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DIGITAL PRINTING INSIDER | FEBRUARY 2014 | FOR BOOK PRINTERS AND PUBLISHERS

CENGAGE LEARNING: SHIFTING TO A DIGITAL FUTURE

Cengage Learning (Stamford, CT) is a leading educational content, software, and services company for the academic, professional, and library markets worldwide. With annual revenues of approximately \$2 billion, this digitally-focused and internationally-oriented company has 5,500 employees in more than 20 countries around the world. Cengage Learning's leading brands include Course Technology, Gale, and National Geographic Learning.

Leading the transition from print to value-added digital and custom educational solutions, Cengage Learning's mission is to develop a deep understanding of its customers' needs, capitalize on synergies across its businesses, and deliver innovative products and services to remain competitive in an industry undergoing a digital transition. The company believes that finding the right combination of content, pedagogy, and technology will make it easier for educators to teach and students to learn. Cengage Learning's strategy is to provide the right solution for each instructor; to develop hybrid, customized, integrated teaching and learning systems that deepen student engagement and improve learning outcomes.

"We print and ship books in orders from 1 to 1,000 on demand at a much lower cost per unit. Producing more volume on demand means a lower capital investment and less inventory obsolescence."

STEVE CRILE EXECUTIVE DIRECTOR OF DISTRIBUTION AND DIGITAL PRINT OPERATIONS FOR CENGAGE LEARNING Through its unique position within the library and academic markets, Cengage Learning provides integrated learning solutions that create a bridge from the library to the classroom, including books, digital resources, online courses, and custom solutions. Steve Crile, Executive Director of Distribution and Digital Print Operations for Cengage Learning, stated, "Ten years ago, the business model for textbooks was simple – new and used textbooks were printed and sold in the local bookstore. Today's students have many more options, including a wide variety of online retailers, rentals, and e-books. As the marketplace has changed, the quantity of books that must be printed and warehoused has declined."

While Cengage Learning still prints new books, the business model is changing. Large quantities of new titles are printed by external book printers and then warehoused and fulfilled by Cengage Learning, but it isn't feasible to produce second or third print runs and warehouse them. This has driven the need for digital production among Cengage customers. These reorders are now being digitally printed in-house on the company's Océ ColorStream® 10000 Flex press for black and white

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CENGAGE LEARNING: SHIFTING TO A DIGITAL FUTURE (CONTINUED)

text and the Canon imagePRESS[®] C7010VP printers for covers and color inserts. Cengage Learning converted much of its 786,000 square foot (73,000 square meters) distribution facility from a warehouse full of inventory into a pressroom and production facility. The company also has plans to invest in color inkjet solutions to increase efficiency and expand its print opportunities.

Crile notes, "Owning the inventory of books is a big capital cost, and the 83 million books in our warehouse are quite an investment! Although we have some four-color work that requires a level of inventory, we print and ship books in orders from 1 to 1,000 on demand at a much lower cost per unit. Producing more volume on demand means a lower capital investment and less inventory obsolescence."

Beyond print on demand for reprinting, Cengage Learning provides custom book publishing solutions as a primary application of its business. Custom learning materials enable professors and instructors to create custom-printed or digital course materials, textbooks, or reference supplements. The company provides online tools and academic experts to help instructors customize material to specific course needs. Crile elaborates, "Suppose a professor likes more than one textbook but doesn't want to have students pay for both books. That instructor can select just a few chapters from our various texts and maybe even add in lecture notes or published materials. The pages can then be combined into one custom textbook that is printed in-house in a micro-batch for that professor's individual classroom."

In addition to print on demand and custom book printing solutions, Cengage Learning offers other many other digital materials and solutions. The digital market has been growing at a steady pace, so the company has been creating electronic editions of its titles for quite a while now. Cengage Learning has also been investing in the next generation of learning management, including mobile and other interactive tools, to help instructors better manage their classrooms. Crile concludes, "The educational solutions market is changing all the time, and Cengage Learning is at the forefront of the digital transition. We're very excited about what the future holds for the industry, our business, and our customers."

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