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# compass

the newsletter of the mapp

*compass* is a free quarterly newsletter that provides news and opinion for marketing professionals working in scholarly communications. It is part of a wider suite of services offered by the MAPP, a new initiative designed to help the marketing profession grow and develop as our markets continue to evolve and as new tools and techniques become available. To get your own free copy of this newsletter please go to: [www.themapp.net](http://www.themapp.net)

## introducing the mapp

Marketing academic and professional content is becoming more complex by the day. We have a whole new information environment to deal with, which calls for some fundamental changes in the way in which we market scholarly content. The MAPP has been established to give a focal point for the profession around which we can exchange ideas and experiences. In doing so, we can improve and prove the impact

of our activities on the success of our organizations AND create a more satisfying experience for our customers. By sharing our ideas and knowledge of best practice we can solve our collective problems together, giving us the time we need individually as marketing professionals to innovate and help our organizations compete effectively. For more information see: [www.themapp.net](http://www.themapp.net)

The MAPP is managed by an expert panel from across the industry:

Bev Acreman  
Taylor and Francis (UK)  
Phil Caisely  
BMJ Group (UK)  
Mike Clarke  
Clarke Publishing Group (USA)  
Kira Cooper  
Elsevier (USA)

James Culling  
DataSalon (UK)  
Charlotte Dewhurst  
Elsevier (UK)  
Ginny Hendricks  
Ardent Marketing (UK)  
Patricia Hudson  
Oxford University Press (USA)

Melinda Kenneway  
TBI Communications Ltd (UK)  
Jane Powell  
Shift Media (UK)  
Charlie Rapple  
TBI Communications Ltd (UK)  
Rohan Seery  
Cambridge University Press (UK)

## our take on the headlines

### Springer sale - on or off?

Various sources (including the Guardian) have recently announced the impending sale of Springer SBM. A brave soul at UKSG asked Springer CEO Derk Haank about the rumours and, straight from the horse's mouth, came the repudiation: Cinden + Candover are not selling Springer, merely looking for a third investment partner. Haank's conclusion to his plenary paper ("we're in for a boring decade") now sounds like the line of an organization painting a stable picture to potential investors. Perhaps he hasn't missed the revolutionary potential of the semantic web after all.

### Who's all a-Twitter?

First it was Facebook. Then it was Google. Now it's Apple. The Twittersphere (and the mainstream media) has been awash with rumours. Odds still look good that there will be no ultimate acquisition, but instead a collaboration with a mainstream player keen to formalize and improve its real-time search offering. "Real-time search" - in which potential results can be searched immediately, rather than having to wait until they've been indexed by a search engine - is a powerful tool, for example in an emergency (whether that's a natural disaster ... or Gmail going down for an hour).

### Strategic marketing research

The Chartered Institute of Marketing's latest research shows that marketing is still not sufficiently recognized as a strategic function within most organizations, and many marketing leaders don't feel up to the strategic aspects of their role. The report provides guidance on how to "utilize leadership and structure to support a more strategic role for marketing, [and] leverage the knowledge and talent which exists across a total marketing population, to address the challenges of decentralized marketing activities" - see [www.cim.co.uk/benchmarking](http://www.cim.co.uk/benchmarking)

# marketing in a recession

*Marketers know what not to do in a marketing recession: don't cut your marketing spend. We can cite statistics dating back to the Depression to show that the companies that survive are those who maintain, and even cautiously increase, a well-managed marketing budget. There's a simple explanation: if you cut your marketing budget, you lose sales. If you lose sales now, you will struggle to recover your market position later. So, what should we be doing as the storm clouds gather?*

Rory Sutherland, Executive Creative Director and Vice-Chairman of OgilvyOne London, recommends "the Atkins approach" in which you liken your approach to a diet: when revising strategies, don't do less of the same - rethink it all together. In the consumer sector, examples include holidaying domestically instead of abroad, and opting for home entertainment and takeaways instead of cinemas and restaurants. In the scholarly information community, the recession is merely exacerbating a situation that was already serious and publishers have already begun to adapt their strategic approach - from business models to customer relationship management. We are familiar with Sutherland's idea that it is important to step up marketing activities at a time when customers are rethinking their expenditure and reframing their behaviour. But there are still ways we can apply consumer marketing concepts to our own sector.

#### PRODUCT

Is your product development strategy truly market-oriented? During the boon



times journals and other academic products have been launched for all sorts of reasons that don't always revolve around reader requirements; now more than ever, it's important that your publications are built from the ground up around serving the needs of their audiences. Make sure that you are fine-tuning the focus of existing publications to keep attracting the best authors and thus a strong readership.

#### PRICE

ICOLC's recent 'statement on the global economic crisis' gave some explicit - if challenging - guidance to publishers on how to price publications through this period of funding cuts. You may not be able to adapt in strict compliance with ICOLC's recommendations but make sure you are working with your customers to give them realistic renewal options. This goes beyond simply putting a cap on price rises; it also requires us to rethink our business models to offer better value to customers (and expand sales into peripheral markets) and develop flexible licensing terms that fit with the reality of the structure of the

# Recession



institutional market. It's also important to consider how we can supplement institutional revenue streams with others - be that value-added premium services for authors and readers and also advertising/sponsorship.

## PROMOTION

Be careful as you re-assess your promotional activities. Remember that some, like tradeshow, are as much about current customer service as new customer acquisition - and as the old adage variously says, it's four, five or even ten times cheaper to keep an old customer than to win a new one. Mix and match old promotional channels with newer ones, but at all times implement metrics to assess the impact of what you are doing and calculate - to the best of your ability - the return on your investment.

## PHYSICAL EVIDENCE

Make sure that the materials you use to promote your publications are designed both to protect and enhance your brand *and* create an impact. Scholarly publishing is an increasingly competitive market and yet many publishers have not sought professional brand guidance, updated their literature design or optimised their web presence. Purchasers in the research community are not immune to the emotional aspects of branding so make sure your

collateral is promoting your values and unique attributes, as well as your content.

## PLACE

Make the most of your biggest shop window - the web. Use technology to help build a community around your publications or to add new value to your content and the research processes that create it. Make sure that you are analysing how your publications are accessed and used, in order to make those tiny but critical interface changes that can improve the user experience and create brand loyalty. At the same time, continue researching opportunities for export into new markets - focus on those that have been less severely affected by the downturn or where competitive pressures are weaker.

## PROCESS

Customer service is critical during difficult economic times. Make sure that your processes and your policies support your customers, for example by complying with initiatives like Transfer and KBART, or by making sure processes such as renewals or online activation are bug-free.

## PEOPLE

Your staff are the most vital aspect of your customer service. Make sure they are well-trained and that they understand your organisation's culture and policies - for example, make sure your help desk is responsive and articulate in order to defuse customer complaints, or that your sales staff are well-informed about your prospective customers' needs. Take the time to meet with libraries, authors, editors and readers - for example in focus groups - to find out more about how their expectations are evolving and how best you can appeal to them ongoing. Now more than ever marketing staff should aim to become guardians of the customer relationship and continue to work with their organisations to bring this to the centre of all business decisions.

## FURTHER READING

Jan Carlzon - *Moments of truth*  
- on stellar customer service  
Thaler and Sunstein - *Nudge*  
- on persuasive marketing  
Janice Redish - *Letting go of the words* - on writing for the web

## forthcoming events

SSP Annual Meeting  
27-29 May 2009  
Baltimore, MD, USA  
[www.sspnet.org](http://www.sspnet.org)

Inforum 2009 - 15th Conference  
on Professional Information  
Resources  
27-29 May 2009  
Prague, Czech Republic  
[www.inforum.cz/en/](http://www.inforum.cz/en/)

Book Expo America  
28-31 May 2009  
New York, NY, USA  
[www.bookexpoamerica.com](http://www.bookexpoamerica.com)

NASIG  
4-7 June 2009  
Asheville, NC, USA  
[www.nasig.org](http://www.nasig.org)

CISAC World Copyright Summit  
9-10 June 2009  
[www.copyrightsummit.com](http://www.copyrightsummit.com)

The Library Show  
10-11 June 2009  
Birmingham, UK  
[www.lishow.co.uk](http://www.lishow.co.uk)

Cape Town Book Fair  
13-16 June 2009  
[www.capetownbookfair.com/home](http://www.capetownbookfair.com/home)

SLA Annual Conference  
14-17 June 2009  
Washington DC, USA  
[www.sla.org](http://www.sla.org)

UKeiG Conference 2009  
16-17 June 2009  
Manchester, UK  
[www.ukeig.org.uk/conf2009/index.html](http://www.ukeig.org.uk/conf2009/index.html)

*Compass*, like the MAPP, is about your knowledge needs and your interests. We welcome contributions and suggestions for topics. Please contact editor Charlie Rapple at, [compass@themapp.net](mailto:compass@themapp.net), with your ideas.



# MAPPenings

*In the short while it's existed, the MAPP's LinkedIn group has been the forum for much discussion. Here's a summary of some MAPP happenings (do you see what we did there?)*

## Marketing via Facebook

"The same people who are doing research are also on Facebook," commented Carol Ann Meyer from CrossRef. Marketing via Facebook has certainly worked for some books - notably, however, those which relate more to users' leisure time than their work time. The tools it provides are not necessarily designed with sustained marketing in mind. Is it the right channel for marketing of academic content, and is the return worth the investment? Would publishers be better off engaging users in their 'professional' networks - or providing them with the means to set up communities within publisher spaces?

## Can't give it away?

Bill Hipple from CIG Media Group offered the interesting observation that many potential institutional customers are choosing not to take up free trial offers "since they definitely know they do not have the means to subscribe in the future. They do not want to have to take a resource away from their patrons." Evidence presented by Jill Taylor-Roe at UKSG indicated that "libraries on average face a £100K deficit in budgets simply to maintain their current collection this year". Big deals will certainly come under pressure this year and it will be time to rethink both business models by which titles are offered, and also marketing strategies by which potential customers are targeted. How does your organization plan to adapt?

## Viral marketing spreading

"It's easy to get carried away when talking about viral," cautions Ginny Hendricks of Ardent Marketing. There was general agreement that publishers are well-positioned to take advantage of this most recent marketing channel, but that the basics are still critical - defining your messaging and objectives, for example. The discussion is ongoing so jump in if you have a view: will virals work in publishing? Are interactive games and quizzes likely to be better-received than videos? What actually defines a viral - the idea or the method of communication? What should publishers' objectives be?



CHARLIE RAPPLE, COMPASS EDITOR AND HEAD OF MARKETING DEVELOPMENT AT TBI COMMUNICATIONS

...confesses all, from marketing to heavy metal

## marketing: an evolving vocation

**W**HEN I was eight I used to set up photoshoots on our kitchen table involving (most memorably) ice skates, tin foil and Coca-Cola bottles. Clue number 1 that I should look for a career in creative marketing, perhaps.

At fourteen my class took a careers survey that involved endlessly ticking tiny boxes. Our responses were fed through a computer (the excitement!) that told me I should be in marketing. A pretty hefty clue number 2 that I poooped because I was still holding out to be a heavy metal guitarist. (Seriously).

At twenty, as I finished up my degree in history of art, the university careers advisor suggested that many previous graduates from my course had done very well in ... you guessed it: marketing. But instead I went off into (what I considered to be) the infinitely more suitable world of publishing. After a useful grounding at fine art publishers Merrell, I took a job that intrigued me: "electronic publisher" at CatchWord. I spent the next few years immersing myself in online publishing technologies ranging from content conversion to web design to OpenURL.

At twenty-six, now at Ingenta, I was asked to look after the company's marketing. My resistance crumbled: I finally realised it was the obvious channel for my skills and inclinations. I brushed up on my theory with a postgraduate diploma from the Chartered Institute of Marketing and hit the ground running. I've never looked back.

Marketing, for me in 2009, brings it all together. It's an exciting interface of traditional and emerging - publishing formats, channels and strategies; marketing techniques, responsibilities

and expectations; relationships with authors, readers, editors, librarians - and increasingly, technology applications. Not surprisingly, I'm an advocate for all sorts of digital marketing (that will no doubt be covered in future issues of Compass and elsewhere on the MAPP): SEO, viral marketing, social networking, semantic content surfacing - and measurement.

We are entering a new era of accountability that can only be good for the profession, and no publisher should spend money on marketing without being

clear of the benefit and return of this. As marketers, we have a golden opportunity to lead our organizations into making more evidence-based business decisions. This is the bedrock of marketing strategy - bringing market and customer insight to the table, providing the data and intelligence to back this up, and then constantly monitoring product or service delivery to adapt and develop swiftly and effectively.

To achieve this, we need a much wider range of skills than we have ever had before, and we need to take a creative leap in terms of how we communicate with our customers. But I believe that the potential rewards are great.

We can struggle alone within our organizations to achieve this, or we can collaborate to bring industry-wide change. We all need to be free to compete, but at the same time we will all benefit from a level of sharing of intelligence - helping our profession grow faster and giving us more time to individually innovate.

I hope you will find Compass and other MAPP services useful and that you will also become an active member of the MAPP community. My personal new-age-of-marketing epiphany came about gradually - I had to work everything out for myself, which took time. Every marketing manager in or industry is having to do much the same - think how much faster we can grow as a profession if we work together.

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