Understanding Your Strategic Advantage

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Why Have a Strategy?

• Distinguish yourself from competitors
• Provide obvious value to customers
• Be clear about which unique activities to engage in
• Coordinate activities across organization for support, reinforcement, economies of scale
• Prioritize where to go in the future
American Society for Microbiology

- Founded in 1899 by public health bacteriologists—a new discipline at that time
- Only organization with **unique focus on microbial sciences**
- As a nonprofit, any financial surplus in reinvested
- 40,000 members around globe, plus geographical branches and student chapters
- Departments include journals/books, meetings, policy, professional practice, education, international affairs, membership, communications/marketing, strategic alliances, and **American Academy of Microbiology**, plus infrastructure (IT, HR, Finance)
ASM’s Strategic Goals

**ASM’s Purpose**
To promote and advance the microbial sciences.

**Science Learning Organization**
ASM both educates and learns from stakeholders to ensure the growth and the advancement of microbial sciences.

**Value to Stakeholders**
ASM is an inclusive organization, engaging with and responding to the needs of its diverse constituencies.

**Visionary Society**
ASM’s culture of scholarship and innovation advances microbial sciences.

**Organizational Excellence**
ASM is a vibrant, responsive and transparent organization.
Science Learning Organization

• Life sciences niche publisher
• Curate the field of microbial sciences
• Strategy: Add value to content
  – Peer review
  – Developmental editing and copyediting
  – Design
  – Print and digital presentations
  – Distribution
  – Promotion
Value to Stakeholders

• Authors and editors
• Society members
• Those studying microbial sciences
• Those working in the microbial sciences
• Customers
Visionary Society

Position ASM as the curator of the corpus of microbiology by publishing journals (17 online journals) and books (>250 e and p books)

- Enable discovery of the content through products such as eBooks Collections and Journals Packages
- Promote usage through unlimited concurrent users, no limit on saving articles, scholarly sharing, text/data mining, i.e., DRM free
- Promote use of content in courses
- ASM product pricing tiers by Life Science Users (not FTE)
Strategic Activities

• Integrate ASM’s Microbiology Education Curriculum Guidelines into textbooks

• Copublish OA textbook *Microbiology 101* with Open Stax College/Rice University

• Experiment! Created video interviews of eminent virologists for each chapter of *Principles of Virology*

• Start new journals

• Consider what activities you can stop