Entomological Society of America

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Entomology: So what?
Entomology: Kind of a Big Deal
Key Statistics on ESA

• Founded in 1889.
• Just over 7,000 members from 75 countries.
• 15 staff, annual budget ~$3.5M.
• Publish 8 titles, 1 in development.
• Majority of submissions are from outside the U.S.
• Signed a publishing partnership with Oxford University Press in 2014, launched beginning of 2015.
The Million Dollar Slide
2010 Revenue and Expenses by Program (Excludes Investment Income)

- **Admin**: Total Revenue: $0, Total Expenses: $500,000
- **Meetings**: Total Revenue: $800,000, Total Expenses: $700,000
- **Membership**: Total Revenue: $600,000, Total Expenses: $400,000
- **Journals**: Total Revenue: $1,800,000, Total Expenses: $1,200,000
- **Communications**: Total Revenue: $100,000, Total Expenses: $150,000
- **Certification**: Total Revenue: $200,000, Total Expenses: $100,000

**Key Trends**:
- **Risk**: High revenue with high expenses, potential for loss.
- **Opportunity**: Low expenses with high revenue, potential for profit.
Lessons from the Search for a Partner

• All of our growth potential was outside the U.S. That is really hard to exploit on your own.

• Business model compatibility is critical.

• Crunch your numbers. Crunch their numbers. Make sure everyone knows the crunching is going on.

• Make the search as competitive as possible while ensuring the final deal is good for everyone.

• Cultural fit is critical to getting a deal approved by a volunteer board.

• Diversify offerings so you have a foot in key markets (authors vs. subscribers).
Preparing for Serendipity

• If you know where you want to go you can recognize and take advantage of short cuts when they present themselves.

• ESA would not have picked up the *Journal of Insect Science* if we hadn’t already decided to develop a broadly defined, open access, title for entomology.
Solo vs. Partnership

• We needed international reach that supports revenue growth. Could not do that ourselves, so that was a key value in a partnership.

• We had already outsourced almost all functions other than editorial. Partnership collapsed multiple points of contact into one, with better cost control leverage.

• Pricing is developed by partner but our board must approve. Worked ok so far but could be a challenging area.

• If you are not taking advantage of opportunities in your market, then potential partners may do so without you.
Issues Looking Ahead

• Keep crunching the numbers! Everything is still changing.
• Pre-print repositories.
• Data repositories.
• Maintain a proactive relationship with your partner.