ALPSP 10th ANNUAL CONFERENCE

Making Lemonade:
Transforming Threats Into Opportunities

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14-September 2017
Session Plan

- Session objectives
- Understanding the relationship
- Sample best practices
- Discussion scenarios (prepared and suggested)
• Identify best practices for relationship management

• Clarify situation assessment techniques

• Develop strategies for difficult conversations
Understand the relationship

• What’s the difference between a vendor (service provider) & a partner?
  – Is this a one-shot deal or an ongoing relationship?
  – How are risk and reward distributed between both parties?

• Do both parties share the perspective identified above?

• Are (or were) cultural or process changes needed to make the relationship work? Will/did they happen?

• Were risks outlined at the beginning of the relationship? With mitigation strategies? Were opportunities defined clearly?

• Is there mutual trust and respect in the relationship currently?
Sample best practices (framing)

- Check your emotions at the door
- Understand the other side’s problem while you...
- Identify and correct your own potentially skewed vision or bias
- Think about total value; not just price
- Clarify what you need as specifically as you can and understand your bottom line
- Don’t JUST look for common ground, look for compatible interests (where one party’s gain is not the other party’s loss)
Discussion scenarios

- Three scenarios of different types of relationships
- OR suggest some alternatives!!
- For each we want to:
  - Be specific
  - Understand what we need
  - Be able to articulate both positions
  - Be creative

“We are communicating better but we are still not out of the woods.”
SCENARIO 1: MIGRATION ISN’T GOING AS WE EXPECTED
• Mid-way into migration, the new provider appears less responsive and less flexible
• What was believed to be scope inclusions, have come into question
• Publisher has secured funding and there is no more budget accessible

How can these parties resolve the scope/cost issues and maintain a long-term positive relationship?
SCENARIO 2: CAN WE FIX THIS RELATIONSHIP?
<table>
<thead>
<tr>
<th>Society Publisher</th>
<th>Partner Publisher</th>
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<tbody>
<tr>
<td>• Society has a long-term contract with a publisher with provisions for services, royalty projections, guarantees, etc.</td>
<td>• This society has some unrealistic expectations about what they can do with their content</td>
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<td>• They feel like they get “cookie cutter” answers when they ask for support</td>
<td>• But, we can do a lot more than they’re asking of us. We’ve done it for other societies</td>
</tr>
<tr>
<td>• Although it’s an added cost, they’ve gotten market research, strategy, and product support elsewhere – this is not tenable</td>
<td>• Why aren’t they asking us for support?</td>
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**What can this society do to get the support it needs?**

**What can the partner do? What is the underlying issue?**
SCENARIO 3: EDITORIAL INDEPENDENCE – WHERE’S THE LINE?
• Is content display part of editorial? Our EiC wants control of the website

• We need to experiment with content to find new revenue streams. Editorial wants final say in those decisions

• Editorial has a fixed budget and needs to make it work

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How will they determine each group’s individual and shared accountabilities?

• Editorial manages the integrity of journal content, which is not limited to “publish/don’t publish” decisions

• Our current budget is insufficient to fulfill the journal’s vision and strategy
THANK YOU!

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