Industry-owned system to maximize revenue
– and margin – from your interactive content

ViewPass is envisioned as a ubiquitous, flexible and customer friendly system to help publishers extract the greatest possible value from their online and mobile content, enabling them to potentially triple the profits they generate from their interactive initiatives.

Owned and governed by publishers, ViewPass will be branded and marketed to consumers as a simple, convenient way to view valuable content across a wide variety of interactive media and platforms.

Consumers will interact with ViewPass in the familiar environment of existing publisher websites. Behind the scenes, ViewPass will authorize access to content and then process and clear payments, distributing the proceeds to the rightful publisher(s).

The chief differentiator for ViewPass is that it will not just increase revenues for publishers but also significantly improve their bottom lines. With ViewPass organized as an industry-owned system, margins and profit that otherwise would go to third parties will go instead to the participating publishers.

Industry ownership also will put publishers in control of a key technology platform vital to their success, enhance their negotiating leverage with third-party ad networks, and speed consumer adoption.

To maximize distribution and constructively discourage copyright abuse, publishers should consider deploying ViewPass not only among newspapers but also across all interactive media, ranging from the largest print and broadcast partners to the smallest blogs.

Flexible system provides multiple paths to monetization

ViewPass will support a wide variety of methods for charging for content, enabling publishers to maximize revenues by fully controlling their merchandise mix in each market they serve.

Where appropriate, publishers will be able to charge for articles, subscriptions and/or bundles of content. To address the concern that many consumers may rebel against pay walls, ViewPass also gives publishers the option of letting users "pay" for content with time or information rather than just cash.

But the greatest value of the system will be its ability to significantly improve the performance of behaviorally targeted advertising to drive premium rates and higher revenues.

In addition to leveraging the demographic information and preferences gathered from customers when they register with ViewPass, the system will track and correlate each individual's reading behavior as she moves among the various affiliated sites.

ViewPass will work with the ad networks used by publishers today. The enhanced behavioral and demographic data captured by ViewPass (and owned by the industry) will provide those networks with superior targeting for each page view, enabling them to serve higher-value ads.

Our analysis shows that higher rates from improved data, coupled with industry ownership, could triple gross margins from the present level.

Positive approach to copyright protection

The ViewPass system not only will facilitate copyright protection but also enable publishers to cross-license content and share the revenue from the resulting page views.

To support its behavior-tracking system, ViewPass will catalogue the content carried by each participating publisher, making it easy for a partner like Attributor to detect wrongful use of copyrighted content by another publisher.

The chief benefit, however, will be to provide a strong incentive to participating publishers – including blogs – to protect each other's content to maximize the value of every page view.

Capital-efficient and fast-to-market

We understand that time-to-market is critical, closely followed by cost. And we have a solution.

Employing the rapid-development approach widely used by technology start-ups, the ViewPass system can be launched within nine months for a total investment of approximately $6 million. We represent a team of Silicon Valley veterans who understand the relevant technologies and have experience delivering successful consumer and enterprise products on limited budgets under demanding deadlines.

The initial phase will cost $500,000 and last two months, during which the specifications and technical architecture for the ViewPass system will be finalized. In parallel, the legal, financial and organizational requirements necessary to launch, operate and govern the organization would be established.

The cost would be shared among a core group of founding publishers who would gain a permanent, preferred share in the future profits of the venture.

About us

Alan D. Mutter is the former CEO of three Silicon Valley companies delivering innovative online services for media companies. Among the companies was SealedMedia, which developed a robust content-protection system and operated a global network to sell content for participating publishers. SealedMedia now is owned by Oracle (ORCL). He moved to Silicon Valley in 1995 after serving as the chief operating officer of one of the nation's largest cable-television companies. He has raised hundreds of millions of dollars in equity and debt. As a journalist earlier in his career, he led the newsrooms of the Chicago Sun-Times and San Francisco Chronicle. Mutter now is a consultant specializing in corporate initiatives and start-up ventures combining journalism and technology. He is a member of the adjunct faculty of the Graduate School of Journalism at the University of California at Berkeley.

Ridgely Evers has spent more than 25 years as an entrepreneur in IT-related businesses. He has been CEO of five Internet-related companies, including nCircle Network Security, a leader in enterprise network security, and Inquisit (IACI), one of the first online news companies. At Intuit (INTU), he conceived, designed, led the development and drove the launch of the market-dominant small business accounting program, QuickBooks. He also led the company's extremely successful strategic planning process and played a leading role in the creation of the nation's online banking system. He recently founded and incubated NetBooks, a software-as-a-service company that is revolutionizing small-business management. He received both BA and MBA degrees from Stanford University and holds several patents.

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