

The Emerald new launch programme: Ensuring quality and evaluating success

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Agenda



Research you can use

- History of Emerald's launch programme
- Why does Emerald launch new journals?
- Challenges and issues
- Key processes
- Evaluating success
- The future...

Emerald's launch programme



Research you can use

- Revived in 2005 with 2 journal launches
- Decision to look at launch activity again based directly on market feedback and number of unsolicited proposals received
- Increased to 6 launches in 2006; 8 in 2007; 11 in 2008; and 13 scheduled for 2009
- Subject area focus of business and management – looking at consolidation and brand collateral

Management



Research you can use

- Located within an area of the business focussing on identification and development of new publishing opportunities
- Dedicated team managing proposals and researching new subject areas
- New journals managed within this team until launch – journal incubation
- Ensures close attention and a concentrated development phase

Some titles launching in 2009/10...



Research you can use

2009



2010

International Journal of Event and Festival Management

Journal of Hospitality and Tourism Technology

International Journal of Disaster Resilience in the Built Environment

Why does Emerald launch new journals?



Research you can use

Seminar overview states that fewer and fewer publishers are launching new titles and those that are launched find it harder to become successful...so why do we do it?

- Fuller, more rounded content for customers
- Create complete subject groupings/communities
- Keep up-to-date with emerging disciplines
- Some advantages over acquiring titles? No legacy

Challenges and Issues



Research you can use

- How do we tell if a journal is sustainable in the long term?
- How do we ensure we get honest feedback?
- How do we promote a title that doesn't exist yet?
- Publishing climate makes it difficult to launch new titles?
- How do we build reputation and profile, and ensure dissemination?
- What if an Editor is inexperienced in the role?
- Are we doing something that hasn't been done before?

Addressing challenges and issues



Research you can use

- Standard and detailed launch process, taking anything from 6 months to 2 years
- Experience and professional team with new product development focus
- Subject area niche means that we have reliable contacts to assist in evaluation and subsequent promotion
- Well-developed integration and set-up process
- Effective training and mentoring – with emphasis on collaborative working with Editors and editorial teams
- Launch journals as part of portfolio and not just as an individual title – part of a ready-made family
- Flexible in approach – we *can* try something that hasn't been tried before!

Identifying suitable prospects



Research you can use

- Mixture of unsolicited and commissioned proposals
- Heavy emphasis on market research and analysis
 - Competitor analysis and market mapping
 - Emerging/hot topics
 - Most frequently requested articles
 - Most-used search terms
 - New books from major publishers
 - Conferences
 - Author surveys, etc.
 - In-house expertise and knowledge

The proposal



Research you can use

- Editorial & Marketing/Promotional information, as fully developed as possible
- Iterative process – close working with proposing Editor
- May require 3-4 re-writes before ready for review
- More than one round of review if feedback is conflicting
- ‘Bald’ statements checked for accuracy and sense – not taken on face value

Deciding if a launch is suitable for Emerald



Research you can use

A launch might look good on paper, but...

- Which portfolio area could the launch potentially sit in?
- Could a launch be grouped together with existing titles to potentially create a new portfolio area?
- What current titles could the journal be promoted alongside?
- Is the title highly theoretical or more practical?
- Are there practical limitations that couldn't be met by Emerald's current publishing methods e.g. foreign language expectations?
- Does the proposing editor have unrealistic expectations? They want advertising or expect submission fees. Some titles are just naturally better suited to another publisher...have they already been turned down by them before approaching us?

Assessing the market size/potential



Research you can use

Is a subject area suitable for a launch?

- Consider authorship and readership – supply and demand
- Institutions/departments of study
- Conferences
- Current journals and books
- Awareness of competitor launch activity – commercial publishers, not-for-profits, open access, etc
- Citation activity
- Usage
- Is research on the subject international?
- Size of practitioner and public sector market
- Do other relevant titles receive lots of submissions on the subject?
- Has there been a successful special issue on the subject?
- Have there previously been journals or books in the area that have failed?!

Finding appropriate referees



Research you can use

Who do we ask?

- The proposing Editors are asked to supply five referees
- Supplement referees with:
 - Editors
 - Active EAB members
 - Advisors
 - Leading scholars in the field
- The relevant in-house Publisher(s) and reporting Heads of Department/Directors

Things to consider when looking at the feedback...

- Is the reviewer likely to have given an honest appraisal?
- How can I use the feedback to improve the proposal?
- What should I do when the feedback is conflicting?!

Some evaluation criteria



Research you can use

- **Journal title** (*Is it clear and self-explanatory? Would it cause confusion with any existing journal titles?*)
- **Rationale for the launch** (*Is the rationale accurate and persuasive?*)
- **Editorial objectives and scope** (*Are the objectives clear and understandable? Do they reflect research output effectively?*)
- **Competitor journals** (*Is the competition accurately described? Are there any other competitors not listed?*)
- **Subject area** (*Do you think the proposal title fulfils a need in the research community? Is there enough quality material to fill a journal in this field? What are the key issues and conferences in this subject area? Is the subject well represented by University courses? Will this journal be subject to geographical bias?*)

Evaluating success



Research you can use

- As a rough guide in 2007 we received 69 proposals:
- Rejected – 16; Cold/On hold – 19; Still in progress – 23; Launched (2008) - 11
- We have a good model that identifies sustainable titles and will work in the long term
- Innovative features introduced...Doctoral Thesis Notes, Practice Notes, Theme Issues
- Usage is an excellent measure - average percentage increase in downloads for a 2006 launch between 2006 and 2007 was 81% - instant readership!
- *IJ of Managing Projects in Business* nominated for ALPSP best new journal!
- *Baltic Journal of Management* accepted into Thomson Scientific
- Ongoing feedback from subject communities – testimonials!
- Quality – peer review process, number/quality of submissions, high-profile contributors, endorsement from key influencers
- Portfolio development – developing our product offering in a targeted and measured way

The future: Can we keep this up?



Research you can use

- New areas of research constantly appear...we have to identify the sustainable ones amongst the 'fads'
- Needs to be flexible and market-facing – is there a different way of exploring a subject area...short papers, practitioner authors, other formats?
- People often write for journals, but read databases...might they one day just submit to a database?

Thanks for listening!



Research you can use

- Is there anything else you'd like to know

