

Wiley increases global operational efficiencies and permissions revenues using CCC's RightsLink® point-of-content licensing solution

Founded in 1807, John Wiley & Sons, Inc. has been a valued source of information for more than 200 years, helping people around the world meet their needs and fulfill their aspirations. Wiley's core businesses publish scientific, technical, medical, and scholarly (STMS) journals, encyclopedias, books, and online products, databases and services; professional/trade books, subscription products, training materials, and online applications and Web sites; and educational materials for undergraduate and graduate students and lifelong learners. Wiley's global headquarters are in Hoboken, New Jersey, and it has operations in the U.S., Europe, Asia, Canada, and Australia.

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Jenny Pickles

ASSOCIATE DIRECTOR FOR GLOBAL RIGHTS IN THE U.K.

In 2007, Wiley acquired Blackwell Publishing, one of the world's foremost academic and professional publishers, merging it with its existing STM business to create the STMS business that today publishes over 1,500 scholarly and peer-reviewed journals as well as an extensive collection of books and major reference works with global appeal. This library of thousands of articles, graphs, and chapters is highly valued and much in demand by the world's research and scholarly communities, and meeting the task of granting permissions for re-use of this content was formidable for Wiley's global rights and permissions team. “Wiley had always dealt manually with permissions, and while Blackwell had semi-automated some of their requests, with the merger, we were suddenly faced with an increase in daily requests numbering in the hundreds! Our customers were dissatisfied, and we were unhappy that our standards for reasonable turnaround were no longer achievable. We were definitely overwhelmed,” recalled Jenny Pickles, Associate Director for Global Rights in the U.K. for Wiley.

Understanding that continuing delays could push customers to Wiley competitors for their content needs and aware that internal morale was strained due to a seemingly never-ending stream of incoming email requests, Wiley's global rights team, led by Vice President Kristin Kliemann, turned to CCC and its RightsLink product for solutions.

Wiley had long been associated with CCC, a global rights broker for the world's most sought-after print and online content, participating in many of its licensing programs and services. Together with CCC's RightsLink team, Kliemann, Pickles, and Alfredo Santana, Pickles's counterpart in the U.S., began working on the new RightsLink implementation. Their initial goal was to link all the journal content on Wiley InterScience, Wiley's portal for STMS content at the time.

Because RightsLink is highly flexible and customizable, the team was able to modify it to accommodate Wiley's specific business rules and requirements. The modifications included:

- an expanded set of licensing options, particularly to accommodate the many professional and scholarly society publishers that Wiley represents
- incorporation of the STM Permissions Guidelines for agreed free permissions for fellow signatory publishers
- a quick and easy process for authors to download free licenses to reuse their published works.

Achieving all of these objectives proved positive for the global rights team and solidified their conviction that RightsLink was a highly useful tool. "We were very demanding of CCC in terms of the customization we wanted,"

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noted Pickles. "The technical team from CCC was always very thoughtful about how they could best approach all of our requirements and get things to work optimally for us, which we really appreciated."

RightsLink exceeds Wiley's expectations

RightsLink launched on Wiley InterScience in December 2009 and migrated to the expanded, next-generation Wiley Online Library platform in the summer of 2010. The availability of RightsLink made an immediate impression both on users of Wiley content, who quickly took to the ease and speed of the system, and to Wiley staff, who found their job becoming less stressful thanks to the dramatic reduction in turnaround time for permission requests. In its first year with the new RightsLink-enabled platform, Wiley doubled its permissions revenue.

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In addition to increasing Wiley's permissions revenues and improving customers' satisfaction by allowing them to license what they wanted, directly from the point of access, RightsLink also enabled Wiley, over time, to reduce the number of in-house permissions managers by not replacing team members as they chose to move on to other opportunities. Moreover, according to Pickles and Santana, the remaining permissions staff has been able to uncover new trends and spot opportunities for further improvements to the business and workflow by analyzing reporting data provided by RightsLink.

"In reviewing how people use our content, we've improved how we work with the RightsLink system to increase efficiency and accuracy – especially for commercial customers. At the same time, to actively encourage scholarship and reuse of Wiley content, we have chosen to extend to our academic author community the same free allowances we offer to publishers based on the STM Permissions Guidelines," said Pickles.

Use of RightsLink expands

Pleased with the benefits RightsLink has brought for its journal content, the publishing company quickly extended its use of the tool to the 10,000 online books available on Wiley Online Library. In addition, in August 2011, Wiley launched RightsLink for the books featured on its catalog and sales site, Wiley.com.

Quick and easy permissions via RightsLink – how it works

Obtaining permission for Wiley content is easy with RightsLink. Customers simply:

- Visit the Wiley Online Library Platform to search for the journal and online book material they wish to license – no subscription required. (For books only, customers can search www.wiley.com and for Cochrane Library www.thecochranelibrary.com)
- Click on the 'Request Permissions' link.
- Follow the online instructions to select their requirements from the drop down options to receive a 'quick quote.'
- Create a RightsLink account to complete and, where appropriate, pay for the transaction (if the customer does not already have an account).
- Read and accept the Terms & Conditions applicable to the transaction and download the license.



While many trade publishers have traditionally been skeptical about adopting technology to improve their permissions businesses, Wiley, with leadership positions in the STM, professional and trade, and education publishing markets, firmly believes that implementing and optimizing RightsLink for its books is both a wise decision and a natural progression for the company. As Pickles said, "It doesn't make sense not to capitalize on the clear business benefits that we've seen with RightsLink by opening it up to all areas of our business."

For the same reasons, Wiley was keen to extend the convenience of RightsLink to the global readership and authors of the well-respected Cochrane Database of Systematic Reviews, which Wiley publishes on behalf of the Cochrane Collaboration. Since January 2012, the service has been launched directly from The Cochrane Library website (www.thecochranelibrary.com).

This 200-year-old publisher is accustomed to innovation. When presented by CCC with an opportunity to further expand use of RightsLink by offering academic libraries and their patrons a speedier alternative for interlibrary loan (ILL), Wiley agreed without hesitation. CCC's new "Get It Now" service complements academic institutions' ILL services by providing library patrons with the immediate fulfillment

of full-text articles from unsubscribed journals – 24 hours a day, 7 days a week – relying on the integration between RightsLink and the institutions' ILL workflow, Open URL Link Resolver, or both.

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About Copyright Clearance Center, Inc.

Copyright Clearance Center (CCC), the rights licensing experts, is a global rights broker for the world's most sought after materials, including in- and out-of-print books, journals, newspapers, magazines, movies, television shows, images, blogs and ebooks. Founded in 1978 as a not-for-profit organization, CCC provides smart solutions that simplify the licensing of content that lets businesses and academic institutions quickly get permission to use copyright-protected materials, while compensating publishers and content creators for the use of their works. For more information, visit www.copyright.com.

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