

**Disruptive,
Sustainable,
Innovation.**



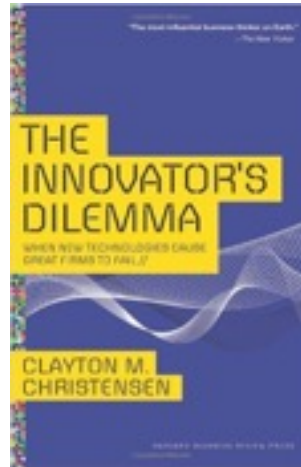
Agenda

- 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.”

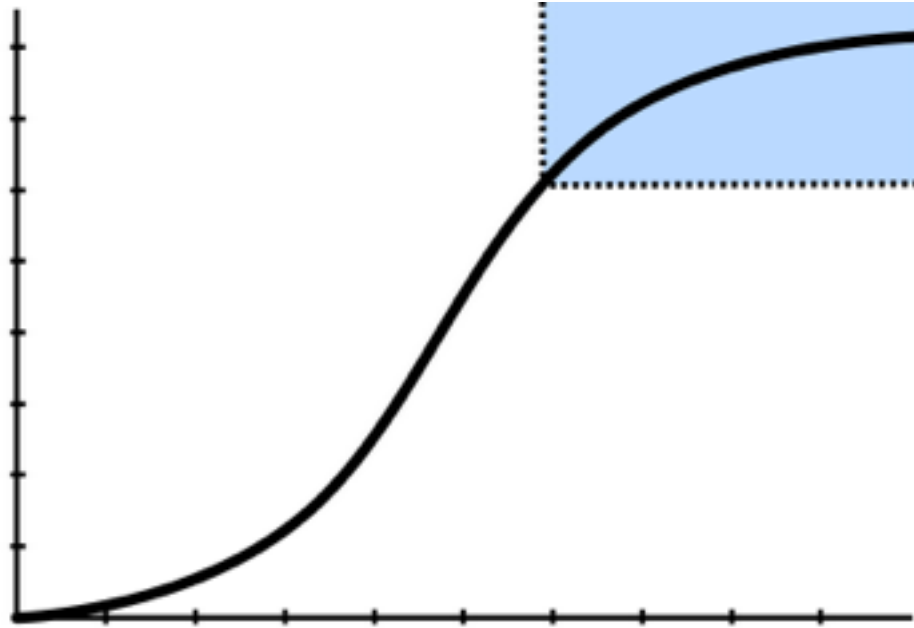
Innovator's Dilemma



Sustaining Innovations

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

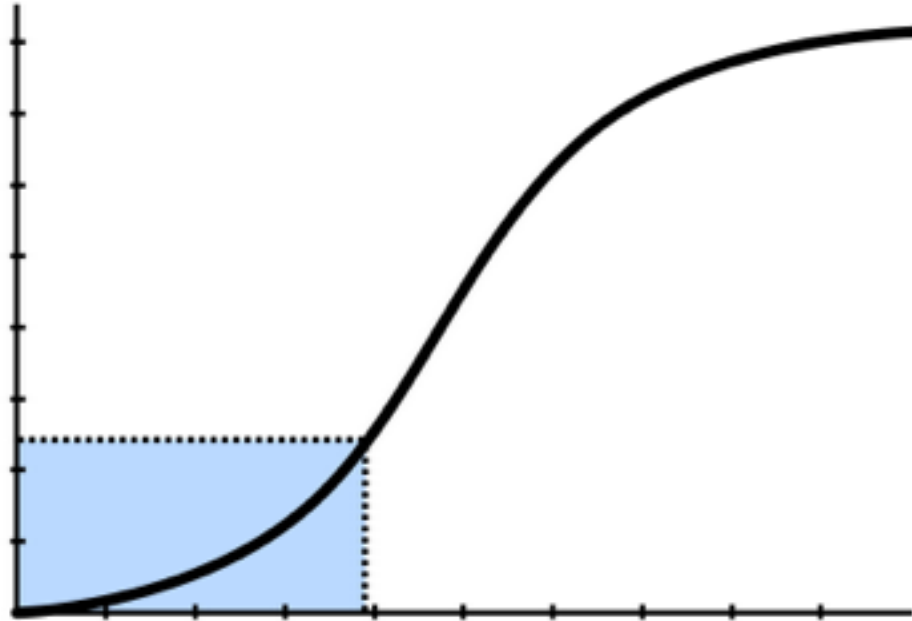
Sustaining Innovations



Disruptive Innovations

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

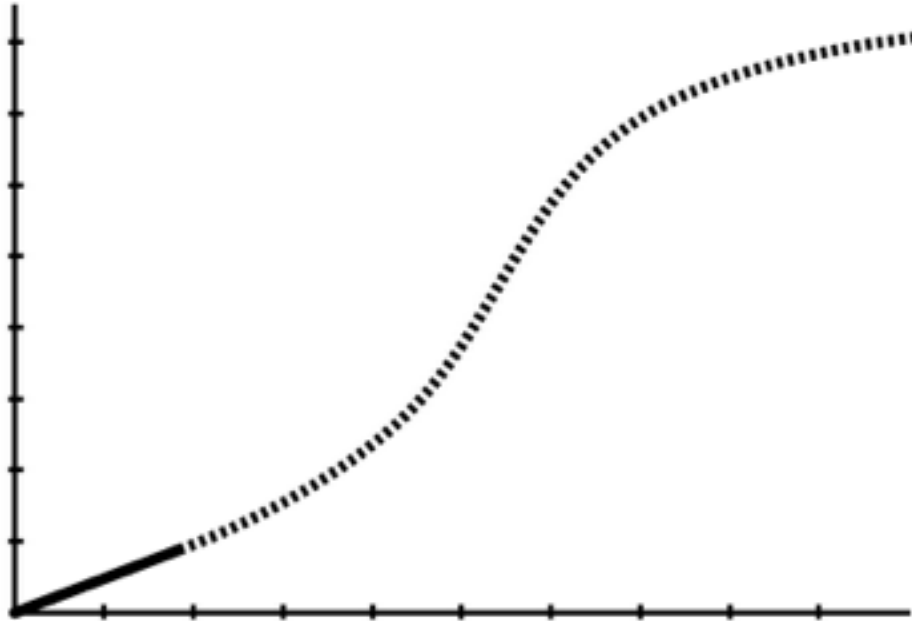
Disruptive Innovations



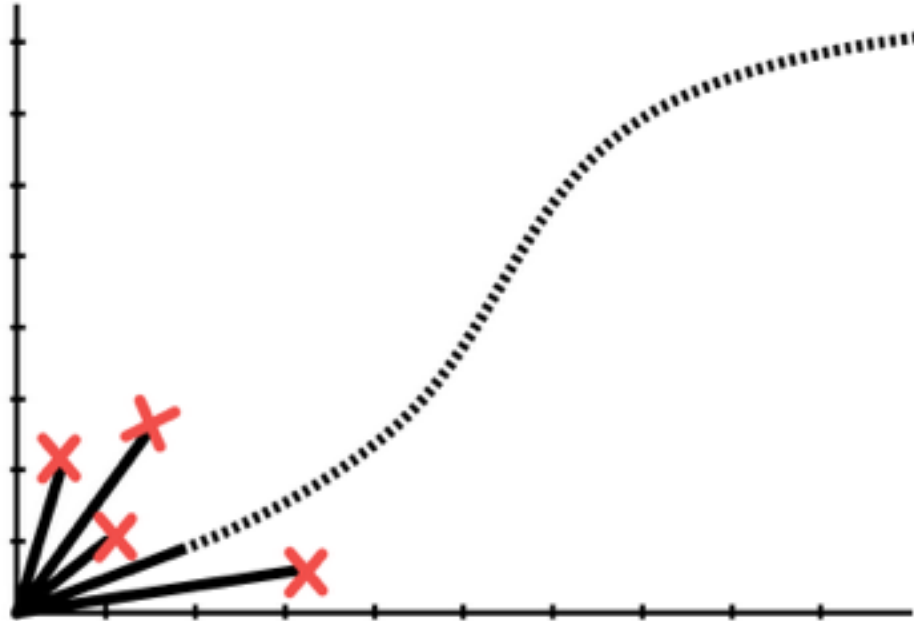
The Future

“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

- 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
<i>American Chemical Society</i>	-1.9%	2.0%	3.6%	0.9%
<i>Canadian Pharmacists Association</i>	12.6%	0.6%	-3.6%	1.6%
<i>American Association for the Advancement of Science</i>	3.2%	4.3%	2.3%	0.9%

Declining Membership Growth

	2010	2011	2012	2013
<i>American Chemical Society</i>	2.2%	-0.5%	-0.1%	-2.6%
<i>Canadian Pharmacists Association</i>	39%	-20.7%	-18.9%	-19%
<i>American Association for the Advancement of Science</i>	-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.”

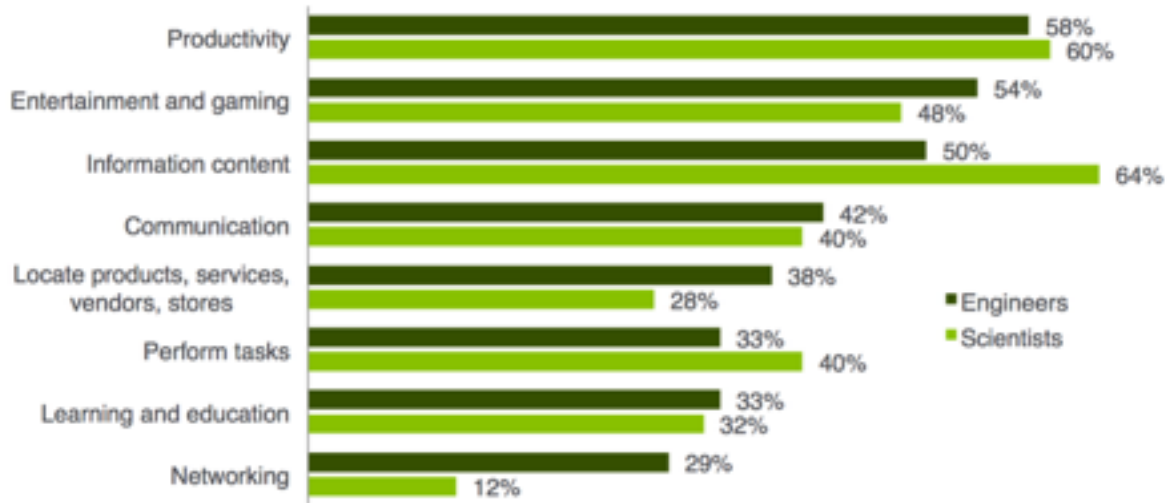
Outsell Report

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

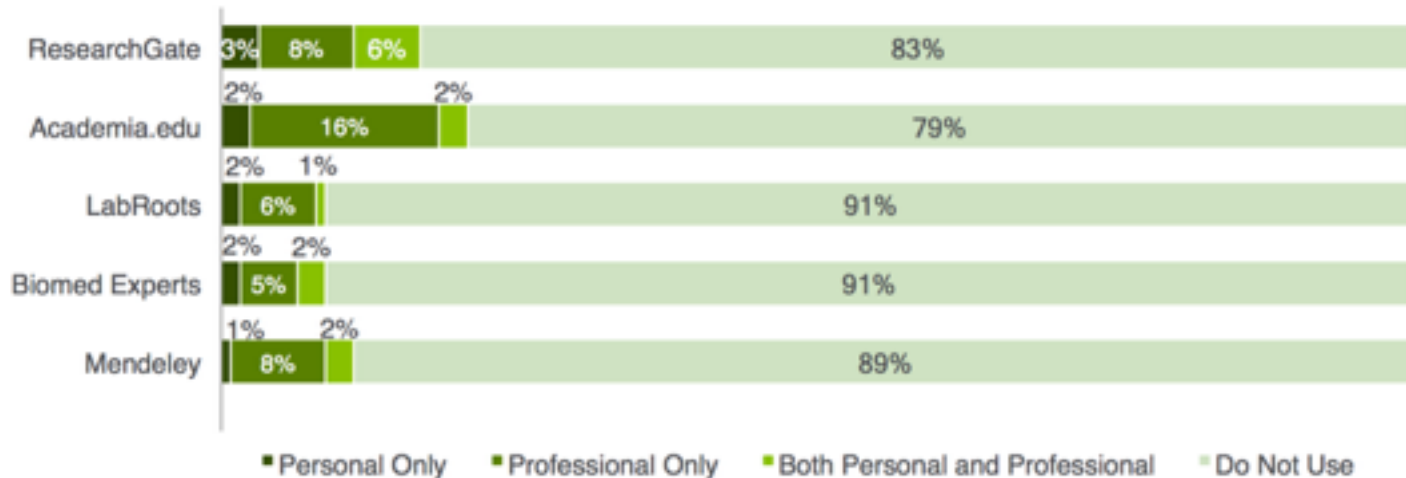
Open Access

“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