established IME players’ decades-old business models to their core. Many industry leaders have made significant investments in digital content ecosystems to address the unique needs of “digital-native” consumers and take on innovative startups. At the same time, the old guard faces new challenges from a younger set of companies that have not been regarded as traditional, “card-carrying” members of this segment.

For example, social media giants such as Facebook, Twitter, LinkedIn and Snapchat, not satisfied with their goal of connecting virtually everyone on the planet, now want to be the window to the universe of content (see our white paper, “A Brave New World of Connected Media”). As of November 2015, Facebook users consumed eight billion videos per day - doubling in just seven months from four billion in April 2015. (Facebook, Twitter and LinkedIn are now the primary news sources for many). Furthermore, these titans continue to make massive investments to strengthen their capabilities in content creation, distribution and consumption.

Many industry leaders have made significant investments in digital content ecosystems to address the unique needs of “digital-native” consumers and take on innovative startups.

Facebook, for example, recently debuted a free social news-gathering tool, Signal, to help journalists surface and follow stories and sources. Facebook’s acquisition of Oculus Rift showcases its belief in virtual reality as the mode of content consumption of the future. Facebook and LinkedIn have created publishing platforms within their ecosystems in order to take control of content delivery’s last mile. Facebook and LinkedIn also plan to enter the education and training markets in a big way.

Periscope, Twitter’s live broadcast app, has the potential to impact multiple IME segments, including news, music, publishing and sports.

Competition is burgeoning within other quarters as well. Consumer electronics, Internet media and communications companies are increasingly changing the ways content is delivered and consumed. Apple has turned content consumption models upside down since the debuts of the iPhone and iPad. The company has been in discussions with major broadcast networks to gain access to their content for Apple TV. Apple is even said to be considering the acquisition of Time Warner in order to obtain exclusive access to its content. Any such deal could go a long way in making many consumers “cut the cord” with cable for good. Tim Cook, the CEO of Apple, made this bold declaration during an Apple TV event in 2015: “We believe the future of TV is apps.”

Thanks to their app ecosystems, Apple and Google now have unprecedented control over content publishers. Amazon has become an entertainment company in its own right through its popular Amazon Prime offerings. The likes of Netflix and Hulu have thrown the age-old model of creating demand through content scarcity out the window by providing thousands of shows on demand and encouraging “binge-watching.” Spotify and Apple Music are duking it out to be the music platform of choice. Even action camera manufacturer GoPro wants to become a media company. Professional athletes wearing the company’s cameras will film the action live, from their perspective.

Not to be left behind, communications players are looking at new ways to stay ahead...
of the curve – exploring the option of vertical integration with content creators and service providers. Comcast’s 2009 acquisition of NBC Universal and AT&T’s 2015 acquisition of DirecTV are two examples of how communications infrastructure providers are working to create more comprehensive offerings for consumers.

We believe that IME enterprises will undergo transformational change over the next five years. Figure 1 (previous page) shows the 2016 IME landscape – highlighting key sub-segments and revenue channels. It also depicts the increasing pressure from social-media and technology companies. Figure 2 (previous page) illustrates our view of what the IME landscape will look like circa 2020.

No one has 20-20 vision when it comes to the future. However, based on our experience working with IME companies, we predict that by 2020, the numerous IME segments will collapse into three “mega segments” determined by how their business models change and how they interact with customers:

- **Players in news and information services** will coalesce into information/insight providers.
- **Companies in broadcast, music and entertainment** will merge to become entertainment experience providers.
- **Participants in educational publishing** (including educational institutions, providers of assessments and ancillary services) will combine to become educational outcome providers.

While original industry segments will likely retain subtle distinctions in terms of content and delivery, the basic tenets of their business models will align with the mega-segments to which they belong.

The delivery of content across these mega-segments will be channeled through content platforms owned mostly by social-media providers and consumer electronics companies. The likes of Apple, Google, Amazon and Facebook will control, to a great extent, how people access and consume content. While some existing IME companies are expected to make a play in the platform space, many will become content creators – feeding content to various platforms through plug-and-play “content utilities” that are delivered via a “content-as-a-service” (CaaS) model. They will likely create content in forms that are easy to distribute across platforms, formats and delivery channels. At the same time, they will leverage advanced analytics at the back end to drive hyper-personalization and targeted advertising.

We believe that communications companies will become technology intermediaries – providing the segment-agnostic foundational layer that encompasses the broadband infrastructure. Given that the infrastructure will not differentiate how these companies address the needs of their customers in each of the three mega-segments, they will have to incorporate advancements such as 4G and 5G spectrums and the Internet of Things (IoT) into their services, since more and more content creators and platforms will create offerings that align with these technologies.

We predict that some players will attempt to move from one layer to another to create vertically integrated offerings and cross over into other mega-segments to build new and innovative monetization and experience models.
News & Information Services: From Inputs to Insights

For decades, news and information-services companies have helped consumers stay informed, shape their opinions and make prudent decisions. Today, thanks to the Web and social media, content is considered a commodity - compelling players in this space to offer consumers more choices, more substance and more value. If they want to charge a fee for their services, they will have to continually raise the bar, since whatever they charge today will soon be available for free from another provider anxious to grab more market share.

To keep consumers close, news and information services companies must constantly improve and refine the content they gather, organize and produce. By distilling insight and making meaning from the huge amounts of digital data that now surround people, processes and devices - what we refer to as Code Halo™ thinking - these companies can deepen their insights and deliver more personalized, contextually relevant content to their customers.

Case in point: A leading information-services company provides its customers with data pertaining to stock and commodity prices, corporate lawsuits, and scientific and technical patents, delivered as reports, alerts and journals. As more of this content becomes publicly available for free, the company can employ predictive analytics – combining multiple streams of input and customers’ Code Halos to afford targeted insights, such as a buy or sell recommendation for commodity trading.

In the near future, news and information services will most likely be delivered through social media platforms (Facebook, Twitter and, presumably, new players); digital assistants (Google Now and Siri, for example); and data marketplaces (such as Microsoft Azure Marketplace). Hence, players in this segment need to ensure that their content value chains are optimized to acquire, enrich and enable insight across platforms and channels in a way that is fast, accurate, contextual, personalized and seamless (see Figure 3).

Broadcast & Entertainment: From Entertainment to Experience

In a traditional entertainment ecosystem, content creators (studios and television networks) do not have a direct interface to their customers; the entertainment they create is delivered through third parties like theater chains (theatrical releases), retailers (home video), streaming providers (on-demand Internet streaming media) and broadcast stations (TV). Since the last-mile customer experience is not in their hands, they have traditionally been unable to control and fine-tune the content they provide, and obtain real-time feedback on consumers’ behavior and experiences.

Today, maintaining customer stickiness is a function of the channel that delivers the customer experience. Understandably, many players are anxious to enter the platform space by launching their own streaming environments (think HBO GO and Showtime Anytime) and through mergers with broadband services providers (a case in point is Time Warner’s attempts to merge with Comcast and now Charter). This trend is expected to continue, even as technology giants such as Apple put more pressure on content creators to allow them use their platforms.

That said, entertainment companies will continue to rely on third-party platforms like Netflix, Hulu, YouTube and Facebook to deliver their content. Emerging technologies such as virtual reality will help them take a quantum leap forward in delivering a more comprehensive entertainment experience. Content value chains for businesses in this segment will need to adapt to ultra-high (UHD) resolutions such as 4K and 8K, and optimize content for delivery to mobile devices and app
From Inputs to Insights

**TODAY**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>07:00 AM</td>
<td>Michael wakes up and goes for a jog. He receives a stock split alert regarding a major grocery chain, along with trade recommendations, on his iWatch. A detailed analysis report is sent to his mobile.</td>
</tr>
<tr>
<td>09:00 AM</td>
<td>Michael assesses the analysis on his mobile device during his commute. He places the trade order from his mobile app/terminal for execution on market opening.</td>
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<td>11:00 AM</td>
<td>Michael places the buy/sell order but realizes that the market has already factored in the split, thus reducing any profits. He checks with his colleagues and on forums.</td>
</tr>
<tr>
<td>01:00 PM</td>
<td>The early trade helps Michael beat market returns. He matches his analysis and trade times with colleagues and experts.</td>
</tr>
<tr>
<td>03:00 PM</td>
<td>Michael researches the retail sector and the stocks in his portfolio. He gains insights to boost returns of his overall portfolio.</td>
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<tr>
<td>05:00 PM</td>
<td>On his evening commute, Michael reads up on the industry. At home, he views market updates and news from two major providers.</td>
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**TOUCHPOINTS**

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<td>Eikon</td>
<td>Bloomberg</td>
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<tr>
<td>CNN</td>
<td>Bloomberg</td>
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*Michael has to go through multiple sources to track stock prices and analyze them. Average time to analyze a particular stock ~ 4 hours*

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<td>Netflix</td>
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*Michael receives real-time stock buy/sell views along with a detailed analysis of the stock split event. Average time to analyze a stock ~ .5 hours*

ecosystems. They will also need to integrate with partner value chains to enter emerging markets across the world.

**The Transformation of Education: From Outputs to Outcomes**

Over the last several years, the products and services of educational content providers (educational publishers) and service providers (universities, assessment and certifications providers, for example) have intersected. While content providers are venturing into affiliated services that complement their core content, service providers are creating native content that can be exposed on various platforms and drive learners to their services.

As a next step, educational content providers are expected to shift their focus - moving from providing specific output to the learner (educational content, testing, certification, degree) to helping them achieve their desired educational outcome, such as gaining expertise in a particular field, or getting hired for a suitable job. In order to achieve the right outcomes, education providers need to engage with learners across the learning lifecycle and intervene at the right time, through the right channel. (For more on this topic, please read our white paper, “Managing Innovation and Student Expectations: Going Beyond the Roadmap”).
There are myriad opportunities for educational content providers to employ Code Halo-based guidance to personalize financial aid and scholarship options; create lessons, labs, assessments and expert interventions throughout college, based on the platform and learning mechanism of choice; offer individually tailored recommendations for additional courses or certifications; and match skillsets required by hiring firms to a candidate’s aptitude and knowledge.

These capabilities can be achieved in two ways: by creating platforms that students can engage with throughout their learning lifecycle, or by exposing targeted content to other commonly used learning platforms. The keys to success involve breaking legacy learning content into very small components (making it easy to search for, discover and deliver content in a channel-agnostic manner) and tracking outcome-oriented metrics at each stage. Some leading educational services providers have already started measuring the effectiveness of each and every element of their content value chain and learning interventions based on learner outcomes.

In order to assess the current state of their business and their readiness for transformation in the near future, content enterprises must address some fundamental questions concerning the maturity of their content ecosystems in 12 areas.

Assessing Your Content Ecosystem

In order to assess the current state of their business and their readiness for transformation in the near future, content enterprises must address some fundamental questions concerning the maturity of their content ecosystems in 12 areas related to quality and delivery. (If your company has multiple product lines or business units with different types of products and content value chains, you should answer these questions for each product line or business unit separately).

Quality

- **Uniqueness.** Is the content you deliver similar to what your customers can access for free on the Web? How is the content at the end of your value chain different from the content at the beginning of your value chain? What type of enrichment does your content undergo throughout the value chain? Is there true added value (such as new intellectual property, advanced analytics and personalization), or just transactional value (format conversion and assembly)?

- **Outcome orientation.** What objective is a customer trying to achieve by consuming your content (make a business decision, be entertained, learn a new skill)? How many additional steps must the customer take after consuming your content in order to reach that objective? To what extent are you involved in that process?

- **Discoverability.** To what extent is your organization’s metadata tagged to make it easily searchable? How many manual steps do you need to perform in order to locate a typical piece of legacy content? Is your content discoverable across product lines and business units?

- **Reusability.** Is the legacy content in your organization easy to reuse across product and business lines? Do you have workflows or approval processes in place for various groups within the company to reuse content? Is the reuse of content governed by an organizational rights and royalties management mechanism?

- **Accuracy.** To what extent must your organization work to improve the accuracy of its content (such as editorial reviews and copy editing)? What are the
main causes of inaccurate content (for example, incorrect content processing/ the wrong data sources)? Have you ever had to recall and correct content once it has been delivered to the customer?

• **Metrics.** Are the metrics your organization track across the content value chain set up to gauge if the content you generate delivers the outcome the customer expects? How has your company modified its legacy metrics to address the introduction of digital products and services (such as the addition of new metrics and changing parameters for existing metrics)?

**Delivery**

• **Personalization.** Is the content your company delivers to customers customized in any way based on the customer’s Code Halo (including demographics, professional background, social network, immediate needs, previous buying behavior, location, time, language)? If not, what are the impediments – lack of personalization algorithms, absence of a technology backbone, delivery channel constraints, no Code Halo metadata?

• **Immediacy.** Is the lead time for moving a piece of content across your company’s value chain (acquire, create, enrich, deliver) longer or shorter than your key competitors’? Has it decreased in the last three to five years? What are the main impediments to correcting the problem?

• **Platform exposure.** How many platforms is your content currently exposed to? (For example, YouTube, Google, Facebook, LinkedIn, Apple, Amazon, proprietary platforms). Do you expect that number to increase in the next three to five years?

• **Platform control.** How much control do you have over the platforms or channels through which your customers consume your content? Are you able to leverage advanced analytics to understand their behavior through these platforms? How frequently do you lose customers to content from competitors on a particular platform?

• **Ease of use.** How seamless does your content transition from one consumption platform to another (including Web, mobile, wearables)? What is the lead time or the extent of manual intervention needed on your or your customers’ part to enable the transition? Is a customer able to intuitively navigate your company’s content on the platform of their choice?

• **Assembly.** Has the granularity of the content you deliver (credit scores, news articles, textbooks, assessments, music singles, episodes) changed in the last three to five years? How easily can your company assemble and disassemble content based on the needs of the customer? Are your monetization models tuned to generate equitable revenues for each level of content assembly?

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**Cognizant Content Maturity Matrix**

As you answer these questions, you can also rate the maturity of the content within your company/business unit/product line across each of the 12 parameters pertaining to quality and delivery on a scale of high, medium or low. Since one size does not fit all (the business imperatives of each organization and business segment are different) you can also determine the relative weight of each parameter in your organization. Once this is done, you can employ our statistical model to help you plot the current state of your content ecosystem, using the dimensions of quality and delivery across the four quadrants of the Cognizant Content Maturity Matrix (see Figure 4, next page). Each of these quadrants (Legacy, Instantaneous, Ubiquitous, Exclusive) represents the current or aspirational state of an organization’s content.

Based on your company’s business strategy, you can use our content maturity index to identify a target future state that can inform success down the road. Figure 4 illustrates a sample mapping of current and future-state organizational content on
the Cognizant Content Maturity Matrix. The content in different lines of business within the same organization may lie at different spots on the matrix, and have different current and future states.

- **Quadrant 1 - Legacy:** The quality of content in your company/business unit is low - commoditized and freely available on the Web, created through a legacy content supply chain (print first, analog), saddled with an obsolete technology stack (non-SMAC-stack enabled\(^2\)) and delivered through a small set of legacy platforms (such as print, e-mail, cable TV or home video).

  > **Recommendation:** Letting your content ecosystem reside in this quadrant poses an immediate existential risk to your organization. Take the necessary steps to move out of this quadrant into one of the other three as soon as possible, based on your company’s business strategy. For example, a typical news organization can consider moving to Quadrant 2, a cable network to Quadrant 3, and an information services company to Quadrant 4.

- **Quadrant 2 - Instantaneous:** The content in your organization/business unit is commoditized and freely available on the Web, but created through a digital content supply chain (agile, low redundancy, skill-and-process-optimized) and a modern technology stack (SMAC-enabled), then delivered via a wide variety of modern public platforms (Google, Facebook, LinkedIn, mobiles and wearables).

  > **Recommendation:** If this is the intended future state of your content ecosystem, your business’s focus should be on immediacy, accuracy and personalization. Since the content delivered is commoditized (breaking news, stock prices, and public videos, for example), its value is all about the ease with
which customers can access it on their platform of choice, at a convenient place and time, and the trust they have in its veracity.

An example: Live scores for the latest NFL game, along with the career and game stats for a consumer’s favorite quarterback, are delivered on the consumer’s wearable device in the form of a scrolling banner, along with the option to buy cheap tickets for the next home game with one click.

Partnerships with content providers that supplement your organization’s content will be an important factor in delivering the right personalized experience. Revenue-sharing and content-licensing agreements will need to be in place for every content partnership. Your company will also need to invest in processes and tools for automated content extraction, fast and accurate enrichment through well-defined taxonomies, and immediate delivery across platforms. Revenue generation is mainly ad- or app-purchase supported. Hence, it’s important to personalize ads.

- **Quadrant 3 - Exclusive:** The content in your company/business unit is high-quality, and not available anywhere else on the Web. It is created through a semi-optimized content supply chain (skill- and process-optimized) with medium lead times, since some manual interventions are needed when creating this type of content. Exclusive content also requires a modern technology stack (SMAC-enabled), and is delivered through proprietary content platforms (streaming services, data marketplaces and learning platforms).

  - **Recommendation:** If this is the intended future state of your content ecosystem, the utility of your content in helping customers achieve their objectives (making better business decisions, being thoroughly entertained, gaining expertise in a new skill) is the main differentiator, and the key metric that will define the success of your content ecosystem. Even if the content supply chain has a longer lead time and relies on traditional processes to some extent, the delivery is controlled through a proprietary platform that presents content exclusively from your organization to the customer. An example would be a university higher-education learning platform that delivers end-to-end content, resources, assessments and student services across the learning lifecycle of a college student.

While content partnerships are not going to be an integral part of this quadrant (unlike the Instantaneous and Ubiquitous quadrants), there could be cases where your organization might want to showcase content from a partner company on your platform. In order to retain audiences, exclusive platforms need to feature a wide variety of content suited to a customer’s anticipated needs and outcomes. Hence, it is most important that your company’s legacy content is metadata-tagged in a way that makes it easily discoverable by the customer, and stored in formats that can be delivered seamlessly through digital channels. Revenue generation originates through subscription-based models.

- **Quadrant 4 - Ubiquitous:** The content in your company/business unit is high-quality, and not available anywhere else on the Web. It is created through a digital content supply chain (characterized by agility, low redundancies, skill- and process-optimization) and a modern technology stack (SMAC-enabled), contextualized by leveraging customer Code Halos, and delivered through a wide variety of modern public platforms (Google, Facebook, LinkedIn, public data marketplaces, mobiles and wearables).

  - **Recommendation:** If this is the intended future state of your content ecosystem, your main differentiator will be the ability to provide the right insights, experiences or outcomes via the right platform at the right time. Your organization’s content supply chain should be tailored around understanding your customers’ Code Halos; contextualizing every aspect of your content offering
(language, location, amount of content and pricing) accordingly; integrating with partner and customer data and workflows; delivering content seamlessly across all platforms, and providing an intuitive user experience in each. An example would be a list of all the prospective clients a sales representative can meet in person, their designations and contact numbers, and the talking points for each meeting – all delivered to the sales person’s mobile device as he enters a business district.

Content partnerships are most important in this quadrant, since they will help organizations make their content more contextual and pervasive. The ability to mash up your content with that of other partners or end customers can help drive new business models such as data-as-a-service and analytics-as-a-service. Revenue generation comes from apps, subscriptions and ads.

**Quadrant-Agnostic Considerations**

While your business may need to adopt different sets of strategies based on the quadrant it would like to belong to, certain common considerations apply to all companies trying to adapt to the demands of the digital age. Those steeped in decades-old processes and cultures need to set in motion organization-wide

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**Quick Take**

**Behind the Scenes: From Inputs to Insights**

Remember Michael, our retail sector securities trader? To enable better trading decisions, he needs real-time financial news, company updates and trading insights on all of his devices – watch, phone, tablet, and laptop. His ideal? To be able to take action on market insights before the other traders do.

An automated platform takes care of content acquisition, content enhancement and content publishing while Michael is sleeping – delivering actionable insights (a buy recommendation) to his watch on his morning run. At the same time, the system sends a detailed analysis report to his mobile phone, where he can peruse the report during his commute to work. The analytical engine integrates data from various public and proprietary systems. Insights are delivered early in the morning – allowing Michael to make a profitable trade ahead of the rest of the pack (see Figure 5, below).

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**Figure 5**

**Corporate Action – Stock split by Kroger**

**Analysis Engine & Report Generation**

Delivered to Michael’s smart watch during his morning run
change-management initiatives that empower their employees and partners to align with the new paradigm.

Adopting digital products and utilizing SMAC tools can only be effective if they are associated with a re-evaluation of the entire operating model. This involves removing redundancies; implementing nimble processes and outcome-oriented KPIs; and reskilling employees with old-school capabilities that are no longer relevant. Expectations from vendors and partners need to be reset; new revenue-sharing, licensing, and rights and royalties agreements must be in place; and strong digital security policies must be implemented. These activities cut across all four quadrants.

Looking Ahead to 2020

What was a differentiator for IME companies yesterday is a commodity today. Likewise, while it is very difficult to accurately predict the future, much less with 20-20 vision, we can expect that what sets a company apart today will be a commodity within months. The only way to survive is to continuously reevaluate your organization’s strategy and tune your content ecosystems accordingly.

Whether your company aims to be a content provider feeding content to public platforms, or a platform player with complete control of content and delivery, your content ecosystem will likely require transformation in order to align with the business vision. With this in mind, you should analyze your company’s content ecosystem from a holistic standpoint. This might require logically breaking apart the business’s legacy content value chains and packaging the pieces into agile services that can offer a competitive advantage in the future IME landscape.

To comply with today’s “digital first” mandate, IME companies should consider applying the measures that fit within their context and transformation objectives, including content automation, content reusability, vendor consolidation, technology optimization, geographical consolidation and process redesign. The insights gathered can then be used to formulate a new target operating model that can turn your content value chain into a nimble, modular and scalable entity well equipped to compete and profit in the digital era.
Footnotes
10 http://www.telegraph.co.uk/technology/2015/12/01/what-is-tweets-new-periscope-app/.
15 http://fortune.com/2015/02/06/gopro-ceo-nick-woodman/.
18 Such as instructor-led, Web-based and blended models.
19 Based on the learner’s academic performance, professional interests and job market, for example.

About the Authors
Ashish Chawla is the Global Head of Cognizant Contentize. In this role, he oversees Cognizant’s content transformation business, which brings together cutting-edge technology and process excellence to help information services, media and entertainment companies realize better returns from their content. Ashish specializes in strategy and advisory services, especially focused on the digital content supply chain. Ashish has authored papers on Content Supply Chain and formulated the Return on Content Asset concept. He has also written extensively on Content Forecasting and Allocation techniques. He can be reached at Ashish.Chawla@cognizant.com | LinkedIn: https://uk.linkedin.com/in/aschawla.

Shubham Choudhury is a Senior Manager and Consulting Lead for Cognizant Contentize. He has 11 years of business consulting experience across the education, information services, publishing, advertising, market research and entertainment industries in multiple geographies. His areas of expertise include digital content strategy, target operating model definition, solution envisioning, program management, portfolio analysis, process consulting and business development. A certified Scrum Master (CSM), he also holds an M.B.A. from NITIE, Mumbai, and an engineering degree in computer sciences. Shubham can be reached at Shubham.Choudhury@cognizant.com | LinkedIn: https://www.linkedin.com/in/shchoudhury.
About Cognizant Contentize
Cognizant Contentize facilitates the transformation of content ecosystems to address the challenges of an increasingly digitalized and global content industry through automation, platforms and digital. Cognizant Contentize has end-to-end capabilities spanning consulting, technology and content operations that help enterprises generate the maximum value from their content in this digital age. We work with our customers to develop optimized content operating models, create new avenues for monetization, reduce turnaround times, and deliver content smarter and faster. We possess the expertise to partner with customers across the complete content lifecycle, from content acquisition and enrichment to content delivery, archival and repurposing. Our proprietary tools and technology partnerships, coupled with our extensive experience working with content enterprises across industries, position us as a partner of choice. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.

About Cognizant
Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world’s leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 100 development and delivery centers worldwide and approximately 221,700 employees as of December 31, 2015, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.