



Your Publisher's Report 2018

Administrative Sciences Association of Canada

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des Sciences de l'Administration

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Highlights and Strategy

They say the future's already here, it's just not evenly distributed yet. In scientific and scholarly publishing, that's never felt more true than in the past year. At Wiley, we see glimpses of the future every day in new technology, new business models, and new customer, author, and reader behavior, and we're inspired by what's ahead.

The Open Research movement is gaining momentum across the world, accelerating what were already foundational changes in scientific and scholarly publishing. Open Access—making research articles freely available to read, download, and share—received the most attention in the past year, with the announcement of and responses to Plan S dominating the industry news in the latter part of 2018 and early 2019. Wiley's own landmark partnership with Projekt DEAL in Germany, hailed as 'a breakthrough for Open Access,' was the largest of several agreements in the industry that combine subscriptions and payments for Open Access into new merged business models. Less well-covered yet just as important, the steady growth in use of preprints hints at opportunities to make prepublication sharing and collaborative authoring processes more open and transparent.

Open data mandates are beginning to emerge with funders and governments introducing policies that will make research data more accessible.

Experiments that trial new methods of open recognition and rewards and open peer review are also producing results worthy of attention.

Against this backdrop, understanding the changing motivations and behaviors of researchers is essential. Researchers are our North Star, inspiring our decisions and investments in content, tools, and services. Over the past several years, changes in researcher behavior have increased demands on our platforms and technological capabilities. You saw a significant step in that transformation last year when we migrated the Wiley journal portfolio to the world's leading platform for scientific and scholarly communication, Literatum, developed by Atypon, a company that Wiley acquired in 2016. Later in this report, you'll read about some of the capabilities we're building and acquiring to have the same impact on the authoring process that Literatum has on the reading experience.

Developing capabilities to deliver a brighter future is among our most important jobs for researchers and our society partners. At Wiley, a commitment to partnership is one of our most important values. That commitment guides our behaviors and our strategies, and we believe that it's one of the reasons why our partners choose to remain with Wiley for years and, in some cases, decades.

We're grateful for your trust in us and remain fully focused on ensuring that trust is earned every day and every year of our partnership.

Throughout this report, you'll see highlights of events and initiatives across Wiley and the industry over the course of 2018, alongside a recap of the major accomplishments that your journals saw last year. I hope you are as pleased with the results as we are; we're proud of the work that we're doing together to position your journals for a successful, sustainable future.

Congratulations on a fantastic year, and we look forward to working with you to build on those successes in 2019 and beyond. We're always keen to hear from you so please do get in touch if you have any feedback or questions.

With all best wishes,



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Context: Partnering for Success

Our approach to partnership

We are committed to providing you with the very best publishing partnership in the industry. Partnering with 937 prestigious societies, associations, and other organizations gives us a unique understanding of what you need from us in order to achieve your ambitions. In 2018, 12 societies chose to partner with Wiley for the first time, and 109 societies chose to renew their partnership.

Developing our service from your feedback

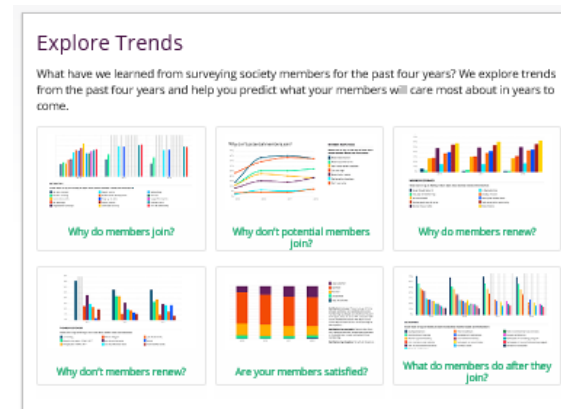
Now in its second year, our Society Leader and Editor Feedback Program is your opportunity to tell us what we do well and what we could do better. As a result of last year's feedback, we put in place more frequent updates on progress against our shared strategic goals and introduced new measures to track the success of marketing activities, so you can see clearly how they are supporting your objectives. In particular, we've had very positive feedback on our new style of marketing plans.

Tracking success against your goals

You've told us that reporting is one of the most important elements of the service we offer. In 2018, we added to the range and depth of data you can access for your journal on [Wiley Journal Insights](#). There you can find more detail on the key metrics we highlight in this report, including top cited authors, most read articles by region, and, from 2019, submissions by country. **WJI** gives you anytime access to your data and allows you to filter and save results. Please talk to your Journal Manager if you'd like help accessing **WJI**.

Attracting the next generation of society members

Our annual Wiley Member Survey is the most comprehensive in the industry. Over four years, we've surveyed close to 50,000 current, former, and potential members. The survey data enable us to identify trends that will help you craft strategies to attract new members and encourage life-long membership. You can see insights and trends at [Wiley Society Member Resources](#), along with tools like ["Building a Strong Community: 8 ways to inspire and engage your members."](#)



This year's survey reinforces the importance of community and communication to current and potential members and focuses in particular on the needs and expectations of early career researchers (ECRs) and members. With an increasing number of members leaving their society when they retire, attracting and engaging the next generation of members is more important than ever.

For the ECR, the most important membership benefit is the opportunity to improve their career and make connections:

- 43% want to learn about funding opportunities
- 38% want to keep up-to-date with notable career moves
- 31% want news of career opportunities

We further explore what ECRs want and need from you in our whitepaper, [Attracting the Next Generation of Members](#).

Helping you with marketing to your members

We often hear that you would like practical help with applying the insights from the Wiley Member Survey. We're working on a number of tools and initiatives to help you design and execute marketing plans to attract and retain your members, including a pilot campaign which targets authors to encourage them to become members. Initial results are extremely promising and we look forward to talking to you about it. We're also designing a Member Marketing Toolkit with easy links to a suite of templates and other resources. More on this soon.

Keeping up with the pace of change

The academic and publishing worlds are changing faster than ever. Wiley has developed a program of initiatives to keep you up-to-date. We gather experts to share their knowledge on key topics and, most importantly, we aim to encourage discussion about the issues and challenges facing us all.



Wiley Society Newsletter—1,400 society officers already receive our digest of industry, publishing, and society news. Read a [sample issue](#) and [sign up here](#).



Wiley Society Executive Seminars—In 2018, seminars in London, Washington DC, Tokyo, and Melbourne explored the future of research and publishing in an age of disruption.



Wiley Society Podcast—Episodes in 2018 focused on how private funding affects research and the importance of research communication. Also available on iTunes.



Wiley Society Briefing Webinars—In our most recent webinar, a panel of society leaders discussed [Overcoming Gender Stereotypes](#).



Wiley Network—Our blog for researchers, librarians, and societies had more than 440k visitors in 2018.



@WileySocieties and **@thewileynetwork**—Join the conversation on Twitter.

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Context: Impact

To help you adapt and evolve with the fast pace of change in the Open Research landscape, we're developing products, business models, and services that will help you to make the most of the new opportunities to expand your audience and boost impact. We're developing our services around five 'pillars': Open Access, Open Data, Open Practices, Open Collaboration, and Open Recognition & Reward.

Open Access: Supporting access to funded research

As one of the world's leading Open Access (OA) publishers, we are committed to offering different access models to support a wide range of needs. The launch of Plan S has focused attention on OA as a priority. We provide details on current OA policies and developments worldwide on page 8.

We are investing significantly in our Open Access infrastructure to make the submission experience easier and smoother through continued development of [Author Services](#), and by expanding guidance for authors on all aspects of the process, including our [Open Access resources](#).

Open Data: Encouraging sharing and enabling reproducibility

Research data are as important as the published article. We surveyed 90,000 authors to create our Open Data Strategy, which offers three policy levels for journals, 'encourages data sharing' being the minimum.

Read more about policies and expectations in our [Research Data post](#) and about how we compare with other publishers in a [blog](#) by David Mellor, Director of Policy Initiatives at the Center for Open Science.

Open Practices: Developing greater transparency

In September, one Wiley journal entered a pilot **transparent peer review** program with Publons and ScholarOne. Results to date are positive, with 83% of authors opting for transparent peer review. An additional 10 journals are joining the pilot in 2019.

[Wiley's preprint policy](#) allows researchers to publish their work on a non-commercial **preprint server** before submission. New tools will help authors automate submission of preprints to journals and alert journal editors of relevant preprints.

Wiley is leading the industry in **registered reports**. We've worked closely with the British Psychological Society and the Center for Open Science to create journal workflows that easily enable peer review to take place prior to the study, focusing on the research question and method.

Approximately 40 Wiley journals are now able to accept papers based on registered reports—a quarter of the total registered-reports enabled journals across all publishers. This [infographic](#) highlights some of the benefits.



More than 955 journals have adopted our recommendation to require [ORCID iDs](#) for submissions. Increasingly required by funders, **ORCID iDs** are a digital name and a persistent unique identifier that link an author to their work, however often they change their affiliation. There are now more than 182k Wiley authors with an ORCID iD, and in 2018, we saw other publishers follow our lead and begin mandating ORCID iDs upon submission.

Open Collaboration: Supporting researchers in article preparation, pre- and post-publication sharing

We are integrating [Author collaboration tools](#) with journal workflows to help researchers collaborate efficiently and effectively with their peers.

- [Authorea](#) helps authors collaborate with an unlimited number of colleagues in private or public groups.
- [Manuscripts](#) puts an author's paper into the right journal submission format.

Authorea and Manuscripts will re-launch in 2019 as part of Atypon Author.

Wiley Content Sharing enables authorized journal article users to freely share a link to the full article with other individuals. Across Wiley Online Library, readers used the service to share 136k articles in 2018. Of those, 60k were authors sharing their work.

Open Recognition & Reward: Integrating tools that help researchers get credit for their work

Researchers want to demonstrate their individual impact through all of their academic contributions—including authoring and reviewing—so they can advance their careers.

• [Publons](#) connects researchers to their peer review work, which can be exported to their **ORCID** profile alongside their authored papers. Publons hosts more than 114k Wiley reviewers and 500k Wiley reviews.

• Wiley authors receive free access to **Kudos**, a tool to help researchers explain and share their work and to track impact via downloads, citations, and **altmetrics**.

• We are incentivizing authors to highlight their shared data or materials with **Open Science Badges**, developed by the Center for Open Science. 20 Wiley-published journals are already using them.

• **CRediT** classification is a new naming system to recognize the roles that each person has played in the creation of a scholarly article, ensuring authors are credited appropriately. We are piloting the new system with Wiley-owned journals.

Wiley Digital Archives: Historic primary sources creating modern day global impact

Many societies hold records of the history of research in their field, useful for current research. In 2018, Wiley worked with the New York Academy of Sciences, the Royal Anthropological Institute, and the Royal College of Physicians to bring their full collections online and global in [Wiley Digital Archives](#). To access any of these collections, please speak to your Journal Manager.

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Context: Quality

A quality publishing program creates world-class experiences at every stage in the process: an excellent authoring experience that delivers on researchers' needs and helps them comply with policy mandates; efficient and effective content management processes and practices that gets researchers' work published quickly and easily; and a market-leading research communication platform in Wiley Online Library that helps researchers the world over read and cite the best evidence available.

Improving the publication process—2018 initiatives

Time to publication is a major consideration for authors when choosing where to publish. We continue to review and refine each touchpoint, from submission through to publication, to ensure our processes are efficient without compromising quality.

Designs for faster delivery. Our web-optimized journal design has now been adopted by 635 titles, enabling typesetters to create proofs more rapidly and with greater accuracy.

Streamlined workflow. In 2018, 100 journals were part of a project to streamline workflow. Results indicate article publication times are up to 30% faster. We plan to introduce this optimized workflow to more journals as appropriate in 2019.

HTML proofing to increase accuracy and speed. During 2019, all journals will have access to an online proofing tool so authors and editors can make corrections directly in the HTML proof. This removes the need to transfer corrections, reducing turnaround time and errors.

Improved clarity around copyediting. Our project to harmonize copyediting levels will continue into 2019. We will also pilot a new freelancer management system.

Enhanced discoverability and impact. We're now classifying over 100 journals with taxonomies to increase discoverability. Readers who use taxonomies on society hubs to access content download on average three times the number of articles.

Developing the best possible author experience

In 2018, we made a series of updates to make the process quicker and easier for authors:

- Simplified the process for funded authors by combining order and license-signing into one step in Author Services.
- Added custom messages for authors about funding.
- Turned on auto-selecting OnlineOpen for known Wiley Open Access Account funded authors.
- Improved the search functionality for author addresses, institutions, and funders.
- Launched the Journal Finder service on Author Services.
- Introduced live chat support on Author Services. More than 500 authors per month have used the service.

Supporting Early Career Researchers

In May, we held a roundtable event for ECRs to share and discuss their publishing experiences. We've published the learnings from the event as a preprint: '[Early Career Researchers Want New Directions in Research Publishing](#)'.

We designed the [Wiley Researcher Academy](#) to support ECRs and other authors new to publishing. The online platform now includes 50 hours of training via 14 learning pathways. This year the Academy formed a key part of the LMI Young Scientist award program in Vietnam.

Supporting Editors and Peer Reviewers

[Wiley Editor Academy](#) provides a series of interactive learning modules which help editors become more familiar with publication best practices and recent industry changes. To set up access please speak to your Journal Manager.

Reviewer Finder Tool went from beta to live. Feedback from editors was extremely positive.

Best Practice for Peer Review Wiley colleagues initiated a project to define best practice to make peer review better. Their research led to [an article](#) in *Learned Publishing* and a [questionnaire](#) for journals to self-assess their peer review practices.

Showcasing your research on Wiley Online Library

In March, we successfully migrated Wiley Online Library to its new home on Atypon's Literatum platform—a major operation covering 1,600 journals, 8 million articles, 21k online books, 240 MRWs, and 270k MRW articles.

The new Wiley Online Library provides a best-in-class online experience for researchers, connecting them to the most relevant content to support their research goals. Your journal is already enjoying benefits, including:

- **A new journal homepage, built around your brand**, curated content, automated content feeds, and links to blogs, videos, and social media in one place
- **Flexible layout** fully customizable so you can highlight your content and news, and embed multimedia
- **Advanced content tools** make it easy to bring together content for **Virtual Issues**
- **Auto-generated lists** of the most-cited, most-read, and recently published articles
- **Award-winning content tools** allow tagging of images, videos, audio, and data for researchers to easily find what they need
- **Better platform stability** with Wiley Online Library now performing at top-industry-standard 99.87% uptime

We're often asked how Wiley Online Library compares with other publishers' platforms. In June, we commissioned analysis by publishing consultancy, Delta Think, to compare Wiley Online Library with nine other publishing platforms. The findings are very positive. Wiley Online Library performs as well as or better than the average in the 12 key areas we looked at. **Wiley Online Library rates better than other publishers for readers** in discoverability and mobile capability, for **authors** in analytics and reporting, and for **societies** with hubs and taxonomy support.

This is part of a wider program of research to inform our roadmap including usability studies and regular surveys to library customers, society partners, and authors.

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Context: Reach

Wiley's broad reach and differentiated sales strategies ensure your content reaches the broadest possible audience.

Our sales strategy is designed to deliver wide reach, sustainable revenue streams, and the greatest possible readership in the best institutions so that your journal can achieve the high readership, high impact, and high profile it deserves.

Combining the expertise of colleagues across sales, government affairs, digital design and delivery, analytics, publishing, and marketing, we work together to ensure maximum discoverability for your journal.

Driving readership through global reach

Our sales reach is among the widest in the industry—Wiley employs a library sales force of more than 80 colleagues in 30 global offices, managing 4,000 licensed customers.

In 2018, readership of articles on Wiley Online Library increased by **9%**, building on an increase of **17%** in 2017 and **14%** in 2016. Articles were downloaded **390 million** times in more than **16,000 institutions** in more than **240 countries** and territories.

Wide-reaching licenses, negotiated at the national level

The scale of our sales team, together with the expertise of our government affairs team, means that for many years Wiley has played a pioneering role in partnering with governments and funders to secure funding and to design new licenses that meet their strategic needs.

We see the impact of recent national deals in Russia and Egypt reflected in sustained readership growth.

In **Russia**, our 2017 deal with the prestigious Russian National Library of Science and Technology, covering 120 of the best research institutions, restored readership quickly after the previous license was cancelled suddenly following budget cuts. Readership is up more than 70% in 2018.

In **Egypt**, our 2016 national deal, funded by the government's Egypt Knowledge Bank, opened up access to 108 academic institutions and to every citizen at home, resulting in a six-fold increase in readership since the deal began.

In **Turkey**, after many years of negotiation, we signed a national license agreement with The Scientific and Research Council of Turkey, providing 199 institutions with access to all Wiley journals for a five-year term.

Driving a sustainable route to Open Access

Wiley is working with funders and institutions all over the world to help achieve their aspirations to move to an Open Access future.

In northern Europe particularly, there is wide-scale support at a national level to accelerate the move to Open Access, and the influence of initiatives like OA2020 and Plan S is growing globally. We provide more details on this on page 8.

The scholarly communications environment is changing, and new business models are needed to support this change.

Our **transitional** licenses in the Netherlands and Austria enable Wiley and our partners to support OA transition in a sustainable and manageable way. Wide-reaching '**Read and Publish**' licenses like these secure, and often expand, access for journals in top research institutions and offer researchers at participating institutions the opportunity to publish OA at no individual cost.

- Our 2016 pilot license with the **Dutch Universities Association** (VSNU) covers the top 14 research institutions and actively supports the required 10-year transition to Open Access for Dutch research.
- Our 2017 license deal with the **Austrian Academic Library Consortium**, KEMÖ, includes both readership and OA publication at 22 member institutions.

"A breakthrough for Open Access"

In early 2019, Wiley announced the pioneering **new partnership for Germany with Projekt DEAL**, which will improve and lead the way in which knowledge is created and shared more openly.

705 institutions, including the most important science and research organizations in Germany, have access to read Wiley's full portfolio of journals, and researchers at those institutions may publish articles Open Access in Wiley-published journals.



Representatives from Projekt DEAL and Wiley at the signing ceremony for the new partnership.

Wiley is the first publisher to sign a major country-wide agreement like Projekt DEAL. The partnership extends beyond the implementation of "publish and read" to include a commitment to new initiatives to drive OA publication of top tier scholarship in Germany, including the launch of a flagship Open Access journal, an Open Science and author development group, and an annual research symposium for early career researchers.

Hailed as "**a breakthrough for Open Access**" by the German Minister for Science and Education, Anja Karliczek, this agreement shows what can happen when the university, funder, and publishing communities join forces, and demonstrates our commitment to keeping the researcher at the heart of our publishing strategies.

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Context: Reach

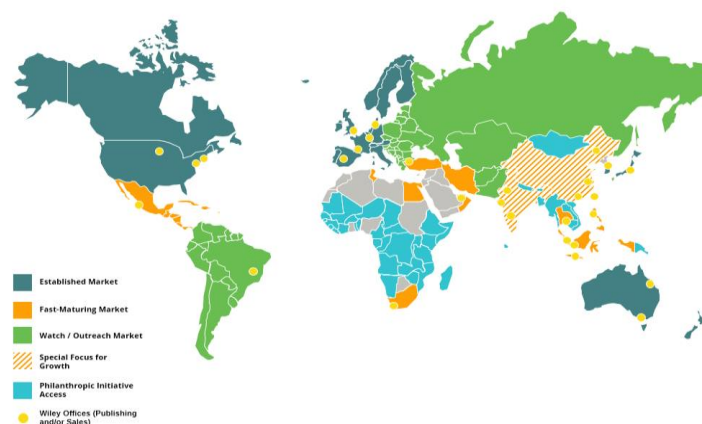
Securing your reach and revenue in mature markets

In 2016, we launched a simplified sales model for mature library customers to provide wide dissemination of your research and security for your revenues despite current pressures on budgets and projections for continued flatness or low growth.

In 2018, more than **2,500 institutions, buying as part of 39 consortia in 25 countries**, offered access to journals under the Wiley 'All Journals' License—70% more than in 2017. Customers in Austria, South Africa, Turkey, and Hong Kong converted to this new license in 2018.

There is strong evidence that the wider circulation of more journals in more institutions under the new license has resulted in high increases in readership, with some customers reporting increases as much as 20%.

A different sales approach for different areas



Click [here](#) to see the full-size version.

In **fast-maturing markets** (shaded orange on the map), we see the results of many years of working closely with national organizations, as with our new license in Turkey.

In 2018, we signed our first big deal in **Indonesia**. At the beginning of 2019, access to over 500 journals opened up at the National Library of Indonesia.

In areas with **high growth potential** (striped areas), accelerating the development of a knowledge-based economy is at the heart of many national agendas.

China and India remain a key strategic focus.

In **India** our strategy for growth is to sell curated collections of content to private and technical institutions, and to invest in supporting author development via initiatives like the Wiley Researcher Academy. We renewed access to 10 journals and added access to another 128 at Banaras Hindu University, part of the prestigious Indian Institute of Technology.

In 2018, **China** overtook the US, for the first time ever, in the number of papers published in English-language journals. As part of continued investment to capitalize on rapid growth in China, we expanded our Shanghai and Beijing offices from 76 to over 100 colleagues. These teams are led by a dedicated Vice President & Editorial Director in China who is spearheading our investment in sales, marketing, and publishing teams as a priority.

In sales, we renewed and expanded our license with the DRAA consortium of 254 libraries, making journals available to over 8 million students. We also expanded access under our license with the Chinese Academy of Science from 75 to 124 institutions.

In **"watch/outreach markets"** (green), we are fostering relationships with government funding agencies to promote the importance of access to research in supporting education and economic growth.

Opening up new audiences globally

Brazil: We renewed the national license with CAPES, securing access to journals in 358 institutions.

France: Our licenses with INSERM, INIST-CNRS and the IRD all expanded to include more research labs, benefitting journals in the life sciences in particular. 1,144 labs now offer access as part of the INSIST-CNRS deal—up from 500.

India: Our licenses reach 480 institutions in all. Readership increased by more than 35% in 2018.

Japan: In our second largest revenue market, the JUSTICE consortium includes 475 institutions buying under license.

Jordan: A new license in 2016 opened up access in 11 institutions. Readership increased by 49% in 2016, 22% in 2017, and 27% in 2018.

Poland: Over 550 institutions now offer Wiley journals, including 10 journals added in 2018.

Pakistan: The number of institutions with access continues to grow, up by more than 20% since 2015. Ten new member institutions were added in 2018. Annual readership has grown overall by 47% over the same period.

Romania: We renewed a deal with the 38-member Anelis consortium following two years of low or no access. Readership increased by over 30%. We also signed a national deal to access backfiles.

Tunisia: After signing a new license in 2017 covering 275 institutions, readership grew by 12% in 2018.

Context: Sustainability

Key policy impacts around the world

In 2018, Wiley engaged proactively with policymakers and funders across major research centers worldwide to favorably shape policies affecting the scientific community, including funding levels and Open Access mandates. We regularly coordinate responses to consultations and surveys on policy issues.

United States — the Administration has begun to show interest in OA and open science policies after several years of relative quiet. The Office of Science and Technology Policy (OSTP) is reviewing the White House OA directive from 2013, which led to 12-month OA policies across all major funders. No concrete policy proposals have emerged, and this issue is likely to be subject to further deliberation in 2019.

Agencies continue to focus on implementation of existing policies: CHORUS signed new partnership agreements in 2018 with the US Agency for International Development, the National Institute of Standards and Technology (NIST) and the US Department of Agriculture.

Interest in open data is also high. The National Institutes of Health issued a request for information on a possible data management and sharing policy, which could be finalized in 2019.

In Congress, neither the House nor the Senate considered the Fair Access to Science and Technology Research Act (FASTR) bill, which would codify 6- or 12-month embargoes, and the bill attracted little support.

Congress successfully passed the Open Government Data Act, which, thanks to publisher advocacy, includes provisions to ensure intellectual property rights are respected as agencies make data assets maintained by the government publicly available. Interest in open data issues will likely continue into 2019.

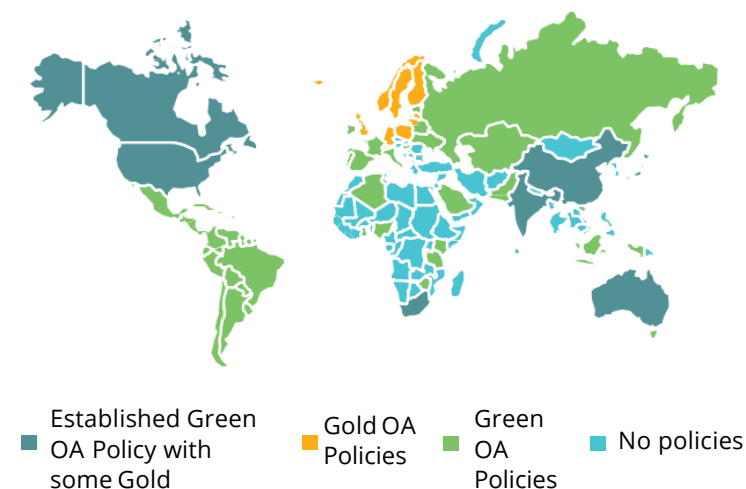
United Kingdom—the unresolved and divisive nature of Brexit continues to exert dominance over the policy landscape. April

2018 heralded the establishment of UK Research and Innovation (UKRI), comprising the research councils HEFCE and Innovate UK. UKRI has embarked upon a review of the post-Finch OA landscape. A public consultation in 2019 is likely, and Wiley is working with the Publishers Association and other relevant stakeholders to ensure full engagement in this process.

European Union —the main development of 2018 was the launch of Plan S to be carried forward by cOAlition S, a group of national research funding organizations, with the support of the European Commission and the European Research Council (ERC).

cOAlition S signals the commitment to implement measures to fulfill its main principle: *"By 2020 scientific publications that result from research funded by public grants provided by participating national and European research councils and funding bodies, must be published in compliant Open Access Journals or on compliant Open Access Platforms."*

Open Access policies around the world



Click [here](#) to see the full-size version.

As well as mandating that the research they fund must be published in an OA journal or platform, cOAlition S excludes hybrid journals from the definition of OA. At this stage, Plan S is a statement of intent and will be under review in 2019, probably with results in the second half of next year. Details of how Plan S will be adopted into the policies of specific funding bodies remain to be seen.

Global support for Plan S continues to grow, with the Bill & Melinda Gates Foundation signing up in November, and growing interest in China.

Wiley continues to engage extensively on Open Science, copyright, and other relevant policy areas at both the EU and individual member state level.

In related matters, the European Commission's Open Science Policy Platform (OSPP) continues to develop policy guidance in areas including rewards, new metrics, the European Open Science Cloud, research integrity, skills, and FAIR open data, and will communicate this guidance in 2019. Likewise, the Digital Single Market copyright proposals are scheduled before European Parliament elections in May 2019.

China — the government announced a major consolidation of science agencies in March, placing the National Natural Science Foundation (NSFC) – the premier individual grant making agency – and the State Administration of Foreign Experts Affairs under the Ministry of Science and Technology (MOST).

The reorganization is the biggest change for the NSFC since its establishment and has raised questions within the research community about how this will influence the long-term direction of research funding in China, as MOST has traditionally targeted larger, results-driven efforts aligned with national priorities.

Context: Sustainability

China's State Council also announced sweeping new rules early in 2018 on the treatment and storage of scientific data, including in relation to publishing, in line with the government's emerging view of research data as a valuable strategic resource.

Several Chinese organizations expressed interest in Europe's Plan S in late 2018, but no formal commitments have been made and China's major research funders continue to implement green, 12-month embargo OA policies.

Japan—funders are moving slowly to implement a 2015 Cabinet-issued OA directive as well as a follow up to the 2016 Open Science plan reaffirming a Green, 12 month OA policy and pressing for more progress on Open Data.

The Japan Science and Technology Agency (JST) released a formal Green OA policy in 2017, but allows funded researchers to cover Gold OA with grant funds.

In 2018 Japan adopted a major revision to its copyright laws, extending the length of protection from 50 to 70 years after the life of an author, while also adopting new copyright flexibilities intended to support the development of artificial intelligence in Japan. Wiley is engaging closely with institutions and major funders, including the Ministry of Education, Science and Technology (MEXT), JST and other government agencies.

Facilitating Connections

We believe it is our role to facilitate connections between societies and partners and colleagues in government, in the media, and in industry organizations, to help ensure a sustainable future for your journal.

Connecting societies with policy-makers

"Door Knocks" in Washington, D.C. and Brussels—At our "Door Knocks", groups of society partners have the opportunity to discuss topical issues and highlight the important role societies play in the

public perception and wider application of science directly with policy-makers. In Brussels in May, delegates from a range of societies discussed OA publishing models, data sharing, and research funding, and explored Brexit and support for UK and EU collaboration. Research funding and Open Data were key topics for the D.C. meetings, including how government can work with the research community to maximize the impact of funded research.

Research Impact in Policy roundtable—Hosted as part of the Global Evidence and Implementation Summit in Melbourne, Australia, we brought together policy-makers and researchers for an interactive session to explore how research can better impact policy.

Connecting the public and science—the importance of science communication

In 2018, we introduced a program of pilots and initiatives, called 'Project Impact' within Wiley, that explore and support the impact of research beyond the scientific and scholarly community. We believe that helping researchers to achieve a wider, more diverse research impact will lead to greater implementation and understanding of scientific evidence in society as a whole.

We've also recently launched a number of initiatives to help foster a new relationship with the media that will help to nurture interest and understanding of research among the wider public:

World Federation of Science Journalists: In 2018 we organized 'Science Talks' webinars as part of our collaboration with WFSJ, which represents 10,000 science and technology journalists around the world. The webinars educated member journalists on how to accurately and successfully report on scientific research and covered topics like 'Understanding HIV/AIDS for Accurate News Reporting' and 'Understanding Antimicrobial Resistance'. Journalists in 57 member organizations have direct access to original research on Wiley Online Library as part of the partnership.

Sense about Science: We continued to support the [Maddox prize](#) for sound science in the face of adversity, as well as peer reviewer training workshops held in 2018.

We've also collaborated with several partner societies to discuss science communication at their own events. At the International Association for the Study of Pain conference, we held a **Media Roundtable**, an open discussion building relationships and trust between science journalists, communicators, and researchers. You can read about what they discussed [here](#).

Keeping Wonder Alive video series: four videos released during 2018 and shared via social media shine a spotlight on the power of curiosity in driving research forward. Watch [The Archives](#) and [The Editor](#) here.

Representing your best interests

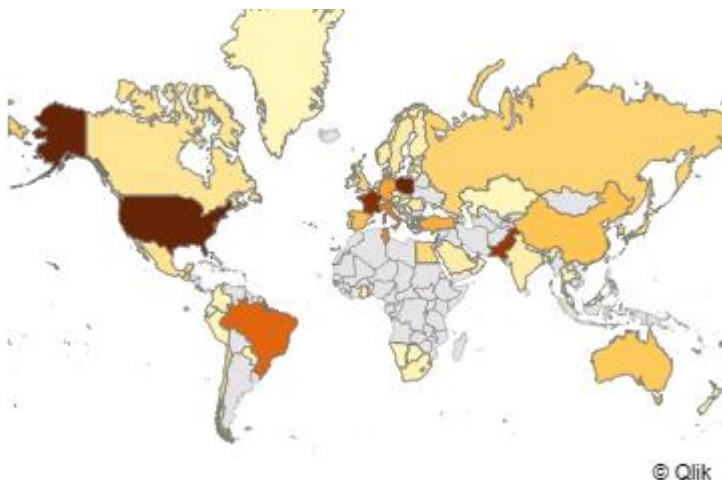
Wiley continues to work with other publishers as part of the [Coalition for Responsible Sharing](#). We believe that publishers and Scholarly Collaboration Networks like ResearchGate can and should co-exist to the mutual benefit of their authors and users, with each respecting the other's contribution to scholarly communications.

We continue to advocate for our societies' interests on a wide range of topics, including CrossRef, the Society for Scholarly Publishing (SSP), CHORUS, and the Association of Learned and Professional Society Publishers (ALPSP), among others. We work with groups like [CODATA](#), the [World Data System](#), the [Research Data Alliance](#), [DataCite](#), [NISO](#), [OASPA](#), and [CHORUS](#); these organizations enable research data to be used, re-used, cited, and accredited.

We also support organizations like the [International Society for Managing & Technical Editors \(ISMTE\)](#) and [Committee on Publication Ethics \(COPE\)](#), who provide training and other direct benefits to our publishing partners.

Circulation

Global Reach



In 2018, 5,507 institutions offered access to the latest content in your journal via either a Wiley license or a traditional (title-by-title) subscription. On this map, darker shading shows where circulation is most concentrated. Countries shaded in gray may be covered by philanthropic initiatives.

In 2018, our philanthropic initiatives extended low-cost or free access to current content to 7,939 developingworld institutions.

Additional Reach: EBSCO

Wiley's arrangement with EBSCO allows us to extend the reach of your journal beyond core academic libraries. In 2018, 330 institutions accessed embargoed content of at least one year old from your journal via EBSCO databases.

Reach by Region

Region	2016	2017	2018
Australia & NZ	165	165	165
Canada	81	81	72
China	142	151	159
Europe	1,434	1,871	2,402
Japan	76	74	88
Rest of World	1,489	1,915	1,940
UK	102	106	110
USA	533	553	571
Grand Total	4,022	4,916	5,507

This table shows the number of institutions, by region, with access to the latest content in your journal via either a Wiley license or a traditional (title-by-title) subscription.

Reach by Access Type

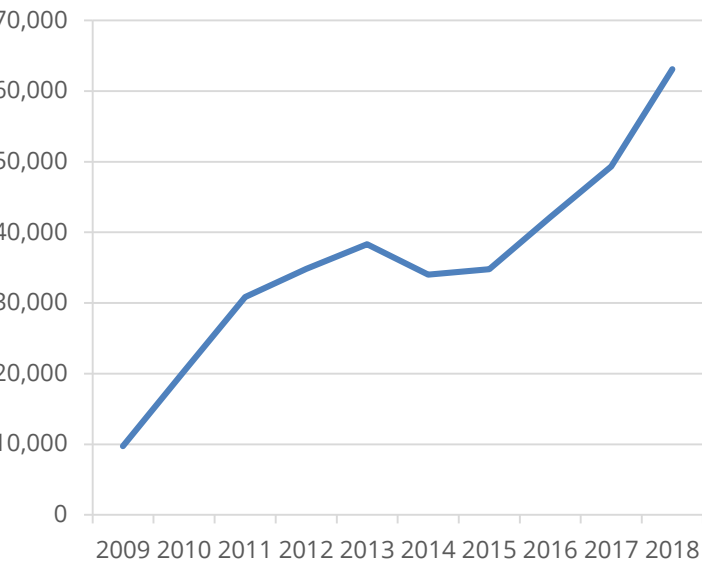
Sales Model	2016	2017	2018
Institutions with access via the Wiley license	4,016	4,913	5,504
New "All Journals" license	941	1,787	2,571
Other licenses	3,075	3,126	2,933
Institutions with access via traditional subscriptions	6	3	3
Online	3	1	1
Print	3	2	2
Total	4,022	4,916	5,507

In 2018, 5,504 institutions offered access to your journal via a Wiley license, often through a consortium. Of these institutions, 2,571 had access via the "All Journals" license model, offered to mature library customers since 2016. This includes 36 institutions that offered access via a "Read and Publish" license. In addition, 3 individual institutions offered access via traditional (online or print)subscriptions.

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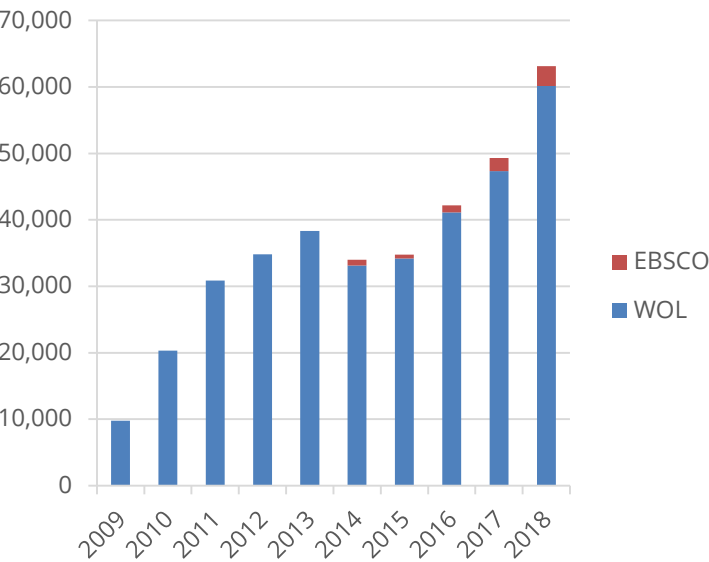
Readership

Article Downloads Trend



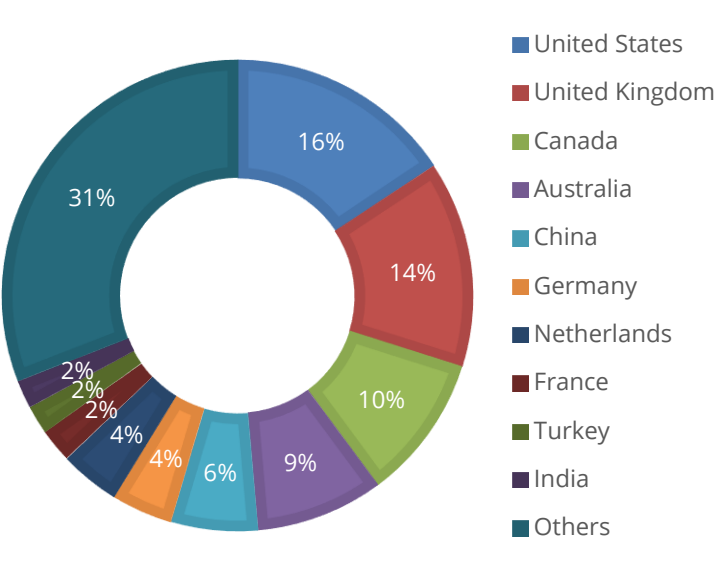
This chart shows the increase in the number of full-text article downloads for your journal in the period 2009 to 2018. The total includes usage on Wiley Online Library, EBSCO, and other third-party databases. Downloads via Wiley Online Library increased by 27% in 2018. This compares with an increase of 18% across all Wiley journals in the Business & Management subject area.

Article Downloads by Source



This chart shows the origin of full-text downloads of your journal across Wiley Online Library and other major third party providers.

Top 10 Downloading Countries



This chart shows the top 10 countries from which articles in your journal were downloaded via Wiley Online Library in 2018, and the percentage each country contributed to total usage. All other countries are combined under "Others".

Most Downloaded Articles on Wiley Online Library

Rank	Author(s)	Article Title	Volume	Issue	No. of Accesses
1	Badaoui, K. et al.	The influence of personal and social identity on the clothing consumption of adolescents	35	1	1,859
2	DeSouza, E. et al.	Workplace Discrimination against Sexual Minorities: Subtle and not-so-subtle	34	2	1,330
3	Doloreux, D.	Use of internal and external sources of knowledge and innovation in the Canadian wine industry	32	2	1,121
4	Aronson, E.	Integrating Leadership Styles and Ethical Perspectives	18	4	1,058
5	Zagelmeyer, S. et al.	Exploring the link between management communication and emotions in mergers and acquisitions	35	1	1,049
6	Zeng, Z. & Honig, B.	A study of living wage effects on employees' performance-related attitudes and behaviour	34	1	1,038
7	Miller, D.	The Stages of Group Development: A Retrospective Study of Dynamic Team Processes	20	2	990
8	Ng, E. & Rumens, N.	Diversity and inclusion for LGBT workers: Current issues and new horizons for research	34	2	873
9	Meyer, J. & Smith, C.	HRM Practices and Organizational Commitment: Test of a Mediation Model	17	4	683
10	Harrison, J. et al.	What does employee ownership effectiveness look like? The case of a Canadian-based firm	35	1	649

This table includes details of the ten most-downloaded articles of 2018. The average number of downloads per article published in your journal in 2018 was 67.

Top Referrers

Rank	Referrer Service	% of Downloads
1	Google Scholar	21.1%
2	Institutions and Library Services	19.7%
3	Google Search	11.4%
4	EBSCO	3.0%
5	EBSCO Discover Service	1.3%

Open search continues to play a key role in driving readership. This table shows the % of total downloads resulting from referrals from each site.

Article Downloads via Wiley Content Sharing



In 2018, 17 sharing links were generated via the new Wiley Content Sharing service through ReadCube, resulting in 3 full-text downloads. In addition, links shared by authors resulted in 238 downloads.

Your 2018 Marketing Objectives

At the start of the year, we agreed upon the following marketing objectives and priorities for *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*:

- Increase usage
- Increase citations by generating visibility
- Grow impact factor
- Increase submissions
- Grow brand awareness

In 2018, through ongoing data analysis, discussion, and collaboration with you, we have achieved these objectives using a carefully selected series of marketing tools and tactics. Outlined below are some of the key initiatives used to promote *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*.



Promoted at 3 Conferences



Author Engagement Campaigns



Readership Initiatives



Social Media Engagement



Trackable Impact With Altmetric



SEO Initiatives Enhancing Discoverability

Innovative Marketing Strategy

Focusing on the needs of researchers, we are tailoring our communications and strategies to engage and enable them to achieve high readership and create maximum impact with their work. The ways we are doing this include:

Testing and experimentation: To continually deliver an effective marketing service, we have introduced multiple campaign pilots in which we trial new ideas on a small scale. If effective, we recommend these campaigns to partners sharing similar marketing objectives and invest in resources to amplify their success. For example, we are currently implementing a pilot campaign that congratulates authors whose articles have been selected as Editor's Choice in a recently published issue on Wiley Online Library, with the aim of helping to nurture author relationships.

Delivering value to your authors and readers: We are actively finding new ways to deliver the most relevant and useful content to your authors and readers. By creating and distributing infographics, videos, and blogposts aimed at your target audience, we can increase your journal's readership and engagement. We also utilize multi-email campaigns, creating customized journeys tailored to author and reader needs and tailoring future messaging using the content they engaged with in earlier emails to ensure that promoted content is relevant.

New data analytics and targeting capabilities: Using new technology, we now capture more data about your authors and readers, enabling us to better target a specific audience and communicate only the most relevant information that, in turn, generates greater engagement results for your marketing campaigns. For example, we can create a list of authors who have published research on a specific topic in competing journals and contact them about your journal's submissions initiatives.

Tailoring the message: We have conducted extensive research to better understand the values of different types of researchers, authors, and librarians. This insight allows us to develop outreach strategies with the most relevant content that appeal directly to the individual. We can apply our research and collaborate on developing unique messaging to showcase the reasons the authors you want to attract should submit to your journal.

Supporting society marketing: As a publishing partner, we are developing a range of toolkits and whitepapers to support your society initiatives, including resources for member engagement, advocacy opportunities, conference planning, and social media best practices. For example, our [Member Resources](#) hub provides eight ways to engage and inspire your members and build a strong community.

Author Engagement Initiatives

Email Campaigns

The ability to attract and retain more of the top authors in the field is a priority for the long-term success of *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*. Our marketing efforts support this goal through actively targeting authors, encouraging them to submit—and keep submitting—their best work to *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*. Efforts to reach relevant authors in key disciplines include the initiatives in the table on this slide.

Author Workshops & Webinars

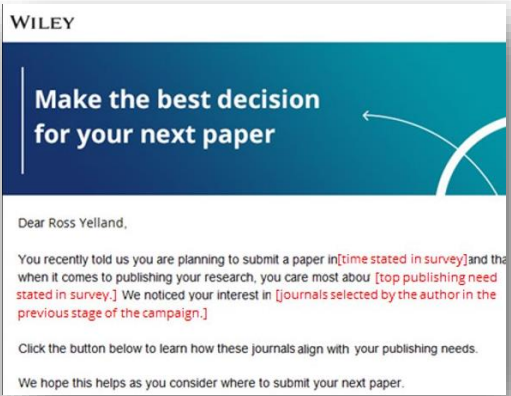
We offer a variety of workshops and webinars aimed at providing authors with expert advice on a broad range of publishing topics, from increasing discoverability to understanding peer review and publishing ethics.

Promotion of Author Services

The Author Services platform, where authors can track the performance of their articles, is promoted through multi-email marketing campaigns as well as targeted advertising using Search Engine Optimization strategies. New platform features being developed include the addition of article-level metrics and Altmetric scores to the Dashboard, with fully redesigned and seamless user journeys.

Initiative	Results
Top Author #Top20Article Authors from your journal's 20 most-downloaded papers from the previous two years were recognized for their contribution to the journal through a journal-branded email campaign and social media promotion.	The email campaign had a 60% Unique Open Rate and an 809% Total Open Rate. The #Top20article social campaign had 1.4M impressions and very positive author feedback.
Impact Factor Announcement A journal-branded email campaign was sent to recently published authors within 48 hours of the Impact Factor release.	Increased Impact Factor announcement email with a 34.83% Unique Open Rate and a 50.25% Total Open Rate.

Initiative	Results
Home For Your Next Paper An author-personalized campaign that helps prospective authors choose to submit their research to your journal. This campaign uses marketing automation technology to create customized journeys tailored to author needs.	On average the campaign has had a 16.45% Unique Open Rate and a 1.22% Unique Clickthrough Rate.
Publish With Us Again An author-personalized campaign that encourages loyalty from your authors and encourages them to publish their research in your journal again. This campaign uses marketing automation technology to create customized journeys tailored to author needs.	On average the campaign has had a 24.7% Unique Open Rate and a 2.29% Unique Clickthrough Rate.



Marketing

Conference Engagement

Events

Conferences and events provide strong branding opportunities for *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* and give Wiley a chance to interact face-to-face with authors and readers. In 2018, *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* was promoted at these three conferences:

Conference	Dates	Location
<i>Academy of Management</i>	8/10/18–8/13/18	Chicago, Illinois
<i>British Academy of Management Annual Conference</i>	9/4/18–9/6/18	Bristol, United Kingdom
<i>European Academy of Management Annual Conference</i>	6/20/18–6/23/18	Reykjavik, Iceland

Attendee Engagement Activities

We employed a range of techniques to encourage brand engagement with *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*, including:

- Digital display promotion including iPads preloaded with *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* content
- Interaction on a range of social media platforms during the conference, encouraging real-time conversation around key themes
- Printed promotional materials centered around your 2018 marketing objectives
- Booth engagement activities



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Brand Awareness: Social Media and Publicity

Social Media

Social media is a valuable channel for engaging with readers and authors. Used effectively, it can expand your reach, increase engagement, generate web traffic, and drive brand awareness among target audiences.

In 2018, we used our community social media feeds to actively engage with influencers and promote *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* research. Throughout the year, the @WileyBusiness and @WileyPsychology Twitter accounts shared your content. @WileyPsychology saw a 12.66% increase in followers in 2018, inviting new readers to engage with your content.



Altmetric

The articles below were among the most liked or shared posts in 2018, as measured by Altmetric. Altmetric are qualitative data that are complementary to traditional, citation-based metrics. Altmetrics can include citations on Wikipedia and in public policy documents, discussions on research blogs, mainstream media coverage, bookmarks on reference managers like Mendeley, and mentions on social networks such as Twitter and Facebook.

Article Title	Altmetric Attention Score	All Mentions	Mentions from Social Media	Mentions from News & Blogs
REASONS WOMEN CHARTERED ACCOUNTANTS LEAVE PUBLIC ACCOUNTING ...	74	13	4	9
DIVERSITY IN GENDER STEREOTYPES? A COMPARISON OF HETEROSEXUAL, ...	43	80	80	0
A STUDY OF LIVING WAGE EFFECTS ON EMPLOYEES' PERFORMANCE-RELATED ...	9	15	14	0
EXPLORING THE RELATIONSHIP BETWEEN UPGRADING AND CAPTURING ...	7	7	7	0
INTEGRATING LEADERSHIP STYLES AND ETHICAL PERSPECTIVES	7	4	2	0

Readership Initiatives

Campaigns Promoting Readership

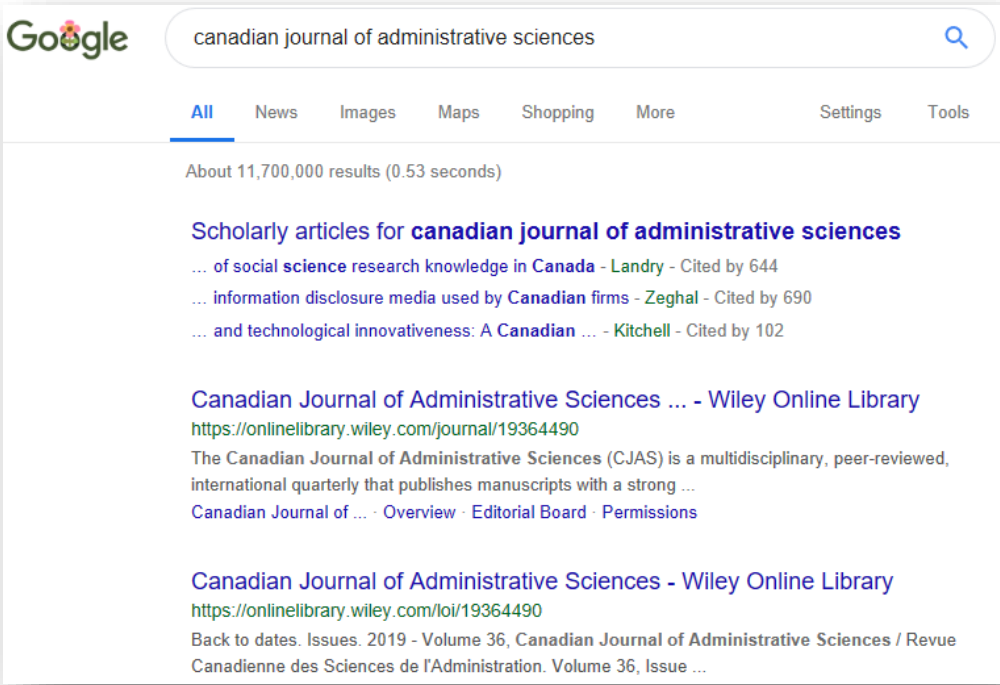
Content and news from *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration* was strategically featured in outreach campaigns across multiple relevant subject disciplines. Throughout 2018, your journal was included in a range of initiatives to encourage usage, including:

Initiative	Results
Free Sample Issue Promotion A <i>Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration</i> branded email reminds recipients that all articles in the first issue of the year are available for free downloads, encouraging readership.	The email campaign had a 29.86% Unique Open Rate and a .50% Unique Click-to-Open Rate, driving Sample Issue readership and helping to encourage citations.
Global Ethics Day A curated cross-journal, multi-channel campaign aimed to achieve the objectives of the awareness event.	The Article Collection was promoted through a social media and advertising campaign leading to increased visits to the journal homepage and Full Text Downloads of featured articles.
AOM 2018 A curated cross-journal multi-channel campaign aimed to achieve the objectives of the awareness event.	The email campaign had a 17.8% Total Open Rate and a 11.9% Unique Open Rate as well as a 3.9% Unique Click-to-Open Rate leading to 618 Full Text Downloads of promoted articles. The WOL banner ads resulted in 99,612 impressions and additional visits to the Article Collection.

Search Engine Optimization (SEO) and Discoverability Initiatives

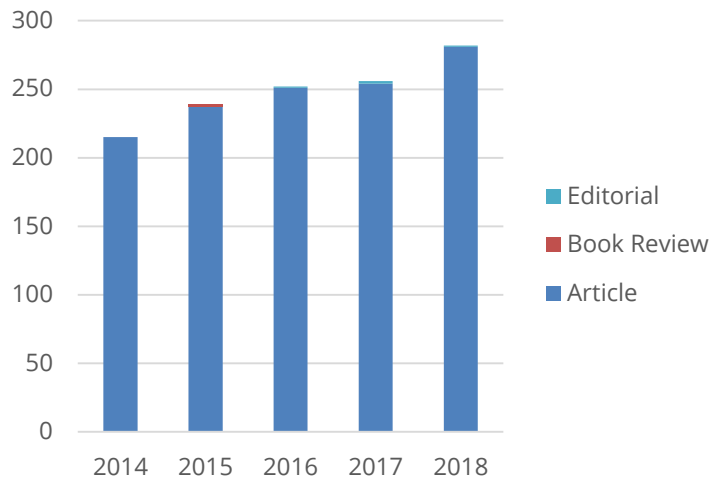
Search engines are the primary route for access to your content. Wiley's team of dedicated SEO marketers works closely with Google and other search engine platforms to ensure high-ranking search results for every article published on Wiley Online Library.

We continually optimize features and content on your journal homepage to comply with current recommendations for discoverability so you're easy to search and find. The result is a better user experience for your audience, more traffic to your homepage, and greater readership from organic search.



Author Experience: Submissions

New Submissions

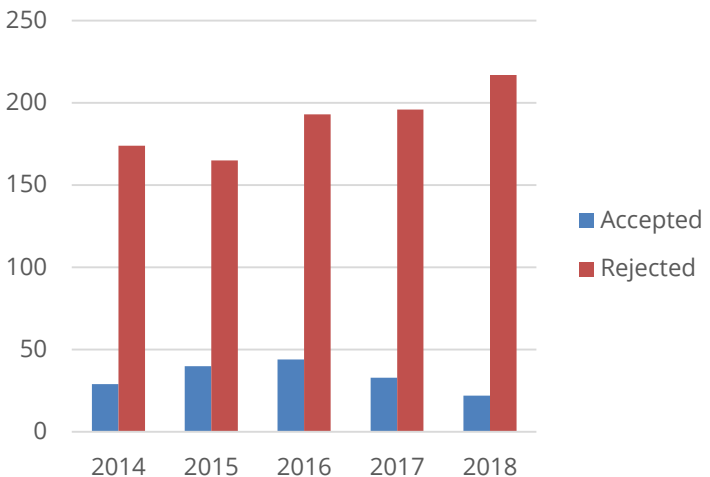


The total number of submissions in 2018 increased by 10.2% compared with 2017.

Quantity and Speed of Reviews

ScholarOne	2016	2017	2018
Number of review invitations sent	737	729	660
Number of reviews completed	343	288	290
Median days to review completion	27.2	28.0	28.0

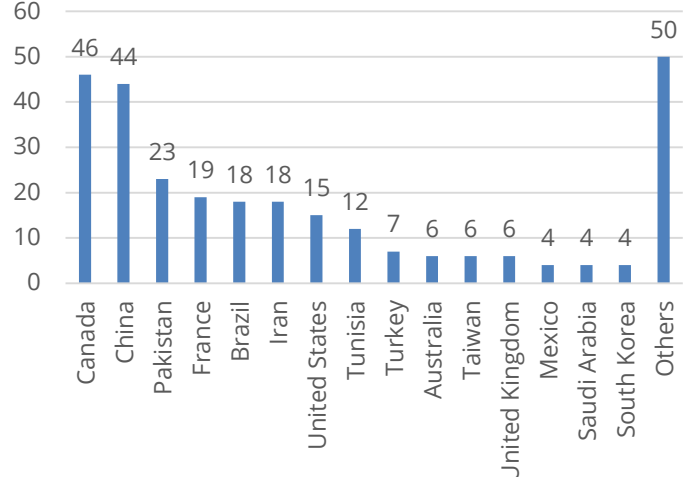
Accepted and Rejected Articles



This chart shows the number of accepted and rejected papers listed in the year the decisions were made. Only final decisions are counted.

The acceptance rate is calculated as a proportion of accepted papers to all papers with a final decision. The number of final decisions is calculated using the original articles with the decision taken in that year. The accept rate was 9.2% in 2018, a decrease from 14.4% in 2017.

Country of Submission



This chart shows the top 15 countries ranked by the number of submissions to the journal. All submissions counted were submitted in 2018.

Author Experience: Publication

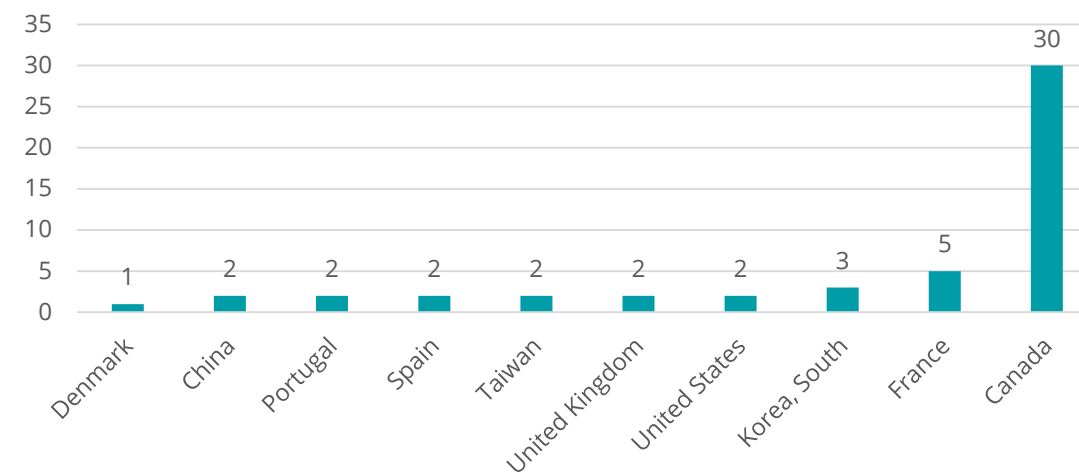
Publication Data

Volume:Issue	Print Publication Date	Online Publication Date	Number of pages	Number of articles	Print run	Average number of days from acceptance to receipt at Wiley	Average number of days from receipt at Wiley to Early View publication	Average number of days from receipt at Wiley to online issue publication	Average number of days from receipt at Wiley to print publication
35 : 1	07 Mar 2018	05 Mar 2018	174	12	152	192	63	672	674
35 : 2	07 Jun 2018	04 Jun 2018	162	11	132	167	57	612	615
35 : 3	31 Aug 2018	03 Sep 2018	182	16	135	322	48	461	458
35 : 4	19 Dec 2018	12 Dec 2018	148	13	135	327	31	288	295

Five Year Comparison

Year	Volume	Number of issues	Number of pages	Number of articles	Average number of days from receipt at Wiley to Early View publication	Average number of days from receipt at Wiley to print publication
2018	35	4	666	52	50	500
2017	34	4	449	35	53	393
2016	33	4	331	35	51	156
2015	32	4	302	35	64	94
2014	31	4	279	32	47	68

Author Contributing Countries



Finances: 2018 Summary

	2017 CAD	2018 CAD
'All Journals' License	19,633	21,333
Other Licenses	18,804	17,879
Online	755	435
Print	1,694	1,300
Members	16,100	16,100
Back Issues	4,475	0
Total Subscription Revenue	61,461	57,047
Copyright agency	19,109	1,904
Digital Rights	0	16,207
Backfiles	2,038	1,165
PPV	1,026	1,126
Open Access	1,948	0
Total Non-Subscription Revenue	24,121	20,401
Total Revenue	85,582	77,448
Total Amount Payable / Due to / From ASAC	0	0

Revenues

Subscription Revenue

'All Journals' License - Revenue from institutions buying the 'All Journals' License, offered to mature customers from 2016 onwards. See page 7 for more details. These are multi-library/institution (consortia) licenses for multi-year online access to the journal, in return for a guaranteed price increase across the term of the license. Revenue from institutions buying 'Read and Publish' licenses appears in this line, and in the *Open Access* line.

Other Licenses - Revenue from all other institutions buying Wiley Licenses. These are multi-library/institution (consortia) licenses for multi-year online access to the journal, in return for a guaranteed price increase across the term of the license. Over time you will see a migration of revenue from this line to *'All Journals' License* as further mature customers transition to the new license.

Online - Single library/institution subscriptions for online access to the journal, one year at a time. Revenue from institutions buying 'Print and Online' subscriptions appears in this line and in the *Print* line below.

Print - Single library/institution subscriptions for print copies, one year at a time.

Members - Single-person subscriptions.

Back Issues - Payment by institutions or individuals who buy a single published issue.

Non-Subscription Revenue

Copyright Agency, Digital Rights - Payments made to copy/reuse all or parts of articles from the journal. The bulk of rights revenue is generally EBSCO royalties (from inclusion in EBSCO databases).

Backfiles - Purchases of the online archive of back issues to Vol. 1 Iss. 1.

Pay Per View (PPV) - Purchase or rental of single articles online (PDF) by non-subscribers.

Open Access - Payments for an article to be made Open Access immediately upon publication. Revenue from institutions buying 'Read and Publish' licenses appears in this line, and in the *'All Journals' License* line.

