Transforming your Marketing Organisation in the Digital Age: A Wiley Approach

Clay Stobaugh, EVP / Chief Marketing Officer
A learning business, helping people & organizations develop the skills & knowledge they need to succeed.

Digital Products & Services over 60% of Revenue
2015 Revenue of $1.88 billion
The Learning Business

**Research Journals**
- 48% revenue
- Subscriptions
- Funded Access
- Content Licensing
- Articles Sales
- Backfiles and Reprints

**Publishing**
- 42% revenue
- Research Reference
- Professional Practice
- Course Material
- Databases
- Course Workflow
- Test Preparation
- Other

**Solutions**
- 10% revenue
- Online Programs
- Corporate Learning
- Assessment
How did Wiley make the transition?

By understanding **Customer** needs
Go digital with platforms, services and capabilities that increased customer understanding

**HOW?**  Because we now have the data

*We now understand our customers better than ever before*
Mindset to understand customers

Toolset to help reach customers

Skillset to bring these practices to life

To cultivate these sets, a global center of excellence called the Marketing Revenue Center was created
Marketing Revenue Center

Helps colleagues achieve their mindset as modern marketers by empowering them with the necessary skillsets and toolsets

The MRC houses Wiley’s award winning certification programs in:

- Social Marketing
- Digital Analytics
- Search Engine Optimization (SEO)
- Customer Experience
- Marketing & Sales Automation

Over 700 colleagues enrolled
Over 1200 courses completed
Customer Engagement Framework

- Track Customer Lead Volume, Velocity and Conversions
- Measure the Voice of the Customer
- Employ MRC Skillsets and Toolsets
- Create Marketing Content
- One Wiley brand story
- Create Personas
- Build Journey Maps for each Persona
- Create Experiences for each Persona
- Customer Segmentation
Case Study
Journal Authors | Author Services
Creating Customer Strategy
Bringing segments to life through personification

- Early Career Researchers
- Personified
- Established Researchers
- Personified
- Career First
- Personified
- Science Purists
- Bears some characteristics but not scored as such
## Creating Customer Strategy

Personas illuminate challenges, needs & motivations

<table>
<thead>
<tr>
<th>Role/Category</th>
<th>Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Career Researcher</td>
<td>Jackie</td>
<td>Early career researcher who is seeking guidance in the development of her writing and research skills; values prompt, constructive feedback. She faces many pressures as she builds her career while adapting to new roles.</td>
</tr>
<tr>
<td>Early Career Researcher, Emerging Market</td>
<td>Vinay</td>
<td>Researcher from an emerging market country, faces many challenges at all levels in the research and writing processes, including but not limited to finding quality English-translation providers. Reviews challenge him the most.</td>
</tr>
<tr>
<td>Established Researcher</td>
<td>Irene</td>
<td>Mature researcher-teacher with an established, streamlined writing process; wants to strengthen her skills as an editor and be an efficient mentor. She wants to contribute knowledge that will have an impact.</td>
</tr>
<tr>
<td>Career First</td>
<td>Peter</td>
<td>Ambitious researcher of a practical or commercial nature and whose writing focuses on the “Discussion” section as he develops new ideas and solutions. He publishes just a small portion of ideas coming out of his career-based research.</td>
</tr>
<tr>
<td>The Translator</td>
<td>Akua</td>
<td>Social scientist or applied science role most interested in the promotion and artistry of his writing to persuasively engage and impact his readers and his community.</td>
</tr>
</tbody>
</table>
Jackie
Early Career Researcher

Early career researcher who is seeking guidance in the development of her writing and research skills; values prompt, constructive feedback. She faces many pressures as she builds her career while adapting to new roles.

Jackie is a chemistry professor @ a large university.

She is learning... via many pain points. But it's all good in the end.

Must negotiate multiple, shifting roles.

Faces institutional pressures to publish, which likely exacerbate her pain points—submitting before it/she is ready.

Pain points: destructive reviews; slow reviews; rejections that come after extended time period; rejections without clear reasons; trial-by-fire as a reviewer; copy-editing; re-formatting for 2nd journal; hesitation to promote; not sure if the data about the impact of her articles is trustworthy.

Her supports: Peer reviewers and support from Seniors, her institution, and professional affiliation. And Google and YouTube. Also hazy about where any helpful tutorials might have come from.

Wants? More support for new reviewers and incentivizing review process; high quality copy editing; quicker reviewers and helpful feedback; More targeted early alerts; Editorials; discipline specific writing tutorials.

Has academic social profiles, but doesn't actively manage them.

“Have you ever been on a zipline? It's actually a lot of work. You have to climb, hike up a lot of stairs, AND THEN.... You fly. That's like research, finding the question and framing the research are hard, so is the methodology. But then you get to analyze and interpret, and share, and that part is the flying. It's a rush.”
Designing Experiences
Lifecycle approach provides a holistic customer view
Using Customer Metrics for Change

- Customer Service is addressing author needs
- One touchpoint can’t create “advocates”
- Authors have many other unmet needs
(Positive) customer experience is an outcome that can be assessed and measured;

To achieve it, we must practice “good” customer experience management

Using the “right” toolkit