Educational Publishing Export Programme

Export Growth Strategy (2013-2016)
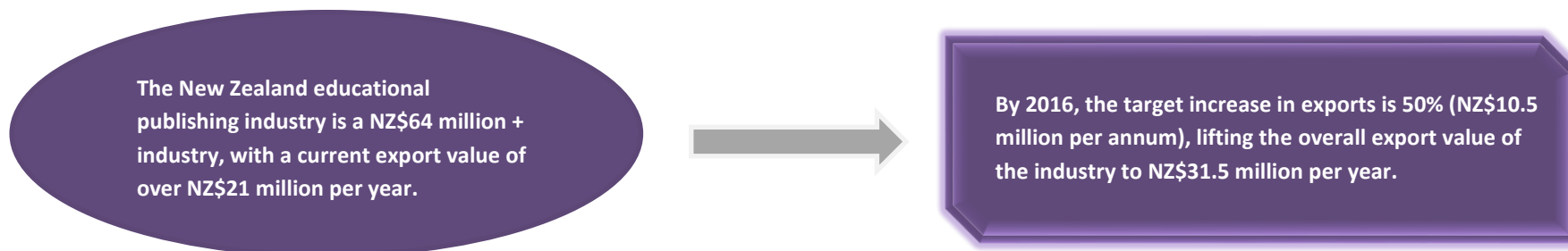
Maintain Quality

Exploit Technology

Collaborate

Export Strategy

Cultivate Networks

Gather Intelligence

Participate in NZ Inc

co-operatively exporting for success

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On behalf of: Education New Zealand (ENZ)

1. Introduction

The Educational Publishing Export Programme aims to raise the profile of educational publishing as a key strand in Government's goal to significantly grow the value of international educational activities, and specifically to increase the value of educational publishing exports by 50% in the next three years. This strategy sets out the plan to achieve this.

The New Zealand educational publishing industry is a NZ$64 million + industry, with a current export value of over NZ$21 million per year.

By 2016, the target increase in exports is 50% (NZ$10.5 million per annum), lifting the overall export value of the industry to NZ$31.5 million per year.

1.1 Opening Remarks

The development of this strategy was funded through a collaboration between the Publishers Association of New Zealand (PANZ) and Education New Zealand (ENZ), in recognition that educational publishing is a key educational export sector. The educational publishing industry has traditionally operated as a collection of individual companies (mainly privately owned), with varying levels of collaboration and co-ordination under the PANZ umbrella. In order to develop this strategy, 22 publishers had to commit to supplying information about their current and future export activity, participating in workshops, and providing feedback on draft strategy ideas. Through this activity, the participating educational publishers now know more about each others' business interests and are starting to share intelligence and ideas more openly. There is a good level of engagement and belief in this strategy, and appreciation of the support provided so far by Government.

However, educational publishing has been negatively impacted by the effects of the global financial crisis on its key markets (USA and UK in particular) as well as in the domestic arena. There is a feeling among industry members that we are at a critical point in the health and sustainability of educational publishing exports, and that without significant ongoing support from Government (in the form of funding, match-funding, services and general support) the size, scope and potential of the export industry will be severely compromised.

This strategy describes a set of principles, 3 focus areas and key actions designed to strengthen the industry and support the growth of the export activities. The action plan below describes those actions, and maps the core requirements necessary to achieve them. Five priority actions are identified, as the key next steps to continuing the progress initiated through the Export Programme. Indicative costings for those priorities are also provided.

1.2 Action Plan

The strategy consists of a set of principles and three focus areas (Global, International and Domestic) which each have tactical plans setting out key activities. A summary of key activities is provided below along with funding and support requirements. The top 5 priorities are highlighted:

Activity	Description	Requirements			
		100% funding from Gov't	Match-funding from Gov't	Services from Gov't	Provided by industry
Global					
Brand story	Develop a clear story that brands the NZ educational publishing industry, within the NZ story	√			
Industry website	*Develop a NZ educational publishing website to tell the story and to provide a shared portal for online international purchasing*	√			
Trade Missions	*Develop opportunities for educational publishing involvement in NZ government trade delegations to key markets to connect with government officials, potential partners and customers*		√	√	
E-newsletter	Publish a regular e-newsletter for distribution to global contacts to highlight NZ educational success and innovation				√
NZ event	Scope feasibility of NZ-based event for international contacts to showcase NZ education system and publishing products and services				√
International					
Market access funding	*Secure ongoing funding (match-funded) to support educational publishers to undertake market access visits - both as individuals and collectively representing the industry*		√		
Country interest groups	Establish country interest groups to share intelligence and identify opportunities for joint business activities (including complementary suites of products)				√
Market orientation	In conjunction with NZTE / ENZ, hold seminars on key markets incorporating information on key trends, regulations, input from other NZ industries actively exporting to those markets			√	
Research / intelligence - general	Work with ENZ to develop a programme for research into education systems, funding regimes, technology uptake etc in key markets	√			
Research / intelligence - private sector	Work with ENZ to gather intelligence about private sector educational customers in new markets (e.g. international schools)	√			
Research / intelligence - market testing	Secure match-funding for individual publishers to undertake market testing and product research		√		
Research / intelligence - quality assurance	Secure funding to commission funding for independent QA on a sample of educational publishing products targeted for exports	√			
Online intelligence sharing	*Develop online facility for publishers to share market intelligence, feedback from market visits, logistical issues etc*		√		

Domestic						
Industry co-ordination funding	*Secure funding for (and establish) a central co-ordination point (office / staff) to support export growth programme*	√				
Toolkit	In conjunction with NZTE / ENZ and EDAs to develop a toolkit for publishers and tap into capability development programmes				√	√
Mentoring scheme	Establish a mentoring / buddying scheme for publishers					√
Shared procurement	Initiate pilot to undertake shared procurement exercise in test market or region					√
Digital market intelligence	Secure funding for market research into digital education demand in key international markets	√				
Ed Pub/Ed Tech working group	Establish working group across educational publishers and Ed Tech companies to explore opportunities to collaborate on products, platforms, applications and expertise.					√

1.3 Priorities and Costings

Indicative costings (either one-off or per year) have been estimated to achieve the five priority actions:

1. **Industry website:** $175,000-200,000 - estimated cost to design and build an internationally-focused educational publishing industry website, including a shared portal for online purchasing
2. **Trade missions:** $120,000 - estimated for 2 trade missions of 8 educational publishers for 7 days each ($15,000 each), match-funded 50:50 (travel, accommodation, marketing)
3. **Market access funding:** $80,000 - estimated pool to support 15 market access visits ($10,000 each), match-funded 50:50 (travel, accommodation, marketing)
4. **Online intelligence sharing:** $15,000 - estimated technical expertise and changes to existing PANZ website to provide online intelligence sharing facility
5. **Industry co-ordination funding:** $140,000 - estimated costs for 1 full-time FTE to manage export growth programme, including overheads and expenses
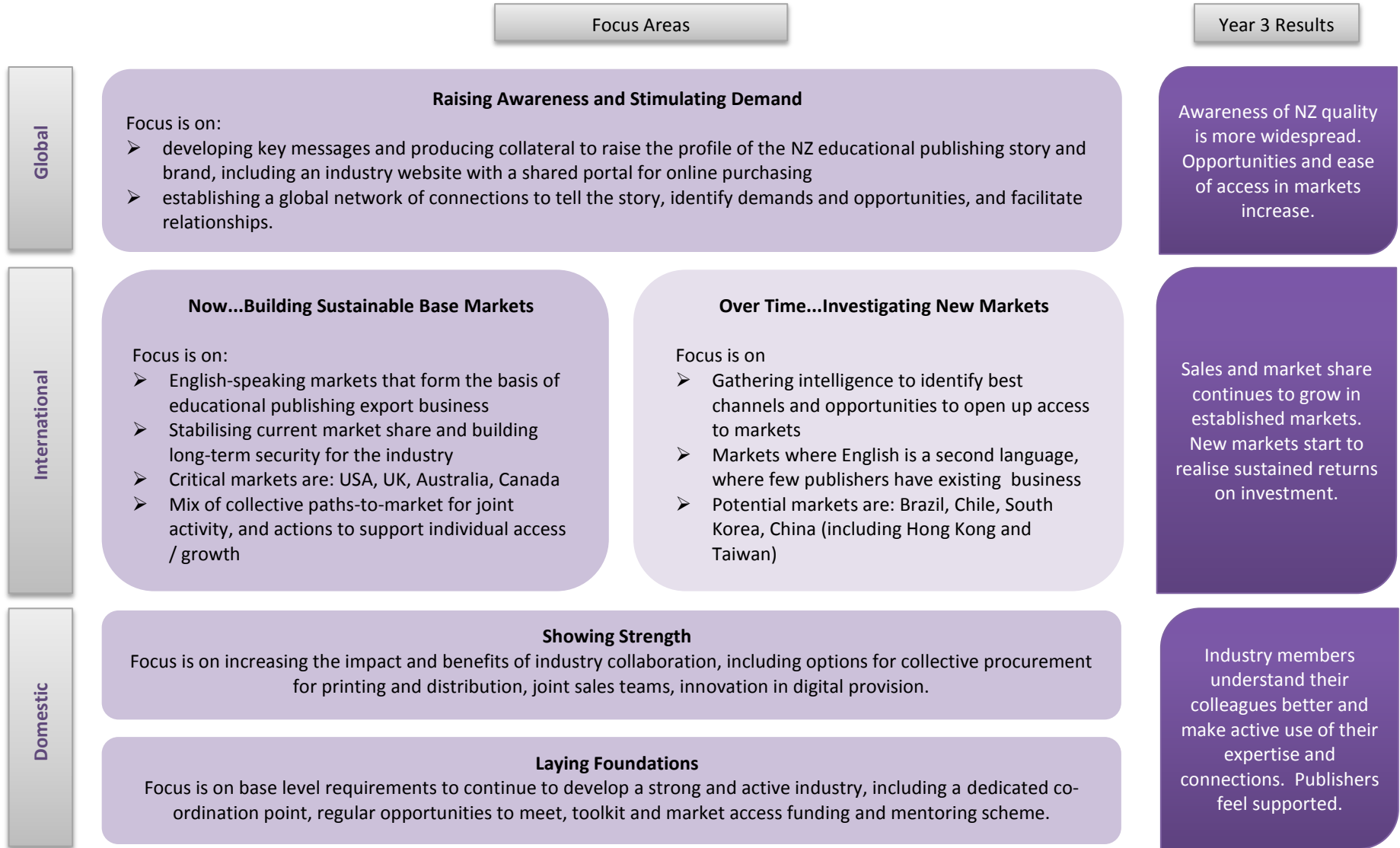
2. Strategy

2.1 Principles

The following principles will guide and inform the plans and work over the next 3 years:

Principle	Description	Principle	Description
Maintain Quality	Growth in exports needs to be balanced against the retention of the high quality, standards and reputation of NZ educational design, products, services, and customer relationships. Educational publishers have a responsibility to safeguard the reputation of their own businesses and that of NZ's world-leading education brand.	**Gather Intelligence**	Well targeted market visits and marketing will help manage export risks for individual publishers as well as presenting an informed global brand approach. Up-to-date and specific research and market intelligence about education systems, public and private education spending, trends in technology, and customer populations within markets needs to be shared across the industry.
Collaborate	Membership of a cross-sector approach is a commitment to sharing information about markets, lessons learnt, logistical and process issues with other publishers in the spirit of 'co-opetition'. In addition, it provides opportunities to identify and develop complementary approaches to exports – for example, joint marketing of a suite of complementary products, bulk procurement for printing, collaborating with consultancy firms or education providers which need expertise, content or resources.	**Participate in NZ Inc**	The significant focus of political and economic growth activities in particular markets through FTAs and NZ Inc strategies provide a springboard or entrance for educational publishers to access markets identified as key trade partners. As part of the NZ Story process, the NZ educational publishing story needs to resonate across the range of publishers and business models. This story will provide the umbrella for collective and individual marketing.
Cultivate Networks	In order to maximise opportunities, the industry needs to develop and maintain a diverse range of relationships with key contacts across the world. This includes working with Government (e.g. ENZ, NZTE, MFAT, Export Credit Office), international connections (e.g. Kea) and global organisations (e.g. World Chambers Network). Maintaining relationships requires consistent effort and understanding what your contacts need or would find useful.	**Exploit Technology**	Technology can help reduce the 'tyranny of distance' for New Zealand companies. Technology needs to support the relationships with business partners and customers (e.g. through regular contact, online purchasing, streamlined printing provision). Technology is also a key channel for the delivery of learning and educational products, and educational publishers need to match consumer demand and infrastructure with digital delivery that maintains quality.

2.2 Approach

The approach taken is to break the strategy down into the three component parts – global, international and domestic – as depicted below:

Focus Areas		Year 3 Results

Global

Raising Awareness and Stimulating Demand

Focus is on:
➢ developing key messages and producing collateral to raise the profile of the NZ educational publishing story and brand, including an industry website with a shared portal for online purchasing
➢ establishing a global network of connections to tell the story, identify demands and opportunities, and facilitate relationships.

Awareness of NZ quality is more widespread. Opportunities and ease of access in markets increase.

International

Now...Building Sustainable Base Markets

Focus is on:
➢ English-speaking markets that form the basis of educational publishing export business
➢ Stabilising current market share and building long-term security for the industry
➢ Critical markets are: USA, UK, Australia, Canada
➢ Mix of collective paths-to-market for joint activity, and actions to support individual access / growth

Over Time...Investigating New Markets

Focus is on
➢ Gathering intelligence to identify best channels and opportunities to open up access to markets
➢ Markets where English is a second language, where few publishers have existing business
➢ Potential markets are: Brazil, Chile, South Korea, China (including Hong Kong and Taiwan)

Sales and market share continues to grow in established markets. New markets start to realise sustained returns on investment.

Domestic

Showing Strength
Focus is on increasing the impact and benefits of industry collaboration, including options for collective procurement for printing and distribution, joint sales teams, innovation in digital provision.

Laying Foundations
Focus is on base level requirements to continue to develop a strong and active industry, including a dedicated co-ordination point, regular opportunities to meet, toolkit and market access funding and mentoring scheme.

Industry members understand their colleagues better and make active use of their expertise and connections. Publishers feel supported.

3. Action Planning

For each aspect of the strategy, tactical plans have been developed to describe the approach and key milestones / events to deliver results over the next three years. Further work is required to operationalise these plans, including securing required funding and other resources.

3.1 Global

Raising Awareness and Stimulating Demand
Focus is on: ➢ developing key messages and producing collateral to raise the profile of the New Zealand educational publishing story and brand, including an industry website with shared portal for online purchasing ➢ establishing a global network of connections to tell the story, identify demands and opportunities, and facilitate relationships.

Awareness of NZ quality is more widespread. Opportunity and ease of access into markets increases.

This tactical plan involves developing a NZ educational publishing story and global website and identifying opportunities to develop and maintain global networks. The focus for this stream of work is raising the profile of the NZ educational publishing brand, with support from the NZ Government to tell the NZ educational publishing story.

There are 3 elements that key to the success of this plan:
1. the NZ educational publishing industry is able to travel regularly to key markets - to establish contacts and develop relationships over time, and to show commitment and sustainability to potential business partners and customers *(more information provided under International section)*
2. the NZ education story (and New Zealand story) appropriately represents the history, value and successes of educational publishing
3. the educational publishing industry has the strategic and operational support of NZ Inc.
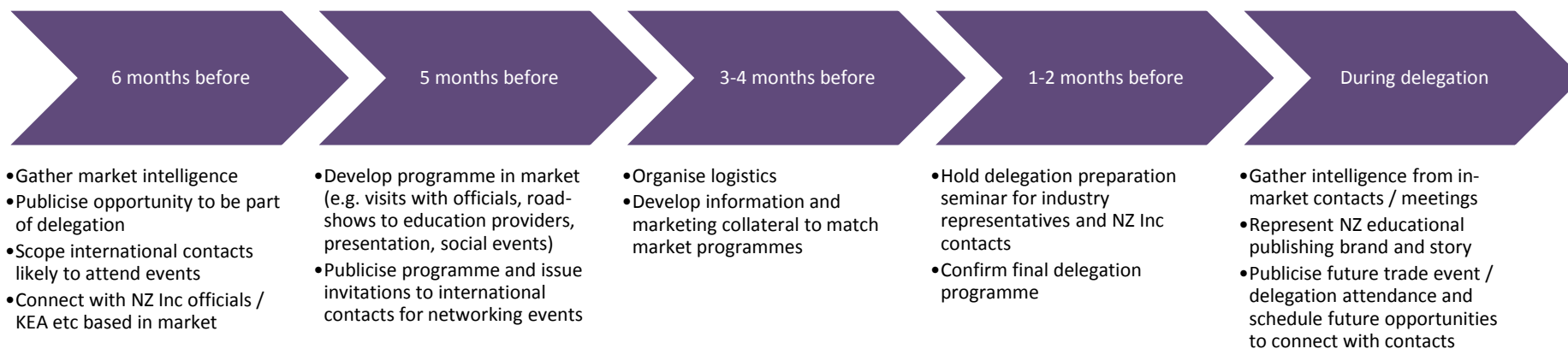
NZ Inc Government agencies such as ENZ, NZTE, MFAT - both NZ based and those posted offshore - and the Kea / World-Class New Zealander's network organise numerous trade and networking events (for example official trade delegations with Ministerial representation, networking functions hosted by Ambassadors and Trade Commissioners) as well as maintaining a wide network of contacts with offshore Governments, trade organisations and private businesses. Educational publishers need to be included as key participants in these types of events, particularly in the target markets identified in this strategy, and offered the opportunity for educational publishing focused events.

Tactics	Description	Key Milestones / Events
Raise the global profile of the industry	Develop a story that clearly brands the NZ educational publishing industry within the NZ story. This will describe the principles and successes of New Zealand's education system, renowned figures in the design of educational resources (e.g. Marie Clay) and international publishing success (e.g. Joy Cowley, Dame Wendy Pye etc).	Inform the development of a NZ education and NZ educational publishing story, under developed by Government at present.
		Undertake an annual perceptions survey among consumers (teachers, school district buyers, commercial companies etc) of NZ educational publishing resources and services, to measure awareness and areas for improvement.

	Develop a NZ educational publishing website to tell the story and to provide shared portal for online international purchasing. A key focus will be on NZ as a hub for innovation combined with a can-do approach to demand. This will also support the awareness of New Zealand as a thought-leader in terms of educational programme and resource design and new technology (ed-tech).	Phase 1: Build an industry website to publicise the story and global events schedule, updated with statistics and intelligence about the NZ educational system successes (e.g. PISA results), new developments (e.g. ed-tech) etc. Will require geo-spatial differentiated content for a variety of audiences, and to be displayed by education level and type.
		Phase 2: Develop a shared portal for online purchasing of all NZ educational products via the industry website.
Establish a global network	Establish and maintain a global network of contacts across Government, public and private sector globally, through channels such as: organised delegations, networking events, road-shows, conference attendance, KEA network, regular industry e-newsletter. As part of this, consider the benefits of hosting a bi-annual invitation-only opportunity for key international contacts (in Governments, education providers, business partners) to visit New Zealand to meet with educational publishers and Government officials. Would involve a show-case programme.	Develop, in conjunction with NZ Inc, opportunities for delegations and networking events to maximise exposure of educational publishers to key decision-makers and potential business contacts in key markets (e.g. road-shows, networking events, policy / political advocacy meetings etc).
		Publish a regular e-newsletter for distribution to global contacts (both centrally and by publishers).
		Scope feasibility of bi-annual NZ-based event for international contacts, to showcase NZ education system and NZ educational publishing products and services.

Indicative Delegation Programme

The diagram below outlines an indicative delegation programme for establishing and maintaining global connections:

6 months before	5 months before	3-4 months before	1-2 months before	During delegation
•Gather market intelligence •Publicise opportunity to be part of delegation •Scope international contacts likely to attend events •Connect with NZ Inc officials / KEA etc based in market	•Develop programme in market (e.g. visits with officials, road-shows to education providers, presentation, social events) •Publicise programme and issue invitations to international contacts for networking events	•Organise logistics •Develop information and marketing collateral to match market programmes	•Hold delegation preparation seminar for industry representatives and NZ Inc contacts •Confirm final delegation programme	•Gather intelligence from in-market contacts / meetings •Represent NZ educational publishing brand and story •Publicise future trade event / delegation attendance and schedule future opportunities to connect with contacts

3.2 International

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Now...Building Sustainable Base Markets

Focus is on:
- English-speaking markets that form the basis of educational publishing export business
- Stabilising current market share and building long-term security for the industry
- Critical markets are: USA, UK, Australia, Canada
- Mix of collective paths-to-market for joint activity, and actions to support individual access / growth

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Over Time...Investigating New Markets

Focus is on
- Gathering intelligence to identify best channels and opportunities to open up access to markets
- Markets where English is a second language, where few publishers have existing business
- Potential markets are: Brazil, Chile, South Korea, China (including Hong Kong and Taiwan)

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Sales and market share continues to grow in established markets. New markets start to realise sustained returns on investment.

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This tactical plan has a two-pronged approach to growing exports in key markets. The initial focus is on stabilising the current market share in the critical NZ educational publishing markets (English-speaking: USA, UK, Australia and to a lesser extent Canada). The educational publishing industry is at a critical point in its export activity, coming off the back of the GFC that has effected its key markets significantly. It is likely that without some concerted action and Government support, the size, scope and potential of the industry will be reduced over the next 2-3 years.

Over time, the industry would like to investigate the potential of new / non-traditional markets, where English is a second language and which would entail significant investment in re-designing current products and the development of bespoke products to meet new market demand. Initially, the action in this area will be focused on gathering market intelligence to understand the educational imperatives of the public (Government) and private sectors (e.g. international schools, private consumers) and opportunities to build connections or partnerships with local companies or institutions to ease access to those markets.

In line with the existing market access funding provided to PANZ and providing 50:50 match funding for educational publishers to visit key markets, a key aspect of this focus area is continuing to enable educational publishers to visit their key markets - to meet or establish partners, to attend trade events, conduct product testing and gather market intelligence.

There are three options for market access visits:
- educational publishers collectively visit a market as part of an organised 'delegation' *(see detailed actions under Global focus area)*
- a number of educational publishers visit a market to attend a key trade fair and collective networking or marketing activities are arranged to leverage off their presence in market
- individual educational publishers visit markets as part of independent marketing programmes.

Base Markets have been identified as those in which publishers are already active and/or where the majority of publishers want to enter the market. They are English-speaking countries, the traditional market base for New Zealand educational publishers, and where long-term business relationships are already established. They are also relatively wealthy, generally advanced in terms of education systems, and feature a high level of competition for educational publishing products and services. Without sustainable exports in these markets, the New Zealand educational publishing export industry will struggle to survive.

Market	Issues of Note:
USA	Signs that the USA is starting to emerge from a time of real fiscal constraints, implementation of the Common Core Standards provides an opportunity for literacy and numeracy focused products and services that can show alignment / support for achievement of the Standards, need to approach at a regional / state / district level rather than considering it a consolidated market.
UK	Highly competitive environment, country-specific relationships already exist (e.g. Ireland), key access point to the rest of Europe, teaching approaches aligned to New Zealand.
Australia	Starting work to develop a national curriculum which may align well with New Zealand products. Very high adoption of new technology (ranked 14th largest ICT market in the world). Was relatively unscathed by GFC. Easy to access for travel and supply.
Canada	Differing experiences in the past by NZ educational publishers trying to access and sustain this market, potential opportunity to draw parallels between indigenous education issues, often covered by North America business agreements.

New Markets have been identified through the group workshop discussions, considering which new markets hold the greatest potential for significant growth. For each market identified, a key point of access has been identified as the leverage point for renewed or new activity. Some publishers have existing business relationships in these markets but the majority do not or have found it difficult to translate relationships into sustained business. The initial focus for activity would be gathering market intelligence and undertaking specific market research into potential local partnerships or relationships with Governments that would allow educational publishers to develop targeted products and services that would allow them to gain access to the market over time.

Market	Issues of Note:
Brazil	Key player within Latin America on global issues. New Zealand has Latin America Strategy focused on increasing economic, tourism and education links with Brazil, Mexico, Chile, Argentina, Uruguay and Peru. Education-based relationships already exist, focused primarily on student exchanges and international students studying in New Zealand.
Chile	Assessed as politically and economically stable, with the Chilean government positioning the country as a business platform into Latin America. Potential to partner with Chilean companies to expand further into Latin America. Trans-Pacific Partnership with New Zealand, Singapore, and Brunei to improve market access and encourage the development of partnerships and joint ventures. Government is invested in improving education and workforce skills, and several scholarships arrangements are in place between Chile and New Zealand.
South Korea	15th largest economy in the world, proponent of free trade agreements. FTA with New Zealand is currently under negotiation. Very advanced in terms of Government focus on technology and education provision, so potential market for online / digital education provision. Existing education relationship between Ministries of Education, and significant history of international student activity.
China (including Hong Kong and Taiwan)	Global player on the world economy and size of population, with a growing wealthy middle-class consumer market. Existing FTA relationship is in place, and work is underway to deepen the education relationship with a recent MoU signed by NZ / China Ministries of Education. Need to approach it in terms of regions / cities rather than as a consolidated market due to sheer scale. Perceived as a difficult market to access due to Government controls, regulations, language and cultural issues. May require locally-based partner / office to maintain relationships and a 3-5 year timeframe for measuring export success. While Hong Kong and Taiwan are both potential export markets in their own right, they are also critical channels for market entry and growth into China.

Tactics	Description	Key Milestones / Events
Market access support	Secure ongoing match funding for educational publishers to undertake market access visits (funding would cover travel and marketing activity during their visit). Working in conjunction with NZTE and ENZ, develop path-to-market programmes for each of the target markets, identifying key intelligence and capability needs, opportunities to access markets and develop connections, and develop complementary suites of products and services for marketing.	Administer match funding for educational publishers, and secure ongoing funding. Assess results from market access visits to inform future strategy.
		Establish country interest groups among publishers to share intelligence and business activity.
		In conjunction with NZTE/ENZ, hold 1-2 day seminars on each market, incorporating information on key trends, regulatory or other barriers, input from other NZ industries already active in that market etc.
		Develop complementary suites of products and services into marketing packages to be used in market visits
Gather market intelligence	Gather market-specific information and intelligence, particularly relevant to educational products and services, and ensure this intelligence is shared and accessible to educational publishers to inform their export strategies. Covers 3 types of research: • information about general education system, funding regimes, technology uptake etc in key markets • funding educational publishers to undertake market testing and research for specific products in key markets • independent quality assurance research into NZ products to support the NZ educational story and marketing	Work with ENZ to develop a programme for in-depth market research reports to meet gaps in information (see below).
		Work with ENZ to gather intelligence about private sector educational customers in new markets (e.g. international schools)
		Secure and administer a match funding scheme for individual publishers to undertake market testing and product research
		Secure and administer funding for QA research for a sample of educational publishing products being exported
		Develop online facility for publishers to share market intelligence, feedback from market visits, logistical issues.

Trade Events:

The schedule below outlines some of the key trade events that educational publishers may attend using market access funding and marketing support - both for collective / group delegations and for individual publishers (see below). Events such as these serve as an ideal opportunity for the establishment and deepening of global relationships (e.g. Brazil is guest country of honour at Frankfurt Book Fair 2013 - attendance at Frankfurt will enable connections to be made with Brazilian government and publishing representatives). Publishers may have a number of other key events they choose to attend - for example, specialist teaching or subject-focused events (e.g. science education teachers conferences) - that resonate with their niche areas.

Frankfurt Book Fair (Oct) • Taiwan International Book Exhibition (Jan/Feb) • London Book Fair (April) • International Reading Association Conference (April) • Content in Context Conference (July) • Hong Kong Book Fair (July) • Beijing International Book Fair (Aug/Sept)

General Market Research Parameters

These research parameters were identified by publishers as critical information to inform decisions about which markets to prioritise and appropriate channels / access points to market:

- Education landscape: Curriculum fit, interest in the NZ education system at Government level, international schools (perhaps staffed by NZ or Australian teachers)
- National drivers: Government priorities for economic or social development, priority given to education by Government based on numbers and trends in education population, GDP spend on education, perception of education as foundation (e.g. English language skills levels), focus on online learning or technology infrastructure
- Funding structures for education: Government, private, philanthropists
- Customers: who is buying educational products or services (e.g. Government, districts, parents), how they want to buy (consistent approach through programme or suites of products and services, individual product series purchasing), and what they want to buy (e.g. print / digital)
- Competition and Barriers: competitor market share by product type and consumer, regulatory barriers or ease of doing business assessment
- Competitive advantage of NZ products: key aspects of NZ educational and educational publishing brand that will resonate most
- Pipeline opportunities: existing or potential connections across education sector or across other NZ businesses that could be leveraged.

A key theme across both areas is to provide opportunities for publishers to work together where appropriate, while gathering intelligence and lifting capability for individual publishers to grow their own businesses. New Zealand publishers are already working together to develop and market joint products, utilising respective strengths. Where appropriate, complementary suites of products and services from a number of educational publishers would be marketed in these countries (e.g. literacy based programme featuring reading material, teachers notes and programme design, assessment and remedial resources) and identifying pipeline opportunities through consultancy services, NZ institutions and business exports.

3.3 Domestic

Showing Strength
Focus is on increasing the impact and benefits of industry collaboration, including options for collective procurement for printing and distribution, joint sales teams, shared portal for online purchasing, innovation in digital provision.

Laying Foundations
Focus is on base level requirements to continue to develop a strong and active industry, including a co-ordination point, regular opportunities to meet, toolkit and market access funding, and mentoring scheme.

Industry members understand their colleagues better and make active use of their expertise and connections. Publishers feel supported.

This tactical plan has two stages, which will run concurrently in order to meet the needs of the wide range of participating publishers. Much of the focus is on building capability, maintaining and deepening the relationships within the industry, and using the collective experience, purchasing power and product range to develop collaborative projects. Achieving the tactics described below is critical to the success of the International and Global plans, not least because of the time and resource commitment necessary to co-ordinate across the industry.

Tactics	Description	Key Milestones / Events
Lay Foundations	Establish a clear co-ordination point with staff dedicated to the educational publishing industry, to oversee and support delivery of the tactical plans. Work with ENZ / NZTE to tap into existing opportunities for capability development (e.g. contract negotiation skills, how-to for doing business in key international markets) for NZ educational publishers.	Secure funding for and establish central co-ordination point (office / staff) to support this programme
		Work in conjunction with ENZ, NZTE and other export business support agencies (e.g. regional EDAs) to develop a toolkit for educational publishers and tap into capability development opportunities.
		Establish mentoring / buddying scheme for publishers, particularly in Emergent and Transitional groups, using experience of Mature publishers and external sources.
Show Strength	Develop opportunities to utilise the power of the industry to develop collaborative approaches to exporting while reducing individual risks. Initial focus is on: • collective procurement for printing, distribution, joint sales forces • investigation into digital platforms / channels to meet market demands and retain educational quality.	Initiate pilot project for publishers interested in undertaking shared procurement exercise in single market or region, informed by legal and procurement advisors.
		Commission market intelligence into digital education demand in key international market(s).
		Establish working group across educational publishers and ed-tech industry to investigate opportunities to share products, platforms, applications and expertise to deliver online and digital products.

Indicative Toolkit

Basic toolkit content needs were identified at the PANZ workshop in March:

- Nuts and Bolts information and templates: contract templates, information on how to get paid and dealing with offshore bank charges
- Navigation guides to: working with Governments (NZ and offshore), cultural and business rules by market
- Research: market research and data easily accessible, NZ education data available in formats for publishers to use when marketing offshore
- Rights advice: copyright, digital issues etc
- Contact lists: NZ Government offshore representatives (ENZ, NZTE, MFAT) and information on their different roles and services, business and capability advisory services, other NZ businesses active in export markets, other useful contacts (e.g. Export Credit Office).

4. Background Information

Currently, 22 educational publishers are participating in this programme, and have provided information about their company, educational products and services, current export activity and value, and future intentions.

4.1 Key Findings

The key findings are summarised below, and documented in more detail in the Interim Report 1.

- Educational products and services are regularly exported to over 22 countries, with individual or limited sales of products to over 60 countries.

- Nearly 300 full-time staff are employed by educational publishers, and approximately 60 more are employed as part-time employees, contractors, artists or authors.

- Six educational publishers had levels of export turnover of over $1.5 million last year, with two more having export turnover levels of between $500,000-$1.5 million.

- The top barriers to export growth are financial and resource pressures, and lack of knowledge about how to access new markets sustainably.

- The top 5 countries for existing exports of products and services are Australia, USA, UK, Canada and Singapore.

- The top 5 countries that publishers want to target to grow exports or enter as a new market are USA, UK, Canada, Australia and South Africa.

- The main subject for educational publishing products and services is literacy for primary and secondary age learners, followed by teaching practice resources.

- Printed resources remain the most common medium for export products, although most educational publishers provide their products in multiple media (as e-books, through digital applications etc).
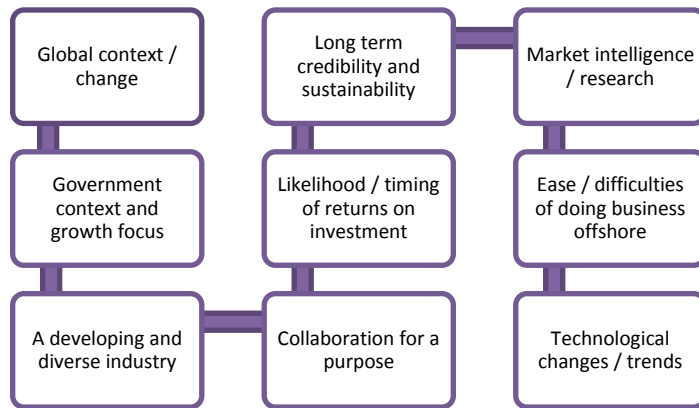
4.2 Process Information

This strategy document is intended as a guide for the collaborative focus and actions of the educational publishing industry for 2013-2016. Therefore, it is designed to resonate across the wide range of educational publishers who are participating, and to focus on both global and domestic issues.

This strategy was developed during January – May 2013 through a mixture of:

- Assessments by questionnaire, face-to-face and phone interview with the participating publishers
- Discussions and action planning during 3 workshops (one hosted by PANZ in Auckland in March, and two hosted by Jules Annear in Auckland and Wellington in April)
- Desk research on international market trends, existing support schemes for exporters, global marketing and strategy approaches, ad hoc market intelligence gathered from ENZ, MFAT and NZTE representatives based in offshore markets.

The diagram below outlines the issues and context that have been taken into account in the development of this strategy:

Global context / change	Long term credibility and sustainability	Market intelligence / research
Government context and growth focus	Likelihood / timing of returns on investment	Ease / difficulties of doing business offshore
A developing and diverse industry	Collaboration for a purpose	Technological changes / trends

4.3 Participating Publishers

The table below lists the publishers who are participating in this Programme (in alphabetical order):

Publisher	Key Contact	Publisher	Key Contact
Aries Publishing	Ian Meredith	**MJA Publishing**	Joy Allcock
Biozone International	Richard Allan	**NZCER Press**	David Ellis
Clean Slate Press	Sandy Roydhouse / Frances McBeath	**Oratia Media**	Peter Dowling
ESA Publications	Mark Sayes	**Pearson**	Adrian Keane
Essential Resources	Nicola Smith	**Polygraphia**	Calum Gilmour
Flying Start Books	Sarah Ensor	**Rainbow Reading**	Meryl-Lynn Pluck
Global Education Systems	Tracy Strudley	**Ryan Publications**	Anna Ryan
Iversen Publishing	Tracey Iversen	**Skylight**	Tricia Hendry
Lanky Hippo Publishing	Kathy Ferrier	**South Pacific Press**	Neale Pitches
Learning Media	David Glover	**Triune Initiatives**	Chris Parkin
MillyMolly	John Pittar	**Wendy Pye Publishing**	Wendy Pye

There may be other publishers who decide to move into exports or decide to participate in this programme at a later date.
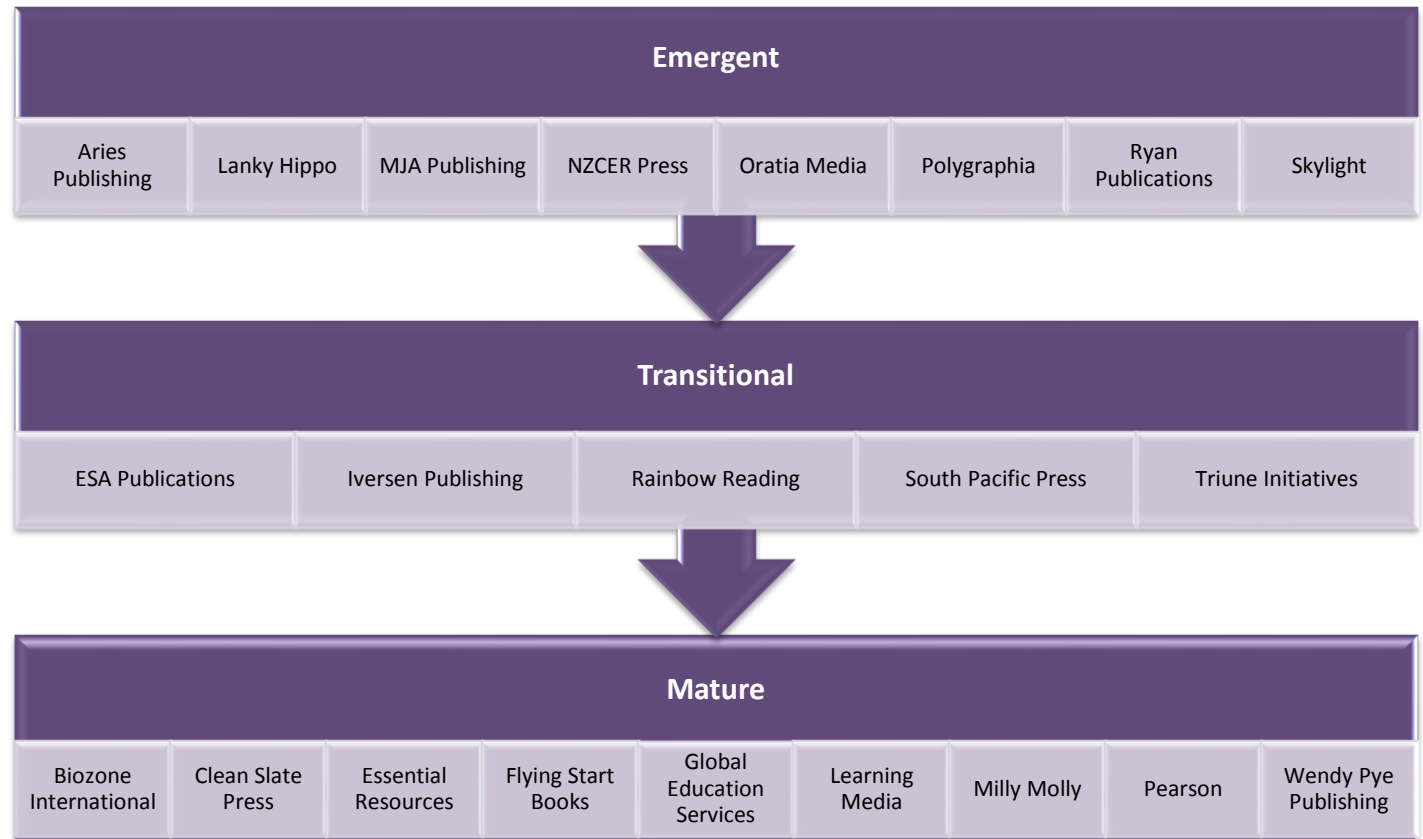
4.4 Industry Profile

Participating publishers have self categorised into three groups: mature (8), transitional (6) and emergent (8), which are defined as:

Emergent – these publishers are likely to have focused primarily on the domestic market or single export markets, and may be just starting on their journey to become successful exporters.

Emergent							
Aries Publishing	Lanky Hippo	MJA Publishing	NZCER Press	Oratia Media	Polygraphia	Ryan Publications	Skylight

Transitional – these publishers are likely to have a sound export base, well tested products and a clear value proposition, and are now in the growth phase of exporting.

Transitional				
ESA Publications	Iversen Publishing	Rainbow Reading	South Pacific Press	Triune Initiatives

Mature – these publishers are likely to have a significant history of exporting a well-tested product suite across a range of markets, with a clear and unique value proposition.

| Mature								
Biozone International	Clean Slate Press	Essential Resources	Flying Start Books	Global Education Services	Learning Media	Milly Molly	Pearson	Wendy Pye Publishing

Publishers in the different categories will engage at different levels or intensity with the three aspects of the strategy. Since the Interim Report, one publisher (Milly Molly) have changed categories, from Transitional to Mature. The data in the following tables has been adjusted to reflect this change.

4.5 Current export activity

Educational products and services are sold / marketed in over 22 countries, through a variety of arrangements including direct sales (via websites / phone sales), exclusive and non-exclusive sales representatives, distributors, royalty arrangements etc. Note, some publishers have made sales of products and services to a wider range of countries (e.g. one-off or limited sales to over 60 countries), but for the purposes of this report the findings focus on countries where there is evidence of ongoing export activity.

The chart below shows how many publishers within each classification have existing export activity in the nine geographical regions:
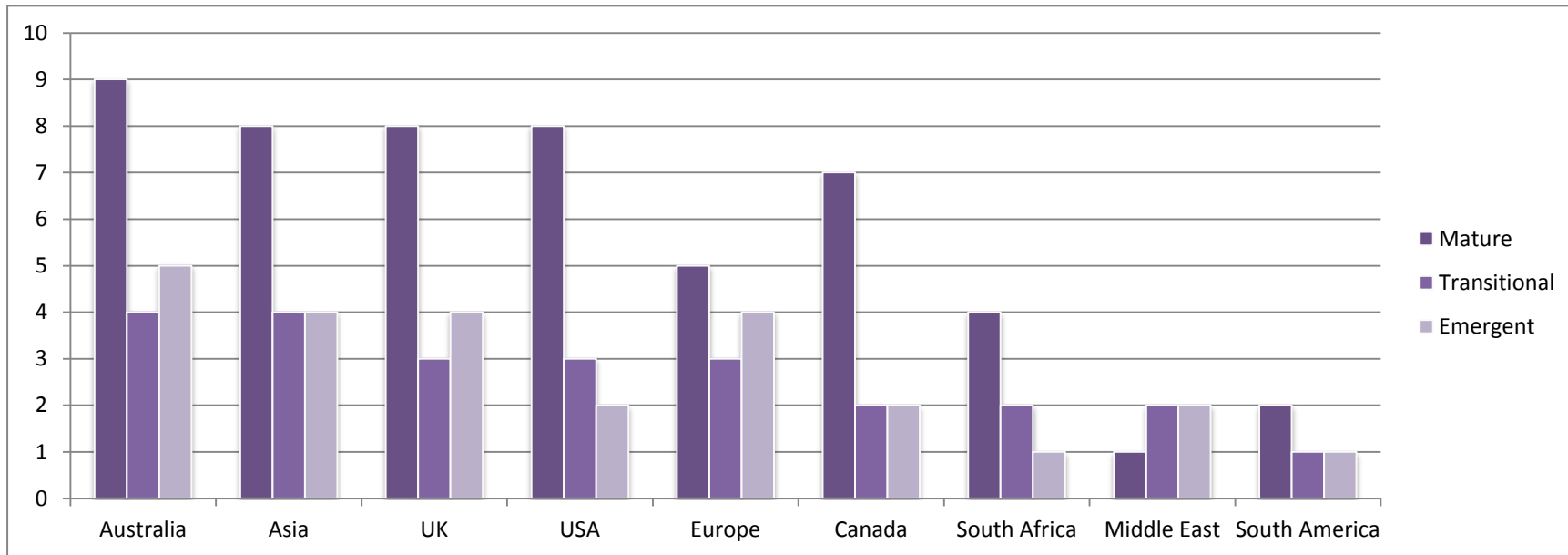
The chart below shows how many publishers within each classification are targeting the nine geographical regions for new exports or growth in exports:
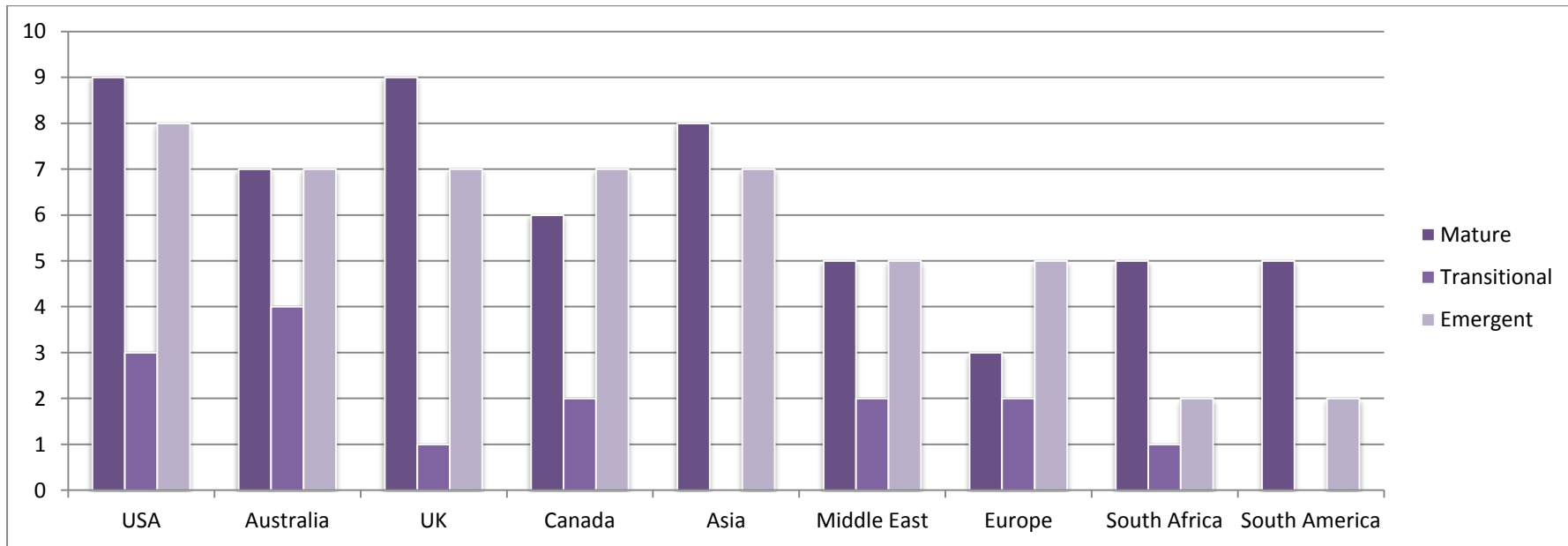
The table below outlines the top export markets by country (where specified), and the number of publishers who identified that market:

#	Existing - already active	#	Planned - wanting to enter / grow
1	Australia (18)	1	USA (20)
2	UK (15)	2	UK (19)
3	USA (13)	3	Canada, Australia (15)
4	Canada (11)	4	South Africa (7)
5	Singapore (8)	5	China, Korea (4)
6	Hong Kong, South Africa (7)	6	Hong Kong, Singapore, Chile, Brazil (3)
7	China, Korea (5)	7	Taiwan, India, Saudi Arabia, Pacific Islands (2)
8	Japan, Brazil, Ireland (3)	8	Malaysia, Indonesia, Japan, Uruguay, Argentina, Germany, Nigeria (1)
9	UAE, Pacific Islands (2)		
10	Saudi Arabia, Poland, Slovenia, Sweden (1)		