

SSP IN meeting 2011

Keynote address

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“Three Pillars” Innovation

- “*..novel ways to discover, distribute, and deliver content making it more accessible and dynamic; new publishing and commercial models..*” but what works?
- Incremental innovation: very common, focusing on *small* improvements does not alter the product or perceived value
- Disruptive innovation: creates new products or services that solve customer problems in entirely *new and different* ways. Alters the customer’s perception of value, and can literally turn markets and entire industries upside down

“Three Pillars” Globalization

Greater interdependence & interconnectedness between countries resulting in rising volume and intensity of flows of goods, capital, people across borders

- Globalization: “*..looking at new, growing, and existing markets and influencers around the world*” ..but what is possible and do-able?

Globalization- two views

Problems of Globalization *ILLUSTRATED*

WE GOT THESE
COOL HATS AT
NIKETOWN
IN PARIS!...

.. AND THIS GREAT
SHIRT AT THE
DISNEY STORE
IN LONDON

AFTER A
GREAT DINNER
AT MACDONALDS
IN ROME, WE
FOUND THESE
NEAT SHORTS
AT THE
GAP!



(figure 1.a)

H. NURKER



Image by Craig Roth
Thanks to www.wordle.net

Why are we here?

- Hear from speakers about how their work exemplifies, builds on and is intertwined with “The Three Pillars”
- Working within a group ‘new’ to you to prioritize and select effective solutions to strategic publishing issues applying “The Three Pillars”
- Reflect on how what you have heard and experienced can be brought to bear within your own working life

Why is your organization engaged in publishing/services?

- Revenue
- Profit/surplus
- Mission
- Serve members
- Create value
- “Glory” ~ visibility

What is the culture like?

- Entrepreneurial ~ risk-taking ~ early adopter of new ideas and approaches?
 - Score 1
- Conservative, slow at decision-making, financially cautious?
 - Score 10
- Between the two?
- How does your organizations score?

What business are you in?

Publishing/service position:

- Organizational objectives v market requirements/perceptions
- Not-for-profit status/Profit for purpose
- Global/regional/national?
- Market maker?
- Access enabler/gateway?
- Central/dominant?

What business are you in?

Customer definition:

- Subject (niche/diverse)
- Sector (academic, government, corporate..)
- Type of use (researcher, professional, educator, student, consultant ...)
- Institutional - mediated
Individual - direct, Society memberships
- Geography

Definition informs pricing strategy

What business are you in?

Content/Delivery:

- Content type
 - primary, secondary, tertiary
- Delivery media and format(s)
 - frequency, timeliness, specificity

Issues affecting what business you are in

- Market size; your share
- Customer base; changing demands/ expectations, and funding/ability to pay
- Competitors; existing and 'new'
- Trended unit/income/profitability performance of your products

Plus...stakeholder expectations

- Society officers/Company directors expect...
- Members expect...
- Authors expect...
- Editors expect...

Strategic options

Drivers:

- Survival/Cash flow
- Growth
- Where/how to add value?
- Affording the cost of change
- Think the unthinkable – can you predict the shape of your business in 10 yrs time.
- Other

Disruptors include..

- Factors of high uncertainty and high impact:-

Geopolitical changes

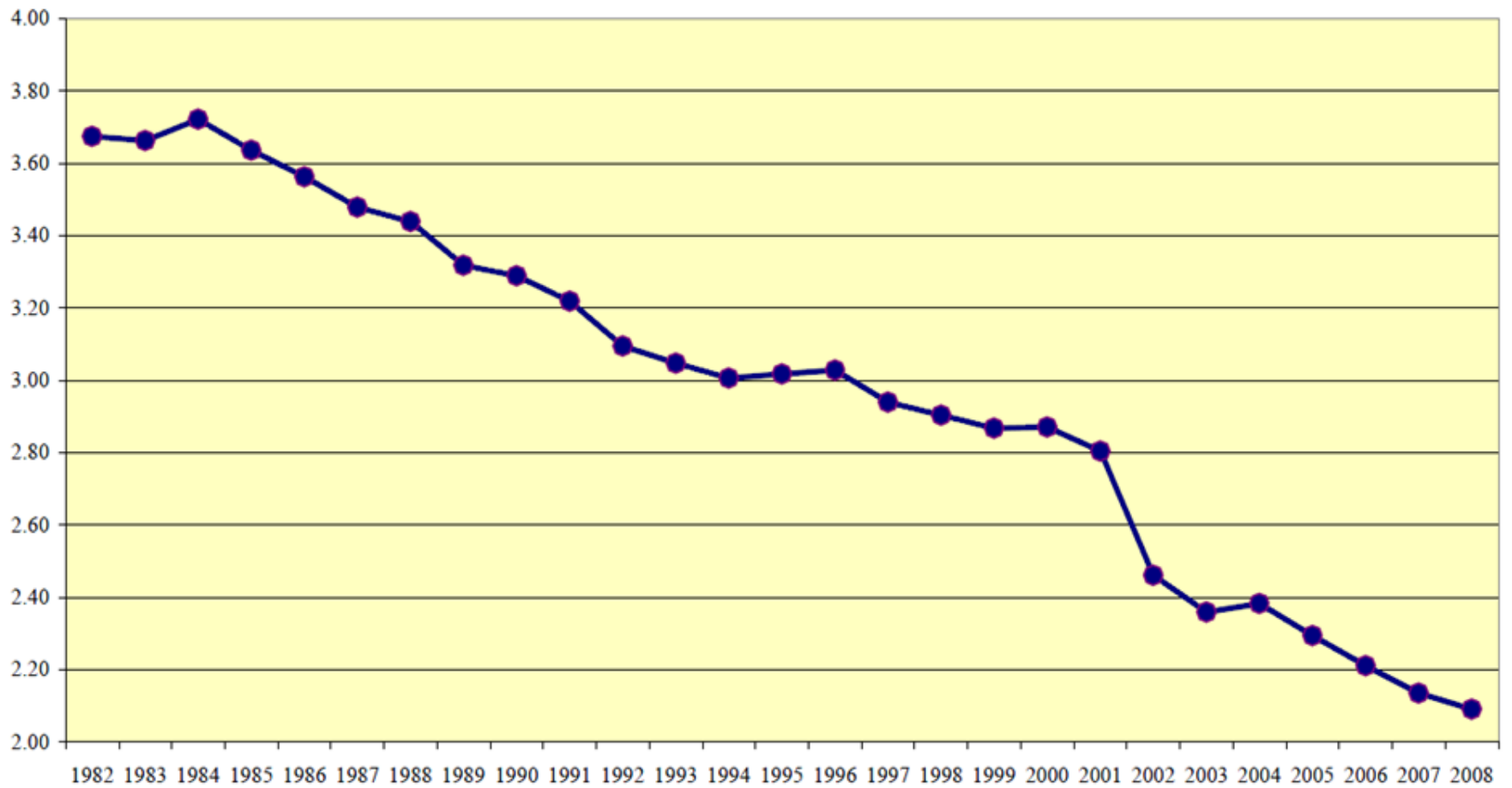
Open Access and government mandates

Changing ground rules: impact factor, peer review, tenure

Data- what, where and how?

plus....

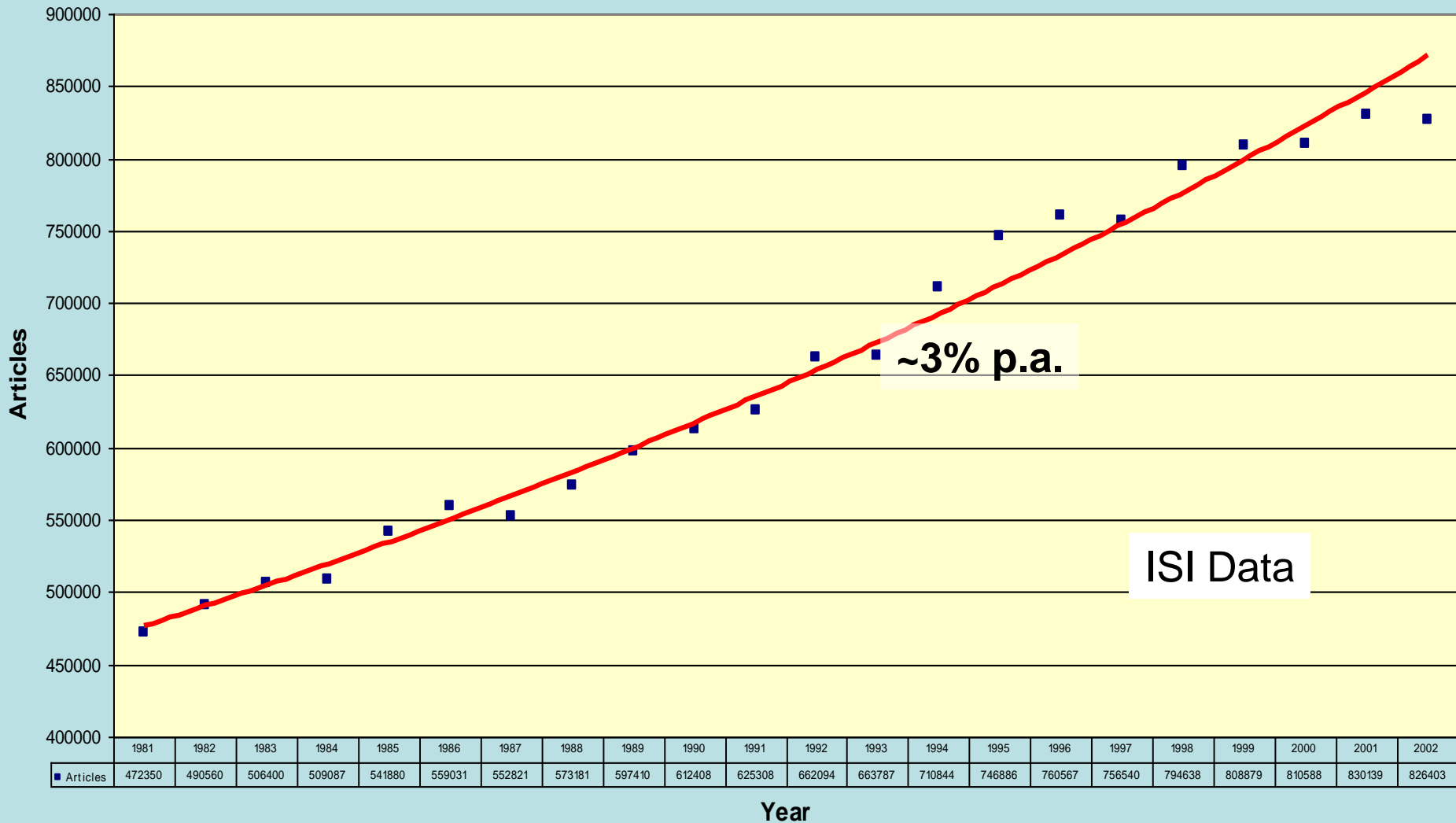
Library Expenditures as a Percent of University Expenditures for 40 ARL Libraries, 1982-2008



Copyright Association of Research Libraries, 2009

Scholarly article growth 1981-2002

(Source: Mabe & Amin: Growth & dynamics of scholarly and scientific journals
Scientometrics 51(1) 147-162, 2001)



Roles

- **Attendees**

- Participate fully in the meeting applying your own expertise
- Contribute and collaborate in a ‘new’ team with a unique range of skills and experience
- Identify key issues and aim to develop winning, well-articulated team solutions
- Share perspectives in an open non-critical environment

- **Speakers**

- Share experiences and knowledge – first hand advice and insight
- Impart new ideas about emerging challenges and opportunities
- Describe” lessons learned” in their own engagement
- Ground thinking in practical, near-term recommendations

- **Facilitator**

- Encourage your engagement with the issues, remind us of the issues in the larger landscape, our goals and structure, and key questions to address when we present