SAGE ocean

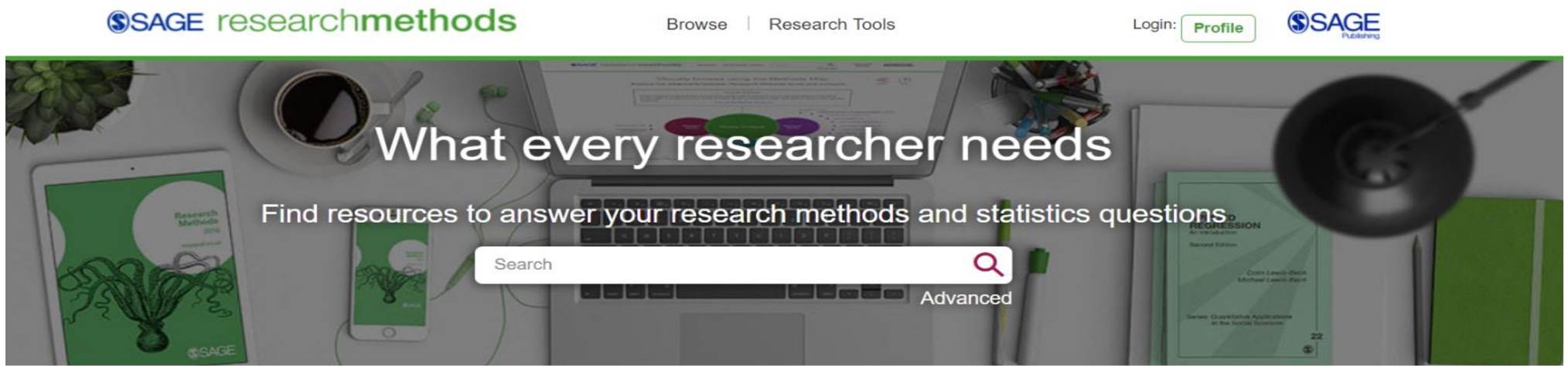
Using Lean Methodology for Product Development

Razvan Telitoiu

razvan@sagepub.co.uk
@RazvanCT

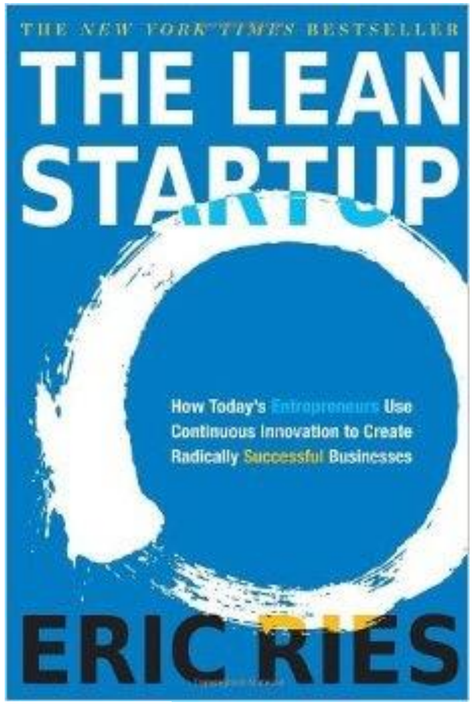
SAGE Publishing

Founded in 1965
Independent
2,000 employees globally
5th largest journal publisher & fastest growing STM publisher
Research Methods is at the heart of what we do



Innovation Incubator

Established an incubator 2 years ago
Initially 3 people which has now grown to 14
Test, prototype, fail, test, prototype, build



@Eric Ries

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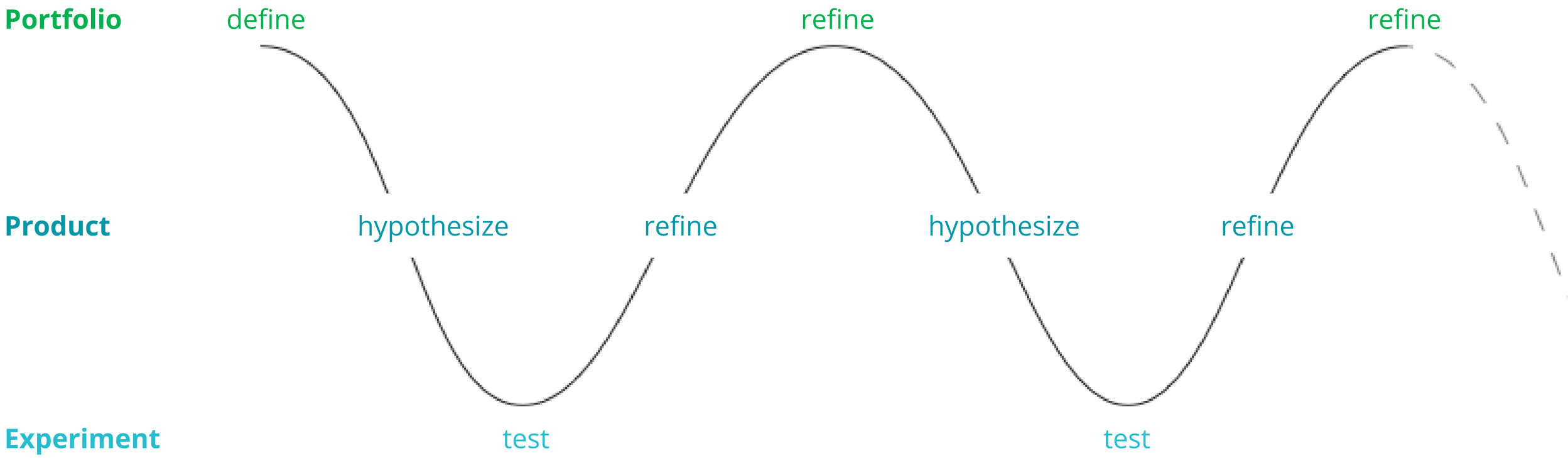
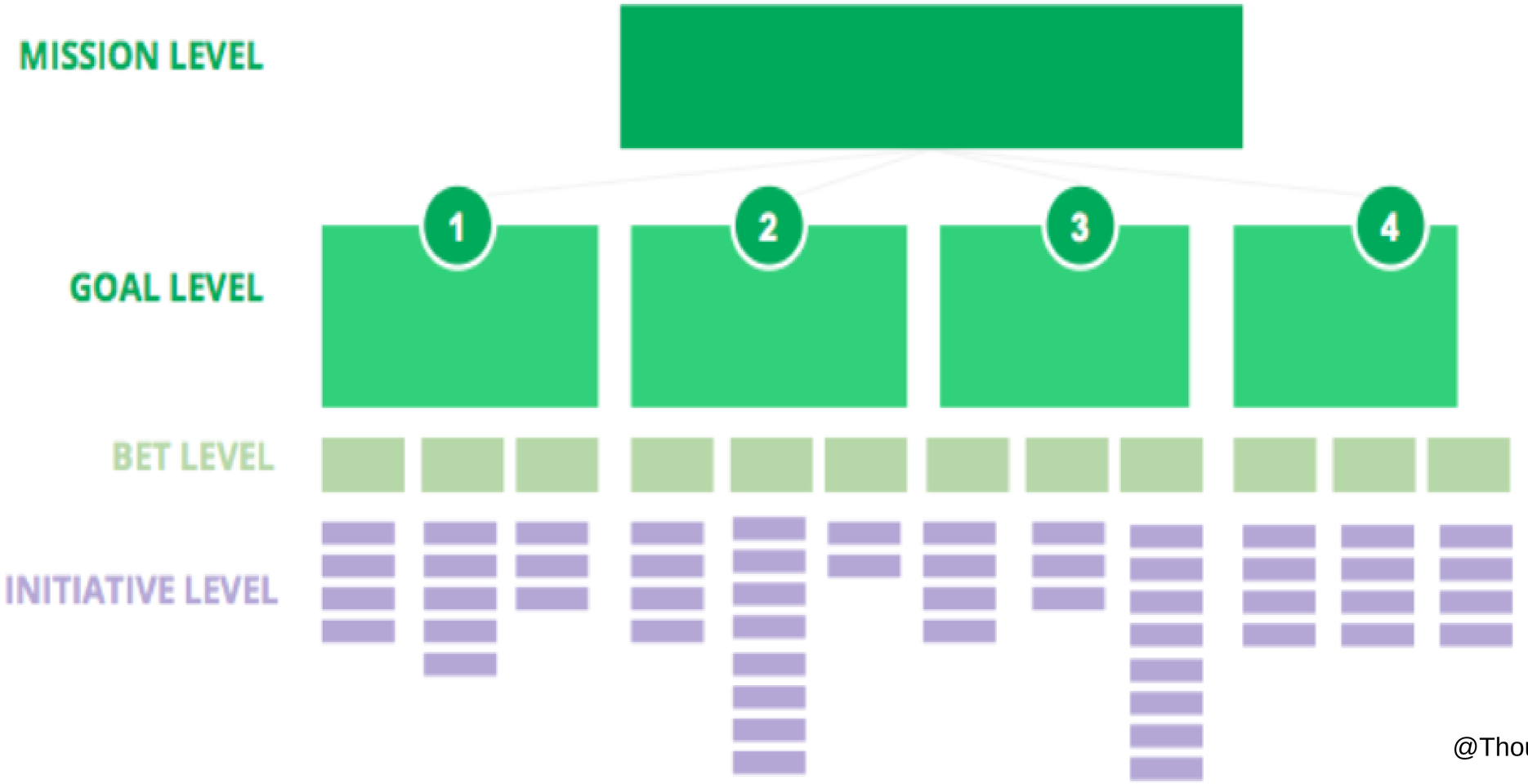
Some of the tools we've used...

Lean Discovery Framework

This is the framework we're using to learn about potential areas of investment:

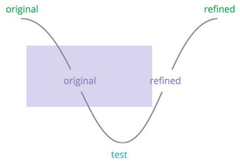


Lean Value Tree Framework



@ThoughtWorks

Lean Canvas



PROBLEM

The problem is big enough

aren't relevant /understandable

Phd:

- My supervisor can't help me with CSS

EXISTING ALTERNATIVES

List how these problems are solved today.

MOOCs, Books, Blogs, YouTube, Hackathon, Workshops, Short courses, Boot camps

SOLUTION

People want your solution

Phd:

- Live element (video or chat)

KEY METRICS

List the key numbers that tell you how your business is doing.

1400 SS Researchers who have gained the skills they need to do a CSS project by mid-2019

UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paying attention.

Researcher Non-tenured:

- Upskill quickly
- Progress your research project
- Increase publication output

Phd:

- Finish your Phd
- Add to your CV

HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

UNFAIR ADVANTAGE

Something that cannot easily be bought or copied.

- The mailing list
- Sage's brand (for partnerships and trust)
- Lots of content and existing editorial staff

CHANNELS

List your path to customers (inbound or outbound).

CUSTOMER SEGMENTS

List your target customers and users.

Researchers Non-tenured

Phd students

EARLY ADOPTERS

List the characteristics of your ideal customers.

COST STRUCTURE

List your fixed and variable costs.

- Content costs ~$160k/year ($20k/course * 6 courses/year + 30k staff)
- Platform cost ~$400k/year
- Marketing costs ~$200k/year

Total ~ $760k/year

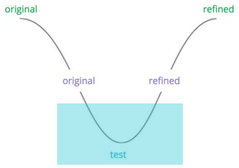
REVENUE STREAMS

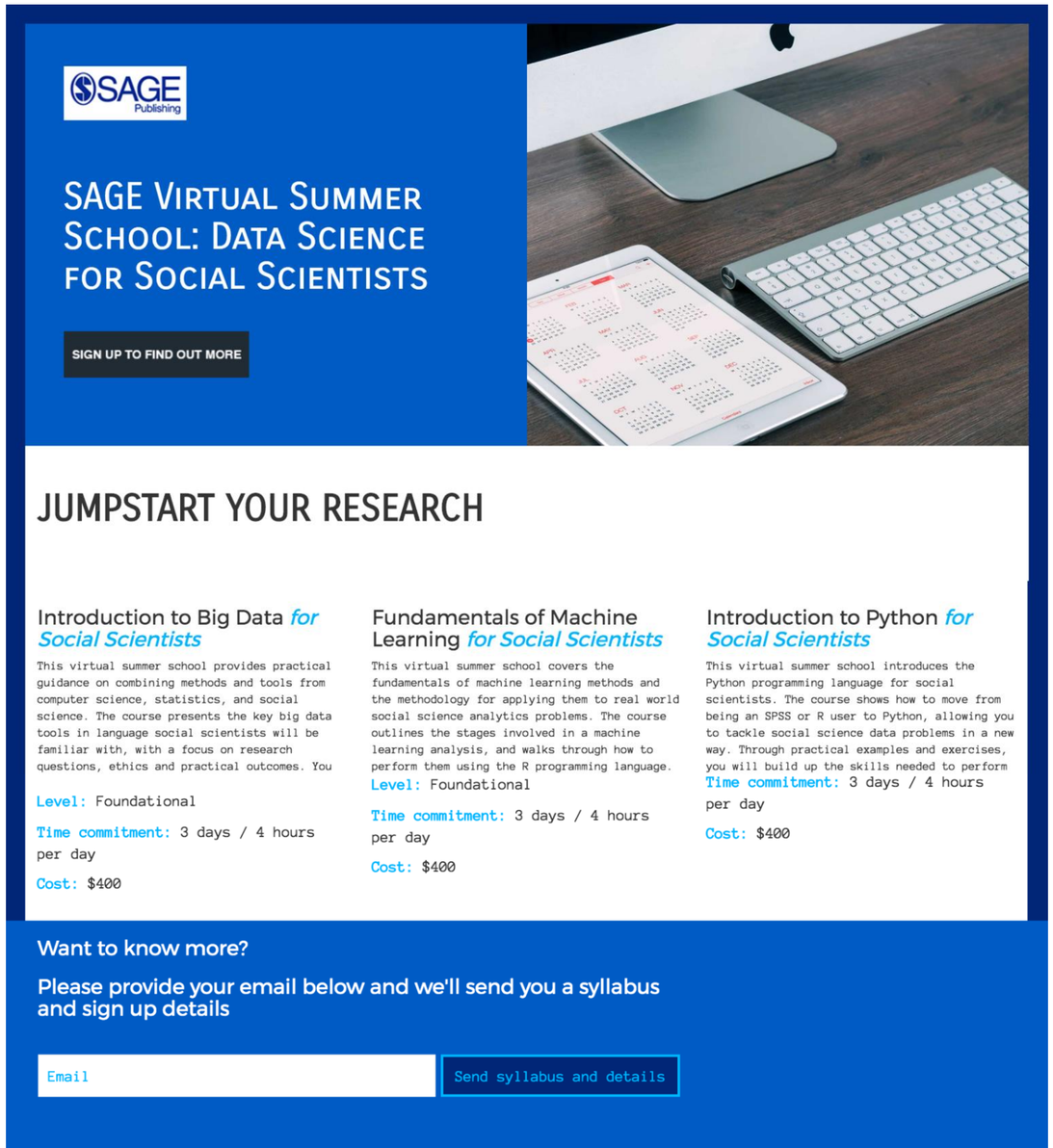
List your sources of revenue.

- Pay per course/module (B2C)
- Subscription (B2C)
- Institutional sales (B2B)
- Premium services

@Ash Maurya

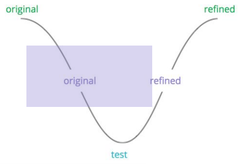
Landing Page Experiment





Send syllabus and details

Lean Canvas



PROBLEM

List your top 1-3 problems.

Researcher Non-tenured:

- Existing courses not credible
- I'm stuck with my project
- Existing courses aren't relevant /understandable

Phd:

- My supervisor can't help me with CSS

EXISTING ALTERNATIVES

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SOLUTION

Outline a possible solution for each problem.

Researcher Non-tenured:

- Celeb-led /branded
- Customizable
- Active delivery
- SS overlay

Phd:

- Live element (video or chat)

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REVENUE STREAMS

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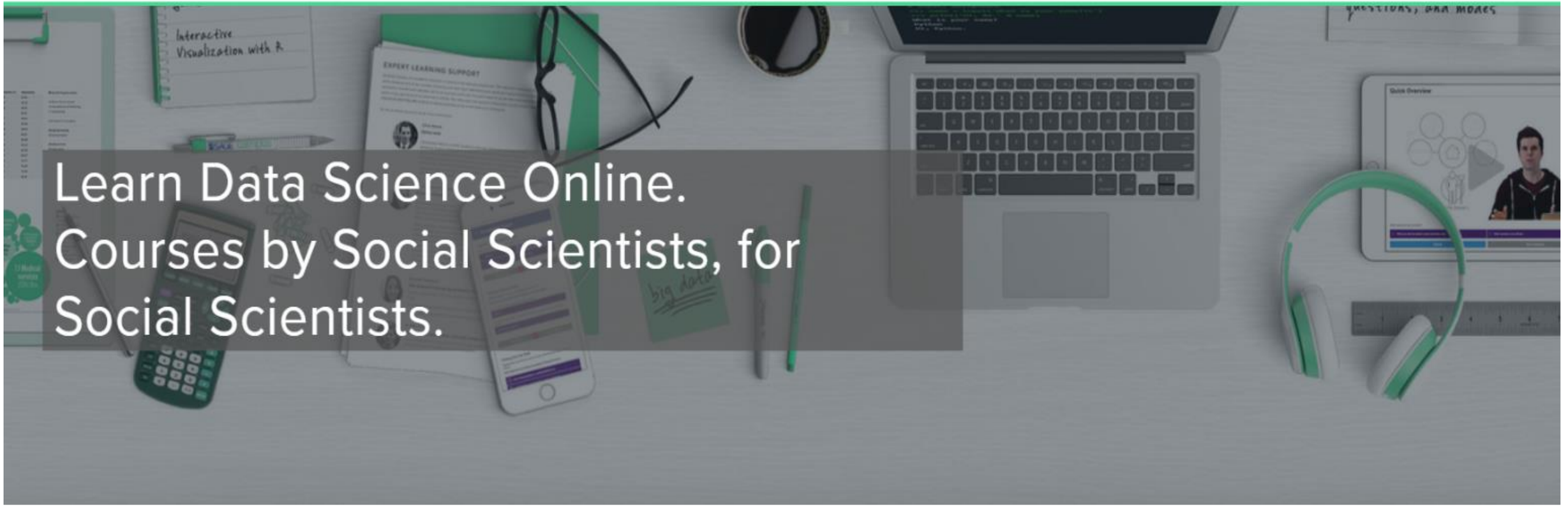
We can sell to researchers profitably (B2C)

@Ash Maurya

SAGE campus

HOME COURSES WHY US? OUR TEAM FAQS CONTACT US



Los Angeles | London | New Delhi | Singapore | Washington DC | Melbourne

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SAGE campus

HOME COURSES WHY US? OUR TEAM FAQS BLOG CONTACT US

Fundamentals of Quantitative Text Analysis

Learn how to analyze large amounts of textual data, at scale, using the R programming language.

Read more

Interactive Visualization with R

Learn the techniques and tools for presenting data in visually attractive and interactive ways using the R programming language.

Read more

Introduction to R

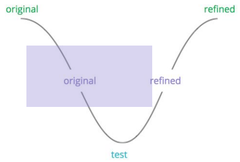
Gain the knowledge and skills you need to use R for social science research.

Read more

Los Angeles | London | New Delhi | Singapore | Washington DC | Melbourne

SAGE Publishing

Lean Canvas



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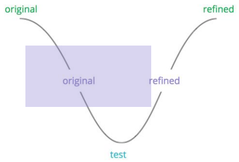
Let's compare B2C to B2B

@Ash Maurya

On-demand data analysis support



Researchers get stuck in their research

Researchers want to have on-demand, 1to1, online chat with an expert

PROBLEM

I'm stuck in my research and

I've looked online and I've really got to talk it through

SOLUTION

Diagnose your problem (first session free)

Connects you to verified experts

Connects you to the right person for you project

#We can match the right questions with the right experts - PR

#Key ass
enough
available

Instant a

#Our cus
access!

Find pop

Realtime

Have a cho
work with

UNIQUE VALUE PROPOSITION

Fastest way to progress your computational research

Best way to find the right expert for your needs

Experts at your fingertips

Fastest way to diagnose your problem

calling

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UNFAIR ADVANTAGE

Trust through SAGE's brand in Methods

Resources/Longer runway

Our access to researchers

We have lot's of content that can be used in solving the problems

#We can use this content to solve these problems.

CUSTOMER SEGMENTS

Grad students (PHD Students + MA)

Professors (non grad students faculty members)

KEY METRICS

Projects started

number of transactions

balance of suppliers vs users

% of problems solved

Average time to answer a question

CHANNELS

Our existing partners: editorial boards, Departments, Libraries

New partners: Data Science Institutes

institutional labs want to partner - DON'T HAVE ONE YET

Influencers: Gary King

EXISTING ALTERNATIVES

Ask Gary King

Tech support in Uni's

Forums - stackexchange

HIGH-LEVEL CONCEPT

Talklist for SS

Clarity for SS (cheaper)

QuestionPoint for CSS

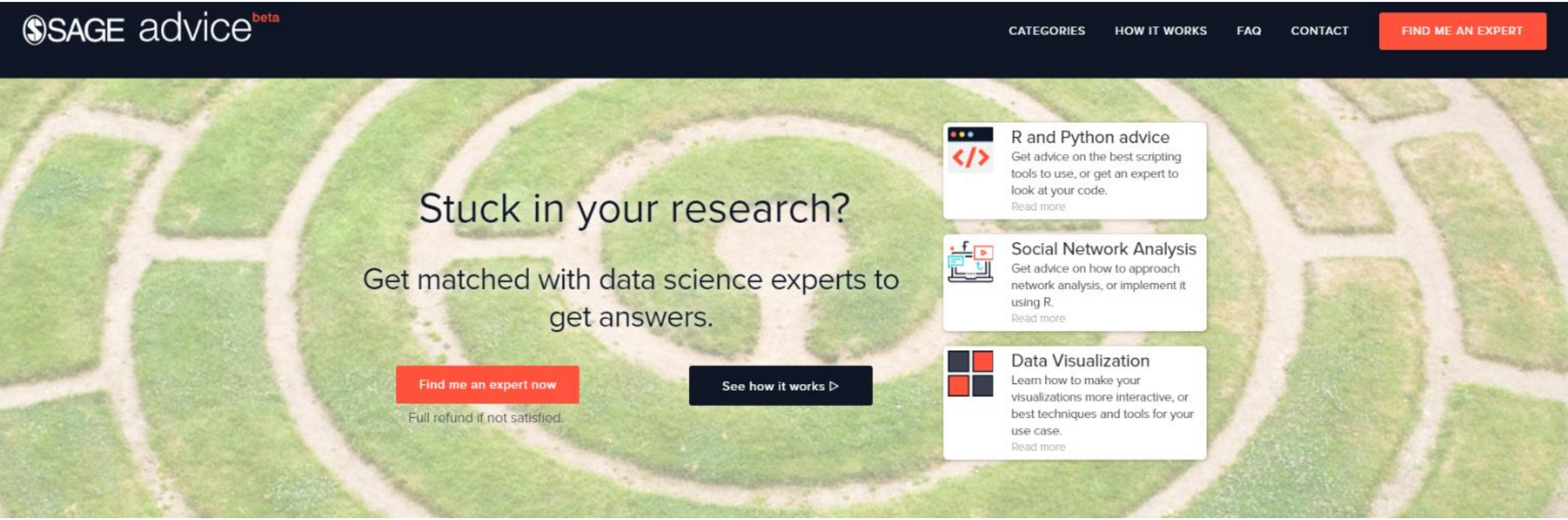
EARLY ADOPTERS

DLab

Harvard

Brown

[@Ash Maurya]



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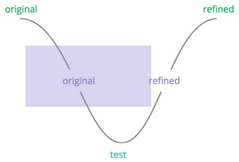
Early years education masterclass



PROBLEM

Not enough accessible training

SOLUTION

Masterclass would be better than existing alternatives

3.3k people signed up

£3.3k paid sign-ups

UNIQUE VALUE PROPOSITION

Free CPD from the comfort of your home

UNFAIR ADVANTAGE

SAGE networks

Katie Brodie community

Under-resourced sector

SAGE pub in the sector

SAGE existing authors were the interviewees

CUSTOMER SEGMENTS

Students

Practitioner

Lecturer

EXISTING ALTERNATIVES

Informal training

Full time courses

HIGH-LEVEL CONCEPT

CHANNELS

SAGE corporate site banners and author pages

Twitter (SAGE and Kathy)

Facebook group

SAGE email marketing

Kathy email marketing

#SAGE staff are keen to spread the word

#An influencer would make a significant difference to outreach and conversion?

EARLY ADOPTERS

COST STRUCTURE

Interviewees don't get paid

Authors get royalties if content is sold B2B (as part of big content deals with Unis)

Kathy Brody gets £11k as a fixed sum

REVENUE STREAMS

Freemium (live streaming)

Paid recordings:£10 earlybird, £25 normal

Upsold books

#institutions would want to pay for it as learning material to complement a

[@Ash Maurya]

SAGE masterclass

Attend from the comfort of your own home or setting

There's no travel or hotels to book, saving you money and avoiding you having to take time off work and arrange cover to attend, and spending time away from your family.

All the expert interviews can be viewed from home, your setting, or anywhere with an internet connection.

Watch at your convenience

The expert interview videos will be available online so you can watch them at your own convenience. Each interview will be live from the time it's broadcast to the end of the Masterclass. You can watch the interviews completely free at any time during that period.

And if you get the All-Access Pass, you'll have access to all the interviews for a full year.

Once-in-a-lifetime speakers

You won't find such an incredible lineup of expert authors with in-depth knowledge at any other conference.

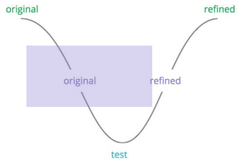
We, at SAGE Publishing, have hand picked speakers to make sure you get the full breadth of coverage on childhood: development, learning and psychology. You'll get insights from the latest research from our experienced authors.

High quality training for your continuing professional development - FREE!

For many practitioners it's so hard to get access to high quality CPD at a reasonable price. The SAGE Masterclass has leading experts who will make a real contribution to developing your understanding.

The insights and practical ideas from our experts will help you become a better practitioner and most importantly, deliver better outcomes for your children.

Data visualization masterclass



No time and no access to DataViz innovators

Researchers would sign up for a DataViz masterclass lead by Andy Kirk

PROBLEM

EXISTING ALTERNATIVES

Youtube

TED talks

Uni alumni networks talk (Kings, LSE)

#our content will be better than existing alternatives

SOLUTION

Deliver relevant content

Inspiring speakers

#Andy Kirk wants to do this

#Andy Kirk can convince other stars

#The format works for this market

KEY METRICS

Paid signups

Paid signups compared to early years masterclass

UNIQUE VALUE PROPOSITION

'pulf of the stars is h of a USP

HIGH-LEVEL CONCEPT

Data Viz masterclass for practitioners

UNFAIR ADVANTAGE

SAGE brand

Andy Kirk's brand

access to Andy's network

SAGE's brand is strong in the practitioner market?

SAGE brand is strong enough to beat a TED/Youtube talk

Other stars will do it

CHANNELS

Social networks of speakers

SAGE email list

Societies (market research societies)

British Education Supply Association

Andy K website

Andy K SAGE webinar leads

Journal's networks

CUSTOMER SEGMENTS

Data viz early adopters practicitioners (gov, statisticians)

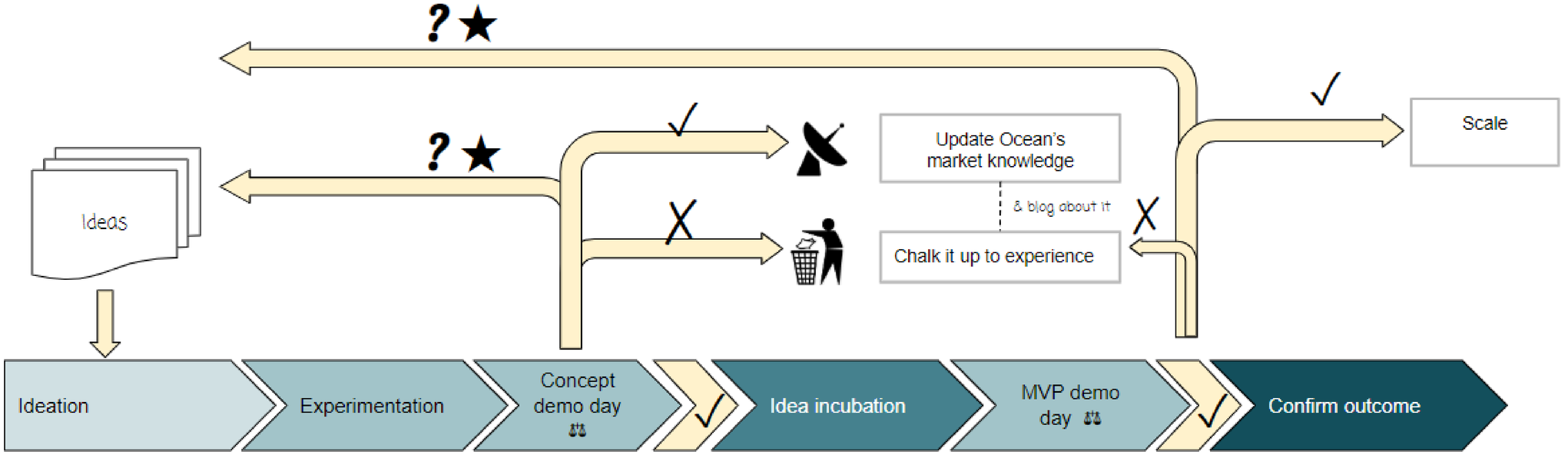
Some researchers

EARLY ADOPTERS

Speakers' networks/fans

@Ash Maurya

When do we get it out of incubation?



Idea collection
Idea generation (include presentation)
Idea bootcamp/election

Define hypothesis
Design experiment
Collect data
Analyse data

We offer:
Tools advice
Market research support

Pitching
Make ask
Owner pledge

Decision:
X No go
? Pivot
★ Nice, but more info needed
✓ Progress

Contract help
Build MVP
Launch MVP

Offered:
Business advice
Tech advice
Resourcing support
Training

Present results
Make recommendation
(Pitch for investment)

Decision:
✓ Progress (new, absorb, spin-out)
? Pivot
X Reject investment
★ Nice, if you can also prove this

Who takes ownership?
Where is the budget coming from?

Decision:
a) Investor
b) Budget
c) Ocean calls dibs?

REGULAR MEETING | ← Time boxed (see quarterly rule) → | REGULAR MEETING | ← Max 18 months → | REGULAR MEETING | Case by case

SAGE Publishing

How can you apply this?

Map your stakeholders biggest problems

Develop a lean value tree to link problems to your mission and set goals, bets and initiatives

Iteratively test your ideas - use a Lean Canvas

Incubate your ideas and try to achieve product market fit

Speak to us

Funding opportunities - for researchers to test and grow their software tools

Partner with us to test ideas - libraries, publishers

Partner with us to distribute your technology - tech developers

https://ocean.sagepub.com/
razvan@sagepub.co.uk
@RazvanCT

SAGE Publishing