

# **Outsourcing benefits and pitfalls**

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Wiley  
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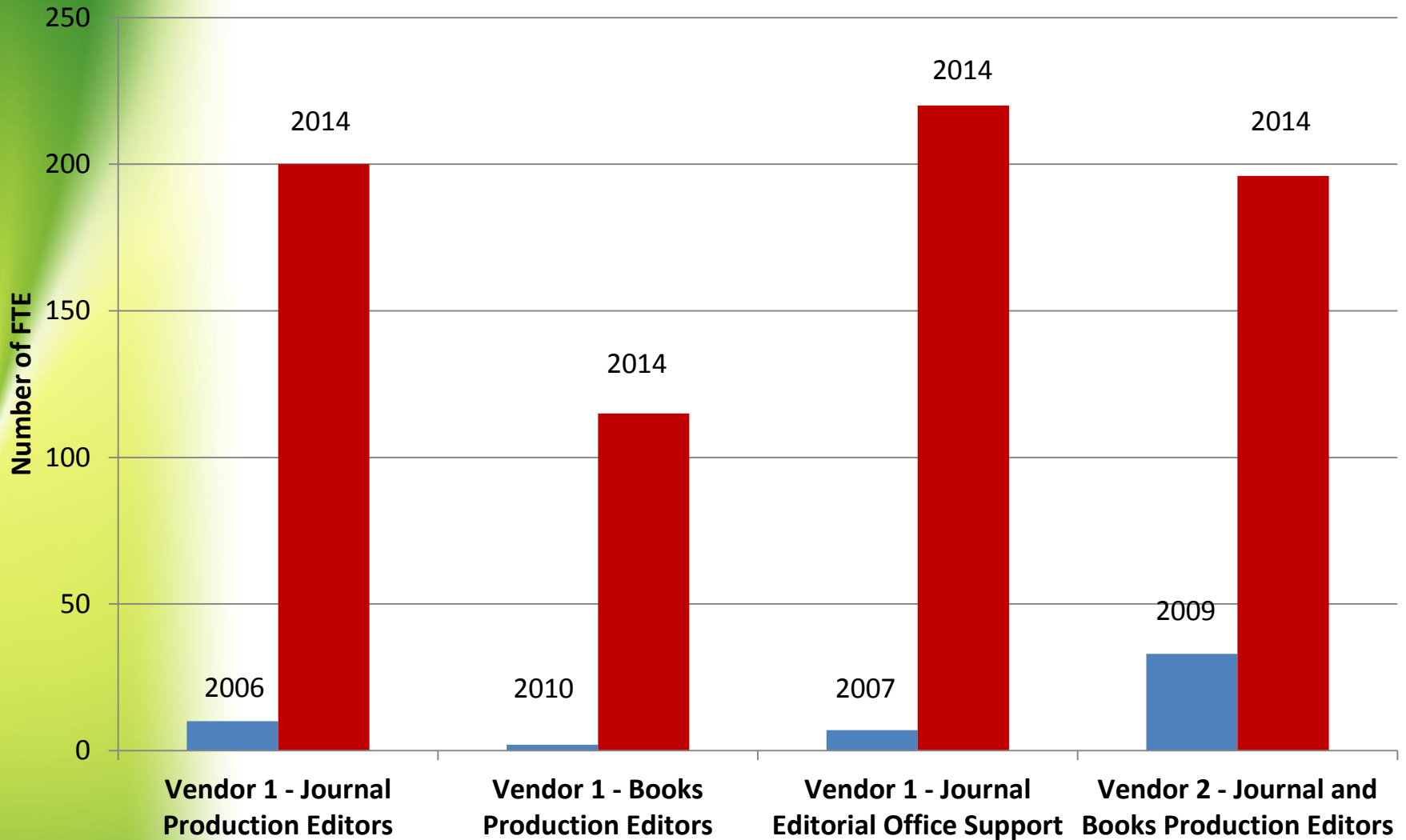
# Outline

- Current status
- Reasons for outsourcing
- Common concerns and further pitfalls
- Avoiding pitfalls
  - Vendor selection
  - Setup
  - Handovers
  - Relationship management
  - Working with the rest of the business
  - Managing performance
  - Ongoing support

# Current status - publisher

- Wiley started outsourcing Production Editor (PE) tasks to typesetters 15 years ago
- Pace of change increased in 2010, peaking in 2014
- Many Wiley journals are partially or fully outsourced
- Consistent with industry norms
- Role of in-house Content Management staff has changed – managing vendors or new specialist roles rather than ‘processing’ activities

# Current status - vendor



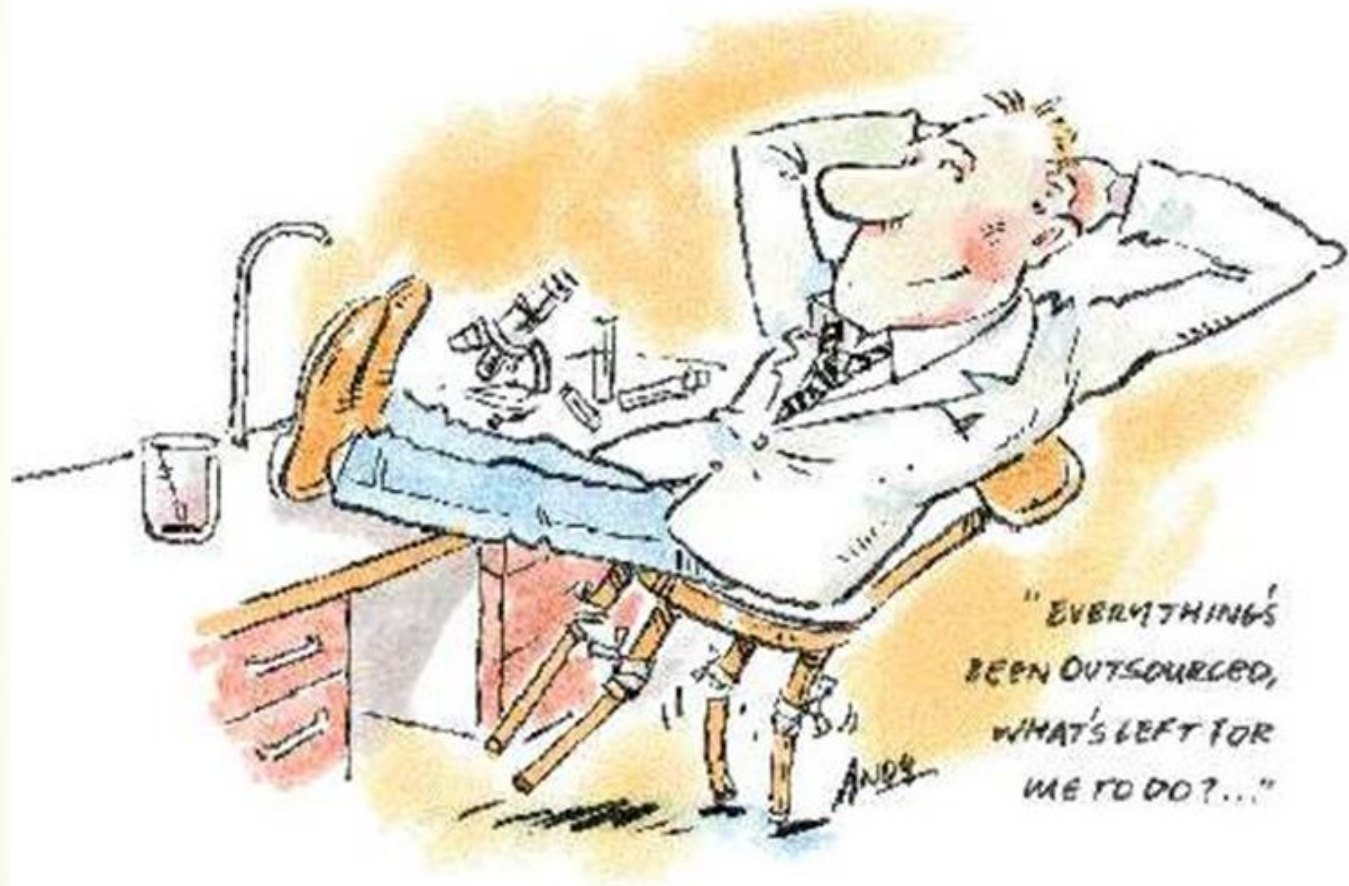
# Reasons for outsourcing

- Rapid change in industry
  - Digital innovation
  - Challenges/opportunities of open access
- Need to release funds to invest in digital transformation
- Savings from traditionally high-cost areas
  - Volume discounts from typesetters
  - Reduce overheads
  - Redeploy staff to higher value roles
- Speed, efficiency
- Access to expertise, tools

# Common concerns

- Loss of control
- Drop in quality
- Time zone factors
- High staff turnover at vendors
- Takeovers and company failure
- Emerging economies and exposure to exchange rate fluctuations

# Pitfalls



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# Pitfalls

- Budget for transition and post-transition costs
- Loss of expertise internally
- Lack of oversight of vendor
- High pace of transitions
- Vendor being realistic about capacity
- Salami-slicing of tasks
- Project creep
- Negative impact on in-house staff



# Decisions about suitability for outsourcing

- Journal considerations
  - Non-English language
  - Editor/Society sensitivities
  - Contractual issues
  - Journal complexities
  - Systems requirements
- Full or partial outsourcing workflows?

# Avoiding pitfalls



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# Vendor selection

- Request for Proposal (RFP)
- Competitive pricing
- Strategic alignment
- Complete range of high-quality services
- Technical capabilities
- History of partnership

## Case study

- New vendor selected in 2010 to receive 135 journals from Wiley's Chichester office

# Setup

- Project management approach
- Workflow standardisation
- Title specification
- Access to all required publisher systems

- IP conflicts, access problems

- Define level of information security

- Too much intranet access

# Setup

## —Recruitment

- Vendor sent candidate CVs and test results

## —Training

- Training of vendor trainers in Singapore. They train vendor PEs with Wiley support

## —Training materials

- Procedure manual, slides, videos, guidelines, checklists, email templates

# Handovers

—Detailed, well-paced transfer schedule

- Handovers initially too fast

—Phased transition, if possible

—Pre-transition ‘shadowing’

—Handover meeting/documentation

—Post-transition support

- Offshore Manager provided *in situ* support

—Business-as-usual phase

# Relationship management

- Partnership approach
- Embedded publisher contact working with all vendor staff
- Reciprocal Manager visits
- Team Leaders
  - Trust / empowerment
  - Regular communication
- Encourage brand loyalty
- Social aspects
- Positive feedback

# Working with the rest of the business

- Communicate / consult about changes
- Facilitate Editorial's relationship with vendor PE
  - Email introductions
  - Teleconferences
  - Share organisational charts / photos
- Editorial feedback on vendor performance
  - Reporting process
  - Survey

- “Dropped the ball” maintaining feedback process



# Managing performance - communication

- Ensure expectations are clear
- Email grammar, tone, etiquette

- Initial concerns about email communication
  - Templates
  - Initial support
  - Monitoring and feedback
  - Remedial training

- Speed of responses
- Phone meetings

# Managing performance – turnaround and quality

- Self-monitoring and reporting by vendor (e.g. on-schedule publication)
- Oversight of compliance and key variables by in-house staff
- Feedback from Editorial / Society
- Automatic validation of electronic deliverables
- Single contact to collate feedback and provide a consistent message to vendor

# Ongoing support

- Communication / updates
- Incorporate vendor team into in-house networks
- Clear escalation process for vendor PEs
  - General escalation contact
  - List contacts for specialist queries



**In summary:**

- 1. Standard workflows**
- 2. In-country support person**
- 3. Well-paced transition schedule**
- 4. Ongoing monitoring / support**



**Thank you**