Disruptive, Sustainable, Innovation.



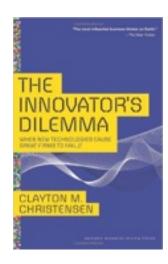
Agenda

- What is innovation?
- The Innovators Dilemma
- Is this problem unique to IEEE?
- The Disruptive Innovations Committee

What is Innovation?

"The process of translating an idea or invention into a good or service that creates value or for which customers will pay."

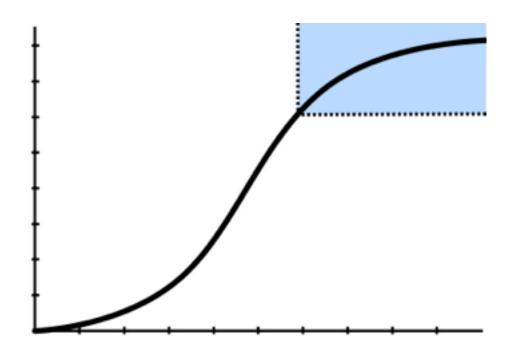
Innovator's Dilemma



Sustaining Innovations

"Innovation that comes from listening to the needs of customers in the existing market."

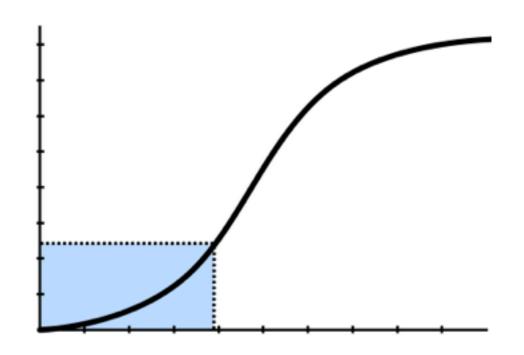
Sustaining Innovations



Disruptive Innovations

"Innovation that creates a new market and that eventually replaces an existing product."

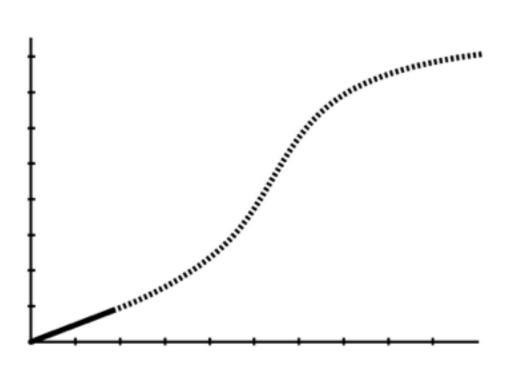
Disruptive Innovations



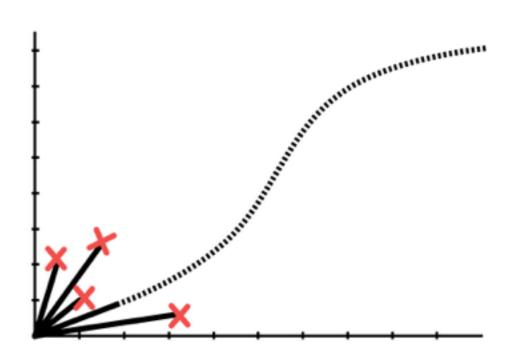
The Future

"All predictions about markets that disruptive technologies will create have only one thing in common: they are all wrong."

The Future



The Process



Potential solutions

- Create a "company within a company"
- Mergers and Acquisitions (M&A)
- Major cultural and DNA change

Are we the only ones?

The Landscape



Professional Associations and Learned Societies: Current Issues and Outlook

WHO'S INSIDE Acadamia adu

American Academy of Dermatology American Anthropological Association

Advancement of Science, Inc. Association The American College of Physicians

American Institute of Physics Institute of Physics American Medical Association International Society American Physical Society of Internal Medicine

American Society of Clinical Oncology ASTM International BiomedExperts

The BMJ American Association for the Canadian Pharmacists

American Chemical Society Copyright Clearance Center, Inc. The Royal Society EDP Sciences HighWire Press, Inc. American Geophysical Union Infusion Nurses Association

John Wiley & Sons, Inc. Kudos

LabRoots Massachusetts Medical Society Mendelev Limited

ResearchGate GmbH Royal Society of Chemistry SAE International UpToDate, Inc.

Market Performance

The Landscape

- Outsell conducted interviews with scholarly publishing stakeholders:
 - Societies
 - Associations, and not-for-profit publishers
 - Traditional publishers
 - Industry consultants with a focus on societies

Declining Revenue Growth

	2010	2011	2012	2013
American Chemical Society	-1.9%	2.0%	3.6%	0.9%
Canadian Pharmacists Association	12.6%	0.6%	-3.6%	1.6%
American Association for the Advancement of Science	3.2%	4.3%%	2.3%	0.9%

Declining Membership Growth

	2010	2011	2012	2013
American Chemical Society	2.2%	-0.5%	-0.1%	-2.6%
Canadian Pharmacists Association	39%	-20.7%	-18.9%	-19%
American Association for the Advancement of Science	-5.3%	-4.9%	-3.2%	-4.4%

The Truth

"Membership revenues will likely continue to flatten or shrink if value propositions offered by societies are not updated or adapted to the needs of today's member prospects."

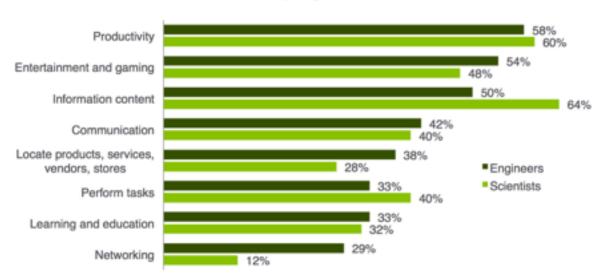
Outsell Report

Trends

- Move to mobile
- Open access and free information online
- Use of social media
- Eliminating Restrictive Governance

Move to mobile

Figure 1. Mobile Applications by Type Planned for Download in the Next 6 Months by Engineers and Scientists



Source: Outsell's Engineering and Science Professionals End-User Study 2013

Open Access

"The prevailing sentiment is that Open Access will put some societies' journals at risk, either through direct competition or through the open access mega-journals."

Outsell Report

Use of Social Media

Figure 2. Use of Domain-Specific Social Media for Personal or Professional Reasons, Engineers, Scientists, and Academics



Eliminating Restrictive Governance

"Modifying bylaws can go a long way toward opening doors to new strategies."

Outsell Report

Strategies

- New Products
- Use of new media
- Spin-off operations
- Invest in Startups
- Link products

Action

Promote Innovation to grow revenue and membership

IEEE Disruptive Innovations Committee

Thank you