

business planning for new media

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three elements to any business plan

- identifying the opportunity
- working out how to extract money from it
- working out how to leverage money from investors against the revenue stream

what are you trying to achieve?

- are you building a business?
 - what is the ultimate goal?
- are you building a product or project?
- *digital content industry action agenda findings*

what are you trying to achieve?

- are you trying to build something that will stand on its own merits?
- are you simply building a marketing tool for something else?
- focusing on your goal - no matter what you say to others - will make your goal achievable.

what are you trying to achieve?

- who is your audience/market?
- what do they do with other media?
- what do they do in the rest of their lives?
- who else is interested in them?

the special characteristics of cross-media projects

- cons
 - working with partners
 - may not have all rights to all material for all markets
 - larger budget required

the special characteristics of cross-media projects

- pros
 - working with partners
 - may have more independence (less focused marketing channels)
 - more opportunities for marketing (more marketing channels)

community as a means of building a business

- big online content successes have allowed users to develop a sense of community

in the future all software products and services will have built-in digital camera support, cell phone gateways, universal messaging, real-time presence management, personal publishing, social networking and oh - did we forget to say - web services?

but most will just patch-quilt on these functional modules, never thinking through how an integrated approach can not only make it easy to use and viable, but also achieve an elegant design result, which then causes all sorts of other things to happen!

- marc canter, june 04

building the business

- if you are building a website, figure out a compelling reason for people to return
- think of direct-marketing and other techniques to attract people

identify your revenue streams

- advertising
- sponsorship
- membership
- service provision

identify your revenue streams

- affiliate relationships
 - tie-ins with (richer) partners
 - funding from partners
 - funding from government
 - what this means for sustainability

identify your revenue streams

- sms and competitions
 - costs of working with partners
 - licensing
 - monitoring and regulatory issues

identify your revenue streams

- IP licensing/sale
 - pros and cons

identify your revenue streams

- will your models translate internationally?
- does it matter?

identify your revenue streams

- hybrid models are most robust, but are hardest to articulate well

identify your costs

- the more partners you have, the more expensive it gets
- staffing/skills development
- ongoing costs (eg web)
- infrastructure
- marketing (local)
- export costs

rights and IP protection

- the downside of outsourcing
- managing risk
- the fast/cheap/good triangle
- recording and maintaining IP
- extracting value from assets

cashing out

- what investors look for
- what happens when you find an investor
- what do you do *after* you've found one
- how not to go broke before then (noble failure is still failure)

the shape of things to come

- the rise of so-called DLA's
- customised content (more ajax etc)
- personalisation and sharing/personal branding
- wireless changes everything
- possible regulatory/commercial threats to innovation