Researchers are our North Star

Judy Verses
EVP, Research
Scholarly and scientific publishing is experiencing what many industries have experienced before.

Understanding parallels can help identify opportunities.
A compelling fact

In 1935

90 years

Life expectancy of an S&P 500 company

In 2010

14 years

Life expectancy of an S&P 500 company

...and it’s getting shorter.
“…researchers are not getting (legal) access to the resources they need, publishers are being vilified (rightly or wrongly), and libraries are feeling increasingly powerless to provide the services their users require.”

*Scholarly Publishing Research Cycle. Research Information.*
"How much longer do you think the scholarly publishing industry can continue to exploit the academic community by taking their work without paying them and then reselling it to their own institutions, or making them pay huge APCs for the right to publish Open Access?"

– Society Leader, London, March 2018
Scholarly communications is changing rapidly

Growing tension between global and regional priorities
Technology is changing user behavior and expectations
Evolving research system
Strong push towards Open Science
What does that mean for us as publishers?
A compelling vision for the future with a strategy for the "long game"

A clear North Star — the customer

A view of when to compete and when to collaborate
A compelling vision for the future with a strategy for the "long game"

1. Invest in businesses that could disrupt your existing business.

2. Pursue adjacencies.

3. Continually re-evaluate your existing business.
Constantly think about the needs of your customers. That's what's going to drive your future.
The number one driver of disruption is unmet customer needs.

A clear North Star — the customer
A clear North Star — the customer

Researchers are our North Star.
Changes in researcher behavior have outpaced changes in the scholarly and scientific publishing industry.

A clear North Star — the customer
A clear North Star — the customer

“The future’s already here. It’s just not evenly distributed yet.”

– William Gibson
When to compete and when to collaborate

We should turn our attention to collaborating to solve customers’ problems and address their unmet needs.
When to compete and when to collaborate

A collective industry voice is a powerful driver of positive change.
A compelling vision for the future with a strategy for the "long game"

A clear North Star — the customer

A view of when to compete and when to collaborate
A closing thought

"We’ve developed the maturity to become more obsessed with customer needs, thereby learning to coexist and compete."

Satya Nadella
CEO of Microsoft

"Partnering with Microsoft is great for our customers and that’s why we do it."

Tim Cook
CEO of Apple

…about the benefits of industry collaboration
Thank you.

Judy Verses
Executive Vice President
Wiley