



# Your Publisher's Report **2015**

American Council on Consumer Interests  
*The Journal of Consumer Affairs*

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**WILEY**

# Highlights & Strategy

## From the Senior Vice President, Society Services

Welcome to your Publisher's Report for 2015. My colleagues and I are very pleased to be able to provide you with this update, which summarizes highlights and successes of your publishing program. It also frames and contextualizes the challenges facing research and scholarly publishing that could impact your publishing program in the future.

I hope you will see in the summary and in the specific activities and metrics presented here a narrative of increasingly rapid change in the industry: in every aspect of life, technology is creating a smaller, more connected world. Over 3.3 billion people are online, and the rate of growth of internet users – particularly in Asia, South America, the Middle East, and Africa – is staggering. The world is becoming more and more mobile, with the proliferation of smartphones and tablets creating new expectations for how people access, read, and store content. These expectations demand a heightened focus on creating the most positive experience possible for readers, authors, librarians, and our other key customer groups.

Technology is driving massive increases in global collaboration. Researchers are collaborating more than ever before – in and across disciplines. You see this in everything from the increasing levels of co-authorship to continued experimentation around the peer review process. More collaboration is stimulating the continued progression toward Open Research. Reproducibility, data policies, and social sharing and these are just a few of the trends that every publication in the research and scholarly community will need to understand and eventually integrate into their publishing strategies.

This opening of research is taking place in the context of a system that is large, complex, and evolving. On the whole, funding for R&D is likely to continue to increase as governments recognize its importance in terms of driving global competitiveness and economic growth. These investments are driving change in the whole system: more researchers, more articles (now over 2.5 million annually, up from 1.3 million in 2003), more journals, more complexity, but not necessarily more money to purchase content.

Because of this increasingly complex world, I truly believe that we need to work more closely together than ever before. Over the course of the past year, I have personally had the opportunity to hear directly from dozens of our society and association partners in terms of what they need from a publisher like Wiley, how well we are currently meeting your needs, and what more we can do to help support your ambitions.

Taking those conversations, the hundreds of similar ones that my colleagues across Wiley are having with our society clients and partners all of the time, and supplementing it with our formal program of research into your needs, we know what we need to do: we are fully committed to quality and to continuously improving the service we provide to you. We are dedicated to helping you increase the impact of your publishing program and demonstrating that impact across your global communities. We are focused on growing your reach around the world and evolving access models and delivery technology to connect the widest possible audience with your content. And we are here to help you engage with and respond to your changing communities and ensure your long-term sustainability.

We believe that the work you are doing makes a real difference in the world, and we are genuinely excited to have the opportunity to help.

Which brings us to this year's Publisher's Report. I hope you enjoy reading it. A lot of work has gone into the activity represented in these pages, and we're very proud of that work. I also hope you'll contact me directly with any observations about how we might continue to improve our publishing service, tackle the changes and complexities facing the society publishing community, and make a difference in the world together. I'd love to hear from you.

With all the best wishes,



**Andy Robinson, PhD**

Senior Vice President, Society Services

Wiley

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# Publisher's Report 2015: Context

## What challenges have you been facing in 2015?

Last year, independent research commissioned by Wiley told us that the five highest priorities for societies and associations are:

1. Improving the impact of your journals
2. Maintaining and increasing global reach
3. Ensuring a sustainable financial future
4. Keeping on top of changes in government regulation
5. Growing, engaging and retaining your memberships

This is also our mission at Wiley. To be your best publishing partner, we are focused on addressing the issues that matter to you most. Below is an overview of the core focus for our society publishing team.



We are keen to talk with you about your wider challenges and share our experience of 900+ prestigious organizations globally.

In this report, we aim to give an overview of all of the new initiatives and activities that we undertook in 2015 to support you in your ambitions.

If you'd like to follow what we are working on, please register for updates on our [Exchanges blog](http://exchanges.wiley.com) <http://exchanges.wiley.com>.

You can also follow the blog on Twitter [@WileyExchanges](https://twitter.com/WileyExchanges).

## Serving you and your members

We believe that we understand better than any other publisher the challenges facing societies now and the opportunities for the future.

In 2015 we released our white paper based on 2014 data [Membership Matters: Lessons from members and non-members](#), as well as a paper on [Society membership: the generation gap](#).



This is part of a long-range study of society and association members designed to help our partners to understand what your members want from you.

The survey was sent to 1.2 million individuals, both members and non-members. Nearly 14,000 replied, from 173 countries, 75 disciplines.

The survey signaled clearly that the most relevant and sought after benefits were those that delivered high-quality information and education, and that, across all age-ranges, the major elements driving society membership and satisfaction are a high-quality peer review journal and educational resources.

View our **Infographic**:

<http://exchanges.wiley.com/societies/surveyinfographic>

In early 2016 we are launching the next survey in our Membership Survey series. We are analyzing the results of our second annual survey of society executives currently and look forward to sharing findings from both with you shortly.

## Executive seminars

We held Executive Seminars for society officers in 2015 in Washington DC, Tokyo and Melbourne. These offer an opportunity for executives to hear from experts on key issues for us all. Last year the Seminars covered a range of topics around the theme of Leading for Tomorrow at our Washington Seminar, and open science and open access, publication ethics, and impact factors in Tokyo.



You can hear talks from the Melbourne event - *Global Publishing Trends and the Age of the Customer* here: <http://exchanges.wiley.com/blog/2015/11/24/global-publishing-trends-and-the-age-of-the-customer-insights-from-our-melbourne-executive-seminar/>

These continue to receive enthusiastic reviews and we are looking at ways of bringing the talks to a wider audience through online and live events.

We are expanding the program for 2016 to include an event in London.

## Reporting on progress towards your goals

In the pages to follow, you will find a range of metrics on the most significant aspects of your journal's performance. This year we have again added new data that will help to give a more rounded picture of your journal's progress within the context of other journals we work with. The charts and tables showing circulation and sales reflect the continuing shift away from the traditional subscription as a unit of measure and give a more faithful and meaningful view of how libraries buy scholarly resources today.

We hope that you find this report useful. As always we would value your feedback.

# Publisher's Report 2015: Context

## Reach

**Our mission is for your work to reach the widest possible audience.**

You are supported by our powerful sales and marketing teams – a constantly evolving deep resource in digital services, sales, marketing and analytics which includes:

- A 280-strong global digital and marketing services team at 15 locations in 10 countries.
- A 150-strong institutional sales force and support team – 75 sales managers working out of 32 offices worldwide, including 18 sales locations in Asia.

In 2015, readership of articles on Wiley Online Library increased by 8%. Articles were downloaded over 268 million times in tens of thousands of institutions in over 230 countries and territories.

Readership growth in newer markets is particularly promising and shows potential for further expansion. The map below shows the areas of focus for Wiley's international Development team and well as our outreach areas.



### Established markets

Sales of **Collection licenses** have proven highly successful. For our journals and publishing partners this means access to new audiences and secure and developing revenues even during the challenging economic pressures of recent times. For example, in these established markets, library budgets have grown by <2% per year over the past 5 years.

The latest iteration of our License offers a new way to buy access to content: *a single Collection of all the journals we publish, including journals new to Wiley, at a single price.*

For library customers, this new way of buying promises higher usage with no barriers to content, better value and a better service.

Wiley's new License has been designed to secure your reach and revenues in established markets

For Wiley, it means that we have more time and resources to focus even more on new and developing regions. For you, as our partner, it helps to stabilize your revenues and safeguard your broad reach.

### New, emerging and developing markets

We see clear potential to create new audiences, for example, in countries in the Middle East, Central and South America and Eastern Europe. In the last year, we have continued to invest in our sales capabilities where potential for growth is greatest.

In addition to our offices in Dubai (opened in 2011) and Rio de Janeiro (opened in 2012), most recently we opened offices in Istanbul and Cape Town.

In all new markets our sales, library, author and journal marketing teams work together to build interest and engagement. This activity supports new sales. We also have an intensive program of initiatives to build readership in institutions with new licenses.

We see the power of our work in our results. In 2015 we signed new licenses and extended existing ones in markets as diverse as Denmark, Poland, India, Pakistan, Puerto Rico, Saudi Arabia, Turkey, Egypt, Australia and UK.

### Fast maturing markets

The growth in sales of our license has resulted in a significant – and sustained – growth in reach and readership.

Wiley's success in newer markets is a result of developing different strategies for different growth markets

#### India

- 16% growth in revenue across the Wiley business
- Journals available in >420 institutions – 24 added in 2015
- Readership up by 9% and visits to journal pages by 14%

#### China

- 10% growth in revenue
- Readership increased by 5%

#### Brazil

- Our state-funded license covers 363 institutions
- Readership grew by 9% and visits by 15%

#### Mexico

- 100 institutions now have access to Wiley journals
- Readership increased by 12% and visits by 16%

#### Puerto Rico

- New license includes 13 institutions, resulting in a 32% increase in readership

#### Egypt

- New state-funded license made journals available in the top 12 institutions

#### Turkey

- 19 more institutions offered access in 2015
- Readership up 5%, building on a 20% increase in 2014

#### Russia

- 260 institutions offered access
- Readership is strong and growing – an increase of 30% in 2 years since 2013

#### Poland

- Our national license has grown from 300 members in 2013 to 541 in 2015.
- Visits to online pages increased by 8%

### 'Outreach' and 'watch' markets

In the Middle East, Central Africa, Russia, Colombia, Vietnam, Indonesia, our work includes building relationships with government funding agencies to promote the role that access to research content has in supporting economic growth.

With 75 account managers looking after over 4,000 licensed customers, our sales reach is amongst the best in the industry.

# Publisher's Report 2015: Context

## Impact

Impact can be measured in many ways.

Researchers, funders and institutions are increasingly interested in tracking the reach and effect of their work not just in scholarly circles, but across society as a whole.

### Search engine optimization

We have a coalition of expert colleagues across technology, analytics and marketing teams focused on bringing together technological and human solutions that put your research in front of those who want or need it – wherever they are in the world.

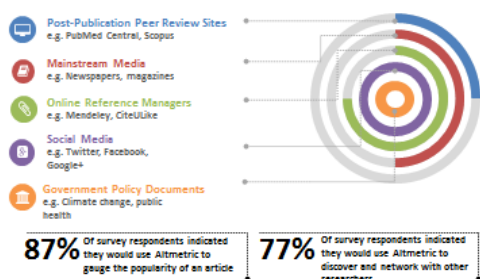
Wiley is a founding member of the Google/CrossRef search initiative, which later became Google Scholar. We have worked with Google Scholar engineers for over 10 years to ensure articles in Wiley Online Library meet all criteria for inclusion in Google search engines.

In 2015, Wiley signed a license agreement with Chinese internet giant Baidu. As a result we expect that English-language articles will be more discoverable for Chinese researchers via Baidu and Baidu Scholar and traffic to your pages online will increase.



### Impact beyond the academy

From the beginning of 2015, all Wiley journals were automatically included in Altmetric which tracks and measures the broader digital impact and reach of papers to give a real-world impact rating. You can find the icon and discover more about the impact of your articles on the article pages on Wiley Online Library. If you do not already receive alerts on high impact articles, let us know.



### Open Science

A continuing trend towards Open Access and Open Science offers significant opportunities to expand audiences still further. In 2015, we engaged with policymakers across North America, Europe and Asia-Pacific on a broad range of issues, shaping legislation, convening experts and ensuring that we and our society partners remain involved in the decisions that will affect our future.

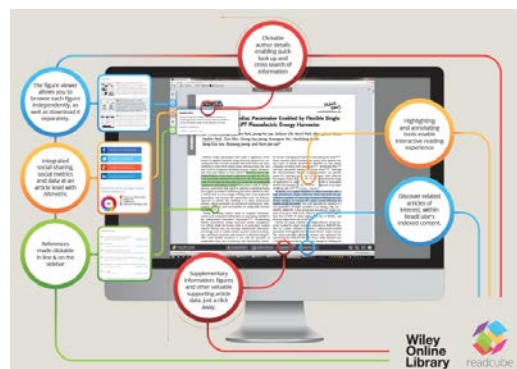
We work with existing and emerging bodies, such as [CODATA](#), the [World Data System](#), the [Research Data Alliance](#), [DataCite](#), and [NISO](#), to advance initiatives that will ultimately enable research data to be used, re-used, cited, and accredited. In 2015,

we began a partnership with Figshare, a repository that allows authors to upload, store, and openly share research data, and publish all of their research outputs in seconds in an easily citable, sharable, and discoverable manner. This will ensure that more data from Wiley Online Library articles are accessible under a creative commons license at no cost to the author / reader.

### New functionality

Keeping readability, discoverability, and mobility in mind, Wiley has been working towards improving the PDF reading experience. Partnering with Labtiva, Wiley has offered the majority of journal articles in the ReadCube Enhanced PDF format since early 2015, including instant, permanent access via the cloud, or 48 hour rental.

ReadCube makes PDFs more feature-rich and allows users to download a normal or an “enhanced” PDF. Users create their own PDF library, annotate PDFs, and receive personalised article recommendations.



### Mobile content

Wiley has made a significant investment in mobile optimization. Wiley Online Library has the Anywhere Article available now with optimization of the complete site planned in 2016.

However, optimization of our web platform isn't enough. Journal readers expect a more responsive mobile experience. Wiley launched the Journal App Service, which offers native iPad and iPhone journal apps, with [340 now live](#). Android apps are also under development.

As well as all of the journal features, as the world's leading society publisher, our apps have been developed with many society features too, including, for example, a society tab featuring content feeds from your website and social media.

Wiley is the dominant player in the mobile society app marketplace, with our current apps accounting for 39 out of the top 100 science apps in the US iOS New Stand, 39/100 in the UK, and 18/100 in Germany.



# Publisher's Report 2015: Context

## Quality

**Authors want to publish their work quickly, they want their research to be known, and they need support complying with mandates and policies. You want to attract the best authors.** We have developed a range of author services to enable you to attract and retain the best possible authors.

### Promotional tools

All authors publishing in Wiley journals are directed to our [Author Services](#) website that supports authors throughout the publication process. The site has more than 820,000 registered users globally, with >1.4 million visits in 2015.

Our [Author Promotional Toolkit](#) outlines simple ways in which authors can help increase the visibility of their work to make sure it gets seen, read and cited.



In 2015, Wiley also made Kudos available free of charge for all Wiley authors. Last year, almost 3,000 articles were “explained,” enriched and shared using Kudos tools.

**Kudos**  
Helping authors explain, enrich, and share their articles for greater research impact



### English language services

The Wiley English Language Editing service continues to provide a high quality language editing, translation, formatting and figure preparation service. In 2015 our monitoring revealed excellent levels of customer service with 80% ranking their experience highly positive or positive.

### Peer review

In July 2015, Wiley surveyed over 170,000 researchers on peer reviewers' experiences and needs. The results from almost 3,000 respondents (115 countries) were published in *Learned Publishing* 29:1, January 2016. Key findings included a need for additional training and increased recognition for peer reviewers. You can read highlights here <http://exchanges.wiley.com/blog/2016/01/20/what-do-reviewers-want-from-peer-review/>.

We have been exploring new approaches to recognition and reward, including a pilot partnership with [Publons](#). Throughout 2015, reviewers for the eleven journals participating in the pilot

have been able to opt-in to receive automatic credit for their review activity on the Publons platform.

To address the need for support and training we launched a [reviewer resource center](#)

### Complying with funders

To make it easier for authors to navigate new funder mandates we created an Open Access Policy Finder, searchable by Funder and Institution. Our Journal Self-archiving Policy Finder helps authors to understand how to easily comply with any green open access mandates.

### OA Policy Finder

Helping authors to locate the OA policy and funding support they need



Some funders, for example, the Wellcome Trust, UK, FWF, Austria and SRC, Sweden, have started to require ORCID iDs as part of the grant proposal process. Wiley, as a founding member of ORCID, is a supporter and advocate of this open system to provide unique and persistent identifiers for researchers. In 2015 we created an instructional PDF and video guide for authors to register and associate their article submissions with an ORCID iD through ScholarOne.

### ORCID – ‘author DOIs’

Connecting research and researchers to increase the discoverability of published work



### Open data

In 2015 we launched a pilot to enable authors to automatically archive their data in a public repository. The Wiley Data Sharing Service is currently available to a small number of journals through Figshare. This allows authors to easily upload data within the existing manuscript submission workflow. Once accepted for publication, data files will be transferred automatically and deposited to the Figshare data repository without charge or further work. In 2016 we plan to extend this service to more journals.

# Publisher's Report 2015: Context

## Sustainability

### Working on your behalf to ensure a sustainable future.

We know that you need security and stability in order to deliver your long term goals as an organization. You also tell us that you need support in managing the

constant change in publishing and government policies.

### Representing your best interests in publishing and policy matters

We recognize that you can't be everywhere. In 2015 our dedicated and growing team of experts focused on government affairs continued to be active on your behalf ensuring your voice is heard on important government policy matters affecting journals and societies.

We meet regularly with global policy-makers and coordinate responses to consultations and surveys on policy issues. We arrange twice-yearly 'Door-knocks' in Washington and Brussels with groups of society partners.

Two key trends this year are a shift from open access policy development to implementation and the proliferation of discussions about how to advance open science (starting with open data), including standards development and researcher incentives.

Below are highlights of the policy issues and our involvement:

In the **US**, 15 government research agencies announced OA plans in response to a 2013 White House Office of Science and Technology Policy (OSTP) public access memorandum, which required federal funding agencies with R&D budgets of \$100m+ to make research articles arising from their funding publicly available.

All agencies maintained green 12-month embargo policies, with a growing number of funders delivering public access through CHORUS. US funder engagement in 2016 will continue to focus on supporting implementation, with a greater emphasis on shaping data policies.

Separately in Congress, a Senate Committee approved the Fair Access to Science and Technology Research Act (FASTR) to codify the OSTP memorandum and 12-month embargoes. Given the November Presidential election, further FASTR action is uncertain.

In **Canada**, the government's 3 research funding agencies announced a green OA policy with a 12 month embargo. Authors are encouraged to deposit in a repository, even if they have paid for Gold OA. The policy applies to all CIHR grants awarded from January 2008 and to NSERC and SSHRC grants awarded from May 2015. Wiley is continuing discussions with Canadian funders to support policy implementation.

In the **UK**, the mid-year election in 2015 meant that the government focused on policy evaluation rather than policy development. The Universities UK (UUK) Open Access Co-ordination Group released a study, noting that OA was progressing well in the UK, though "it is too early to assess the extent of any impact of OA on the financial stability of the societies." In July, HEFCE, after ongoing engagement with publishers and other stakeholders,

changed its archiving policy to within 3 months of publication instead of immediately at time of publication.

In the **EU**, Wiley has been working closely with policymakers and publisher associations to shape copyright reform and open science initiatives under the European Commission (EC) Digital Single Market (DSM) initiative. In December 2015, the EC announced its Open Science Policy Platform, a multi-stakeholder framework to guide policy development in 8 areas. The EC will kick off working group discussions in 2016. Wiley will continue to proactively engage on both copyright and open science fronts, coordinating with society partners to ensure balanced views from the discipline communities are represented.

In **China**, the Chinese Academy of Sciences (CAS) and National Natural Science Foundation (NSFC) – two major research funders – are slowly implementing the green, 12-month embargo OA policies announced in May 2014. Wiley is working actively with MOST (The Ministry of Science and Technology) on a broad range of issues, including OA. MOST, the national coordinator of science policy and funding, is still considering an umbrella OA policy covering CAS, NSFC and all other funders. A worrying development in mid-2015 was the government's proposed law on the management of foreign NGOs, including learned societies. If enacted, the law would impose burdensome requirements that would hamper research collaboration in China. Wiley led advocacy with senior levels of the US and Chinese governments, and the proposed measure remains on hold.

In **Japan**, the Cabinet issued a directive to funders in April 2015 to develop OA policies over the next 2 years, with a minimum 12 month embargo. The Cabinet plans to follow up with broader Open Science plan in April 2016. Wiley works closely with major funders and government agencies, including the Ministry of Education, Science and Technology (MEXT), Japan Science and Technology Agency (JST).

In **Australia**, Wiley has aligned its policies for Australian researchers with OA requirements stipulated by the two leading funding agencies – the Australian Research Council (ARC) and the National Health and Medical Research Council (NH&MRC). Under these policies, authors receiving ARC or NH&MRC funding must choose gold OA (using grant funds to cover publication costs) or green OA.

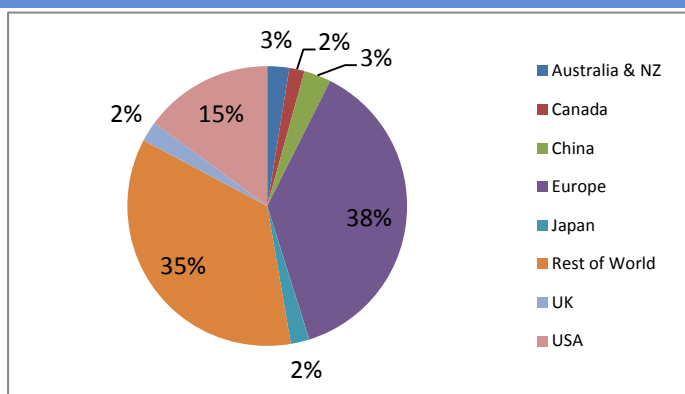
### Representing your interests in the publishing industry

We continue to represent you and your interests on a number of industry boards including CrossRef, the Society for Scholarly Publishing (SSP), CHORUS and the Association of Learned and Professional Society Publishers (ALPSP), among others. Our support of organisations like the International Society for Managing & Technical Editors (ISMTE) and the Committee on Publication Ethics (COPE) provide direct benefits to our publishing partners.

We engage with funding agencies regarding government and funding mandates. We are a founding member of CHORUS, a cross-publisher initiative for providing public access to US-funded research. For details see: <http://chorusaccess.org/>. We also attend and speak at conferences for societies and associations like the Associations Congress UK in December and the European and International Associations Congress in May. Highlights of our involvement in ASAE in 2015 are [here](#).

# Sales, Circulation & Readership

## 1. Global Reach: Institutional Sales by Region



In 2015, 4,219 institutions purchased access to the latest content in *JCA* via either a Wiley License or a traditional (title-by-title) subscription. Our philanthropic initiatives extended low-cost or free access to current content to 5,416 developing world institutions.

## 2. Institutional Sales by Region

Region	2014	2015
Australia & NZ	81	107
Canada	73	74
China	124	132
Europe	1,335	1,592
Japan	95	90
Rest of World	1,426	1,497
UK	86	99
USA	588	628
<b>Grand Total</b>	<b>3,808</b>	<b>4,219</b>

This shows the number of institutions, by region, that purchased access to the latest content in *JCA* via either a Wiley License or a traditional (title-by-title) subscription. 2015 figures correspond to the pie chart to the left. Key countries in the Rest of World category include Brazil, India and South Korea.

## 3. Institutional Sales by Type

Sales Model	2014	2015
Institutions buying the Wiley License	3,777	4,197
Institutions buying Traditional Subscriptions	31	22
Online	8	6
Print and Online	3	2
Print	20	14
<b>Grand Total</b>	<b>3,808</b>	<b>4,219</b>

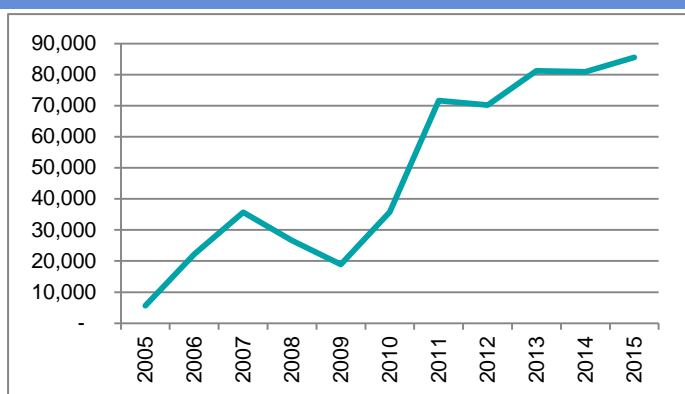
In 2015, 4,197 institutions bought access to *JCA* via a Wiley License, often through a consortium. In addition, 22 individual institutions bought traditional (Online, Print and Online or Print only) subscriptions. 141 institutions took part in the pilot for our new licensing option and are buying access to your journal under the new model - included here under **Institutions buying the Wiley License**.

## 4. Institutions with access via EBSCO

Region	2013	2014	2015
Australia & NZ	98	101	99
Canada	188	190	185
China	201	203	174
Europe	725	674	692
Japan	38	42	40
Rest of World	962	948	921
UK	165	175	161
USA	2,845	2,885	2,850
<b>Grand Total</b>	<b>5,222</b>	<b>5,218</b>	<b>5,122</b>

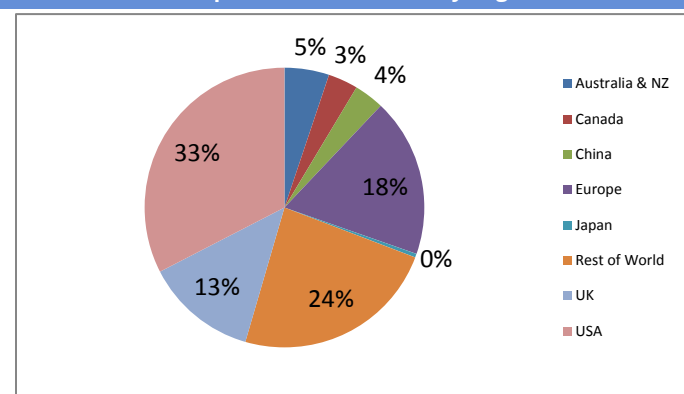
Wiley's arrangement with EBSCO allows us to extend our reach beyond academic libraries. Institutions purchase embargoed access to articles published in *JCA* (i.e., access to content at least one year old). The EBSCO database makes back content in *JCA* available in tens of thousands of institutions. The table here shows the number of institutions accessing *JCA*.

## 5. Article Downloads: Trends Over Time



This chart shows increases in the number of downloads to *JCA* in the period 2005 to 2015 on Wiley Online Library. Downloads via Wiley Online Library increased by over 5%, from 80,896 full text downloads in 2014 to 85,505 full text downloads in 2015.

## 6. Global Readership: Article Downloads by Region



The global reach of *JCA* is reflected in its readership, as evidenced by this chart showing the origin of full text downloads of your journal on Wiley Online Library.



# Sales, Circulation & Readership

## 7. Most Downloaded Articles on Wiley Online Library

Rank	Author(s)	Article Title	Volume	Issue	No. of Accesses
1	PELSMACKER, P., DRIESEN, L. et al	Do Consumers Care about Ethics? Willingness to...	39	2	10,910
2	HUSTON, S.	Measuring Financial Literacy	44	2	5,567
3	MOHR, L., WEBB, D. et al	Do Consumers Expect Companies to be Socially...	35	1	4,649
4	REMUND, D.	Financial Literacy Explicated: The Case for a...	44	2	3,414
5	DREVER, A., ODDERS-WHITE, E. et al	Foundations of Financial Well-Being: Insights...	49	1	2,781
6	Mohr, L., Webb, D.	The effects of corporate social responsibility...	39	1	2,107
7	LUSARDI, A., MITCHELL, O. et al	Financial Literacy among the Young	44	2	1,683
8	ROBERTS, J., JONES, E.	Money Attitudes, Credit Card Use, and Compulsive...	35	2	1,559
9	MIYAZAKI, A., FERNANDEZ, A.	Consumer Perceptions of Privacy and Security...	35	1	1,513
10	SERVON, L., KAESTNER, R.	Consumer Financial Literacy and the Impact of...	42	2	1,441

Here we include details of the top ten most downloaded JCA articles. We are happy to provide you with a larger list if you would like.

## 8. Content Alerts

At the end of 2015, 568 individuals were registered to receive automatic alerts when new content appears on Wiley Online Library.

## 9. Article Downloads by Country

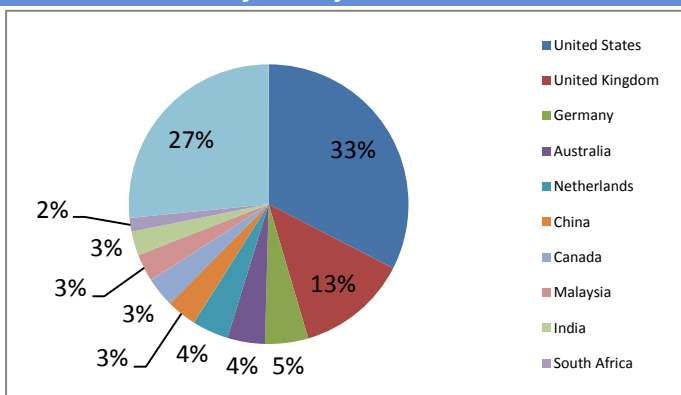
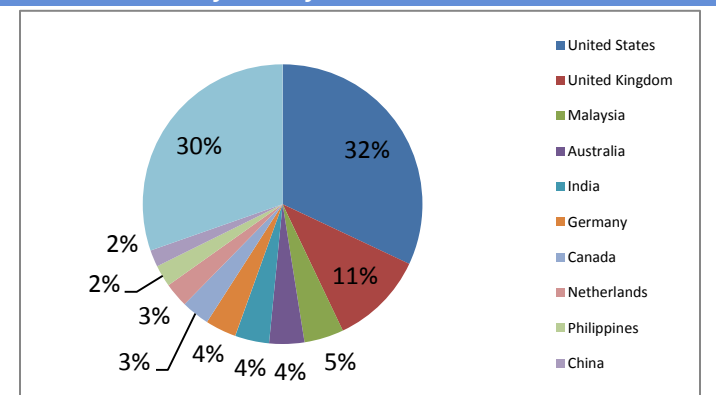


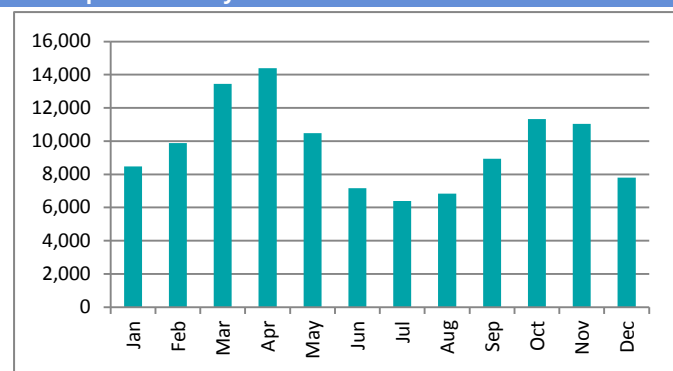
Figure 6 (previous page) illustrates downloads by region. Here, we provide a different view of the same data, listing the top countries from which articles in *JCA* were downloaded via Wiley Online Library in 2015 and the percentage of total usage each country contributed. All other countries are combined under **Other**.

## 10. Online Traffic by Country



Online traffic to *JCA*'s pages at Wiley came from a wide range of countries in 2015. The top 10 countries are shown above, along with the percentage of overall traffic each country represents.

## 11. Unique Visitors by Month



Unique visitors to *JCA*'s pages at Wiley, by month. Please note that a "unique" visitor is counted only once regardless of the number of separate visits.

## 12. Altmetric Impact

Ran k	Article Title	All-Time Score	One-Year Score
1	Organizing a precarious black box: An actor-network...	166	166
2	Impact of industry sector on corporate diversification...	34	34
3	e-WOM Scale: word-of-mouth measurement scale...	20	20
4	Is social entrepreneurship a greenfield for foreign...	13	13
5	Financing constraints and US cross-listing	11	11

Wiley partners with Altmetric which calculates a score for each article based on the quantity and quality of the attention it receives via social media, blog posts, newspapers and magazines.



# Marketing

The marketing strategies deployed for *JCA* are designed to achieve key objectives including author retention and development, brand awareness and engagement and usage of your content from global researchers and scholars. Our integrated, multi-channel initiatives are evidence based and selected according to our marketers knowledge of the community for your content and how they access or search for research information.

As well as the visible marketing we undertake for *JCA*, we also have a suite of marketing teams in Library and Subscription Agent Marketing and Author Marketing who are including *JCA* in outreach campaigns.

## Enhancing visibility, engagement and usage

### Emarketing

We use e-marketing to drive visibility, brand awareness of your journal and drive readership. Our e-campaigns are highly targeted and yield strong, measurable results. In 2015, these campaigns included:

**Email table of content alerts:** Each time a new issue of your journal is published, an automatic email is sent with direct links to the issue and article abstracts.

**Free online trials:** Promoted at conferences, free online trials are an effective alternative to print copies, allowing for 30-days of free access to all current and archive issues of your journal.

**Last Chance Free Sample Issue:** A "Last Chance" campaign for Business and Management 2014 free sample issues. *JCA's* first issue of 2014 was promoted.

**International Women's Day:** A multi-media campaign featuring a collection of content and blog contributions.

**Business Spring Newsletter:** *JCA's* 2015 free sample issue was featured in a campaign showcasing business and management journals.

**Readcube Campaign:** Working in conjunction with Readcube we offered streamlined access across our collection of journals.

**Impact Factor:** A campaign celebrating *JCA's* new impact factor and the top-cited article, this campaign promoted the following *JCA* article:

- Do Consumers Care about Ethics? Willingness to Pay for Fair-Trade Coffee

**Business Fall Newsletter:** A campaign featuring *JCA's* top downloaded article. The following *JCA* content was featured:

- A Critical Review of the Literature on Nutritional Labeling



# Marketing

## Social Media

Social media is a valuable channel for interacting with and learning about the communities for which we publish *JCA* and others. Used effectively, it can drive interest in a journal and its content, and this year we have continued to experiment with new ways to use this tool to expand our reach, increase engagement, generate readership, and encourage authorship among members of your community.

We use our community or Twitter feeds to actively engage with influencers' in the discipline, and to profile relevant content and stories from journals we publish.

### Social Media in Business & Management

#### @WileyBusiness Twitter Feed

3,363 followers

#### Wiley Business LinkedIn Feed

500+ followers

*We did a brief social media survey to understand the effectiveness of social media in Business and Management.*

- 850 respondents use social media as a regular part of their work or professional development.
- 1,390 respondents prefer to use LinkedIn.



## Conferences

We attend key global conferences in order to display and drive visibility for our journal partners, connect with authors, and engage with members of the community. In response to an overall decline in the number of visitors to the conference exhibits area, we are developing a suite of new strategies to engage delegates, such as author workshops, program sessions or sponsorship. Our 2015 conference program included:

- European Academy of Management
- Academy of Marketing
- Academy of Management
- American Sociological Association
- British Academy of Management

## Search Engine Optimization

Google and other search engines is the primary route for access to content and Wiley has marketers whose prime purpose is to work with Google and other search engines to improve accessibility and discoverability for search engines. Our team has worked with Google Scholar for over ten years to ensure articles in Wiley Online Library meet all criteria for inclusion in Google search engines. They meet the Google Scholar staff regularly to ensure our articles and platform continues to meet all Google standards for inclusion in their indexes and search results. They also ensure that we keep abreast of any algorithm changes Google may implement to determine how we can develop our online platform to continue our content's discoverability. As a result of these collaborations all articles in Wiley Online Library receive Google specific metadata tagging to allow better extraction of information by Google Scholar. In addition, all our articles are indexed by Google so allowing them to be discoverable by abstract terms, as well as terms available only within the full text.

SEO starts with the optimization of article titles and abstract to maximize discoverability. Wiley's marketing department works with editorial boards to help advise authors on how to develop optimized titles and abstracts and SEO tools and resources for both authors and boards are available on our Author Services Platform.

## Article-Level Publicity

Inclusion of newsworthy articles in the News Round-Up can help drive visibility. The News Round-Up is a twice monthly mailing that promotes the latest newsworthy research from across our journals. It is received by over 2,000 reporters and journalists globally. The News Round-Up is also hosted on EurekaAlert and AlphaGalileo, and articles in the Round-Up are posted on the Wiley social media news accounts. Features in the Round-Up and the resulting media coverage are also posted on social media community sites to add value to the News Round-Up activity.



## Spotlight Apps

Wiley Spotlight Apps provide free access to up-to-the-minute abstracts from your journal, and other leading journals in the field; as well as links to free sample issues. Through 2014, the Business & Management Spotlight app has been downloaded 7,114 times.

## Author retention and development

At Wiley, we understand that authors want to publish their work quickly, they want their research to be known, and they need support with complying with the ever increasing publishing mandates. Therefore, we focus on creating the best possible publishing experience by adding value at each relevant stage of the publication process. Being able to attract and retain more of the top authors has to be a priority to drive the long-term success of your journal and our marketing work aims to support our wide-reaching program to engage and retain authors across the full range of our service by actively targeting authors to encourage them to submit – and keep submitting – their best work to the journals we work with.

Wide access to Wiley Online Library in the key research institutes for your journal worldwide and a truly global audience plays a key role in ensuring your journal is exposed to the highest possible number of current and potential authors in your discipline. Campaigns to reach relevant authors in your discipline include:

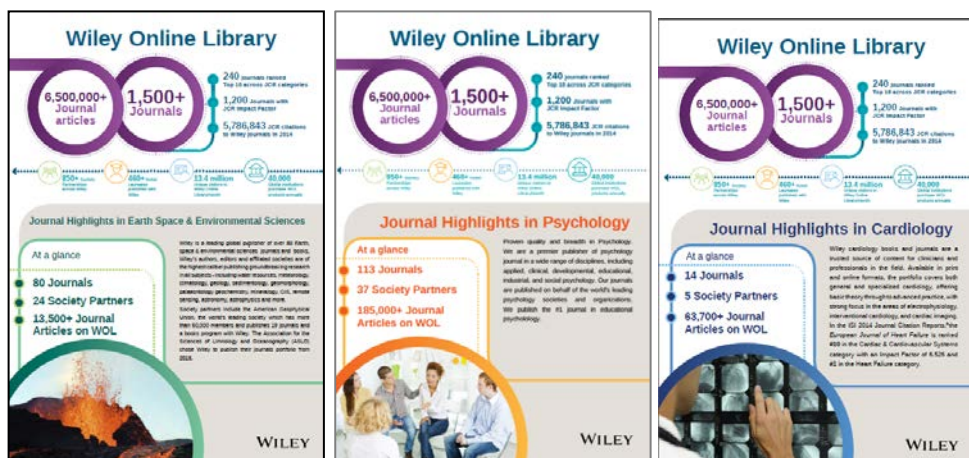
- Impact Factor Campaigns
- Author Community Campaigns
- Physical author workshops
- Author care conference activities
- Developing homepage for authors
- Author receptions
- Online webinars
- Content promoted on Wiley Exchanges
- Author Promotional Toolkit

# Marketing

## Marketing to Global Audiences

We have undertaken campaigns in specific regions around the world to attract international authors to Wiley journals, grow journal and book usage and access in specific countries, and support librarians and their patrons. These campaigns have focused on China, India, Singapore, Malaysia, Taiwan, and countries in Latin America and included the following, many of which are translated into local languages:

- Email campaigns in local languages targeting key countries
- Journal subject flyers
- Landing pages promoting key content
- Free trials
- Publishing workshops
- Free Webinars on how to get published



**Strategies in publishing your paper in high impact journals**  
**A Free Webinar**  
19 November 2015  
13:00 SGT

**Expert's Grid: Author Resources**

Register today  
<http://bit.ly/WILEYwebinar2>

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## Developing our Marketing Toolkit

Understanding markets and customers has always been essential to successful marketing. However in today's market where the needs of authors, librarians and users of content are becoming more complex and specialized it is a vital essential.

Wiley Marketers are focusing on strategic level customer centric marketing and to achieve this we are developing tools and techniques to help us understand the markets and communities. One of these techniques is persona development – a representation of a 'customer' based on market research and data.

Personas are currently being developed for authors and librarians and will allow us to fully understand the workflows and needs and wants of these individuals. Our marketers can then develop outreach strategies that appeal to their needs and speak to their wants, whilst compiling engaging and customer focused copy.

Developing our understanding of customers will allow the integration of more sophisticated content marketing into our marketing outreach. Content marketing will allow us to gather new information about our customers by providing light versions of our white papers and webinars but asking for valuable information for those wishing to gain access to the more in-depth versions.

We also have new tools that allow us to perform sophisticated multi touch campaigns rather than the 'batch and blast' campaigns we are currently implement. These generate different messages dependent on how respondents interact with the campaign. As well as allowing us to develop more targeted campaigns it also allows us to generate further intelligence about the market and how it responds to our marketing outreach. We are currently piloting content marketing strategies and multi-touch campaigns for a variety of communities, journals and objectives and will be rolling these out more widely in 2016 depending on the results.

# Content Management

## Publication Schedule (Calendar Days) 2015

Vol: Issue	Cover month	Print pub date	Online pub date	Number of pages	Number of articles	Print run	Average days from acceptance to receipt at Wiley	Average days from receipt at Wiley to EarlyView pub	Average days from receipt at Wiley to online issue pub	Average days from receipt at Wiley to print pub
49:1	Spring 2014	19 Mar 2015	12 Mar 2015	305	12	375	32(*23)	71(*50)	123(*88)	130(*93)
49:2	Summer 2014	10 Jul 2015	14 Jul 2015	187	8	346	51(*36)	92(*66)	273(*195)	269(*192)
49:3	Autumn (Fall) 2014	19 Nov 2015	13 Nov 2015	173	8	322	74(*53)	124(*88)	261(*186)	267(*191)

## Year on Year Comparison 2011-2015

Year	Volume/s	Number of issues	Number of pages	Number of articles	Average days from receipt at Wiley to Early View publication	Average days from receipt at Wiley to print publication
2015	1	3	665	28	68	159
2014	1	3	651	27	44	137
2013	1	3	601	26	53	116
2012	1	3	571	25	43	87

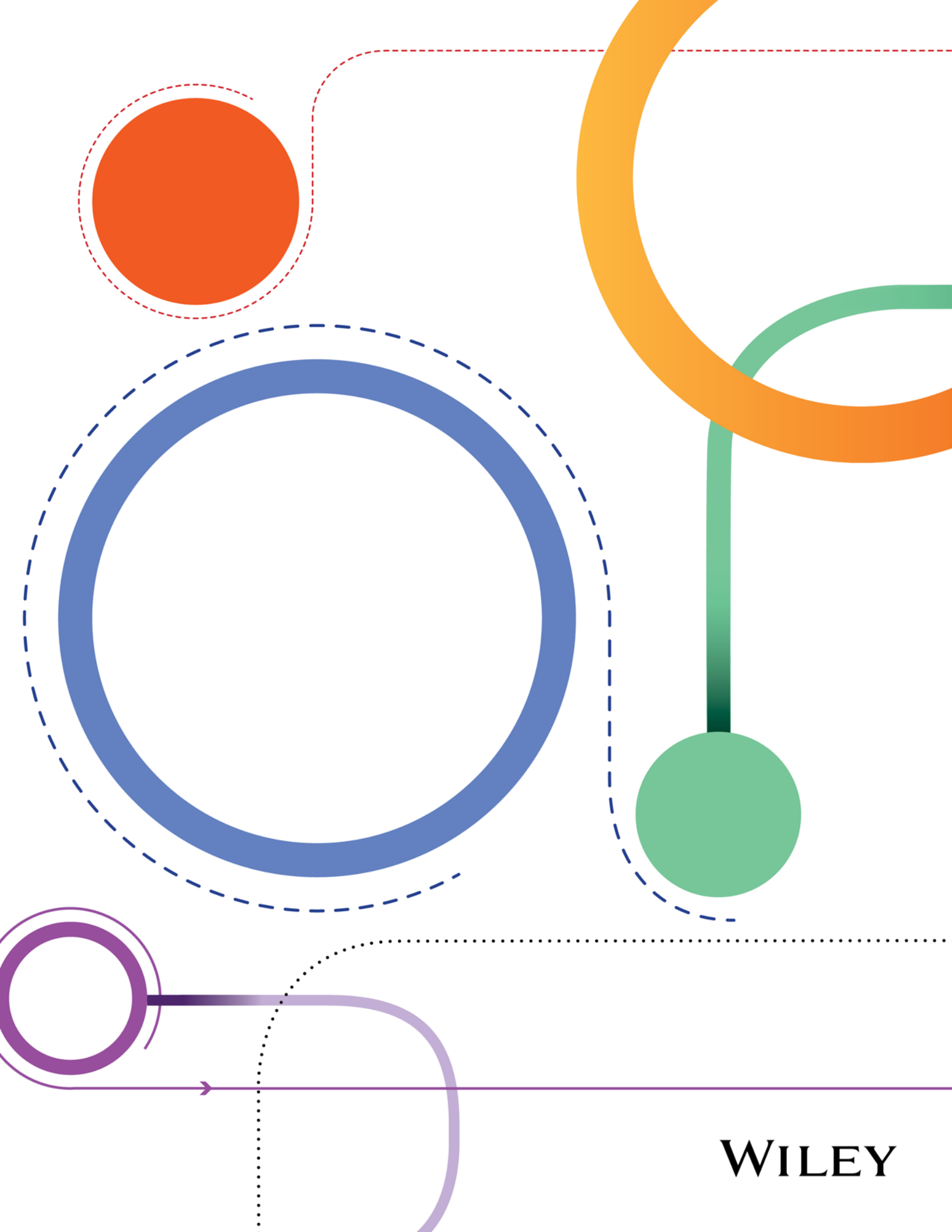
## Contributing Countries 2015

Country	Number of articles
Australia	1
Belgium	2
Canada	1
Israel	1
Italy	1
United States	22

At the end of November 2015 the Indian state of Tamil Nadu experienced extensive flooding, following the heaviest rains in more than 100 years. The main commercial center, Chennai, was declared a disaster area on 2 December. Over 400 people died and 1.8 million people were displaced.

Chennai is the world's leading location for academic journal composition services and the impact of this natural disaster on transport, electricity and communications significantly disrupted the operations of a number of our supply partners. Fortunately our supplier's staff and their families were all safely accounted for, however many were displaced during the flooding.

The rains had subsided by December 9th, and full services were resumed by December 15th, with the backlog of work cleared by December 21st. There were some delays to publications over this period, however disruption to services was kept to a minimum through swift enactment of Business Continuity Plans by Wiley and its supply partners.



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