

## **MARK WARE MA MBA CPhys FInstP**

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**Experienced Board-level manager/director and consultant in the scholarly publishing and business information markets. Roles have included general management, consultant, publisher, business development, marketing, and web development. A skilled negotiator, strategist and mentor with extensive contacts across publishing, learned societies, scientific/medical and higher educational sectors. Real experience of leading publishing organisations and of business development, creating new business opportunities and developing new revenues, whether organically, in partnerships or through acquisition.**

**MARK WARE CONSULTING LTD, Director July 2003 – present ([www.markwareconsulting.com](http://www.markwareconsulting.com))**  
Independent publishing consultant serving primarily the STM sector, with minority activity in the business publishing and elearning sectors. Rapidly established MWC as one of the leading researcher/consultants in STM, with a comprehensive and detailed knowledge of STM publishing (e.g. see *The STM Report* (Oct 2009), which I largely wrote). Projects completed and experience gained include the following:

- Established a wide range of clients, including most of the large publishers, smaller publishers, learned societies, industry bodies (ALPSP, STM, RIN, JISC, PA, PALS), universities, government departments
- Business and strategy development: market evaluations, strategy reviews, researching acquisition targets for buyers, advising university commercialisation arm on potential spin-offs
- Market research for individual clients: author behaviour, impact of Web2.0 on scholarly publishing, digital conservation, open access, publication development, environmental compliance, etc.
- Market research for industry bodies: access by SMEs, funding of open access, peer review, self-archiving, institutional repositories, training requirements, online CME (continuing medical education)
- Conducted many publishing tenders on behalf of learned societies: good knowledge of society needs, exposure to leading journal publishers, extensive negotiations
- Publication development: journal strategy reviews, market research on new publication ideas, development of business plans
- Software/technology evaluations: “build or buy” and vendor reviews for online journal platforms, digital conservation, editorial software, academic document sharing
- Strong networking skills, including ability to win range of clients cited above, high-level contacts throughout publishing, regular writing and speaking engagements
- Mentoring/support of senior staff: ebusiness development, strategy development, business planning

**OUTSELL, INC., Affiliate Analyst July 2012 – present ([www.outsellinc.com](http://www.outsellinc.com))**

Responsible for writing a monthly “Insight” report, plus *ad hoc* advice and participation in occasional custom consulting projects.

**OUTSELL, INC., Vice President & Lead Analyst October 2011 – July 2012 ([www.outsellinc.com](http://www.outsellinc.com))**

Responsible for Outsell's analytic coverage and advisory services in the Scientific, Technical & Medical (STM) publishing and information markets. Tracking and analysing market trends in the STM information landscape, including healthcare information and IT.

**INGENTA plc, Director, Ingenta CPD Feb 2002 – July 2003 (www.ingenta.com)**

Initial market research and business development consultancy for this leading online infomediary, leading to establishment and development of new e-learning division targeting professional development. Strategic partnering, business development and development of prototype internet technology platform.

**CMP INFORMATION LTD (Division of United Business Media plc), Executive Director 2000 – 2002 (www.cmpinformation.com)**

A member of the management board of this £150m-turnover business-to-business media company, part of a larger FTSE100 media group. Responsible for the Healthcare division comprising three business units (100 staff, £16m revenue) including two market-leading weekly magazines, an exhibition, online services and data products.

*Achievements:*

- Exceeded core revenue and profit targets, despite post-dot.com advertising depression
- Significantly extended *Pulse's* leadership in readership share and in advertising market share
- Responsible for all aspects of acquisition and ongoing management of Healthcare Data Ltd
- Development of ebusiness strategy and partnerships
- Development and launch of GP website in Dec 2000 focussing on online medical education
- Negotiated partnerships with blue chip healthcare companies, with dot.com start-ups, and with NHS

**IOP PUBLISHING LTD, Publishing Director 1986–1999 (www.iop.org)**

IOPP is the publishing arm of the Institute of Physics, and is a specialist scientific and technical publishing company with a turnover of £20m and staff of 200 (at the time I left 1999). Responsible at different times for most areas of the business, including magazines, books, journals editorial and production/studio, and electronic publishing. Also responsible for company-wide corporate strategy and business development. IOPP was very well regarded nationally and internationally in its field, and during my tenure won three Queen's Awards and numerous awards for online publishing.

**BUTTERWORTH SCIENTIFIC LTD, Subeditor/Acquisitions Editor 1979-1985 (www.bh.com) (Division of Reed International, now Reed Elsevier)**

Division of world's largest scientific, technical and medical publisher. Responsible for identification and development of book and journal projects in various technical areas; for editorial quality and for profitability of lists; and for also marketing responsibility for non-US sales of a US-based environmental science list

**PITMAN PUBLISHING LTD, Field Editor 1978-1979**

Further Education publisher. Graduate trainee; market research on new proposals and possible subject areas; subediting and rewriting.

## **PUBLICATIONS & CONFERENCE CONTRIBUTIONS**

- The STM Report: An overview of scientific and scholarly journal publishing, Third Edition.* Scientific, Technical & Medical Information, Dec 2012
- Market Size, Share, Forecast, and Trend Report* (with Laura Ricci) Report for Outsell, August 2012
- STM E-Books: 2012 Market Size, Share, and Forecast* (with Laura Ricci). Report for Outsell, June 2012
- Mobile in STM: Case Studies of Accelerating Change* (with Laura Ricci). Report for Outsell, May 2012
- STM in China: 2012 Market Size, Share & Forecast* (with Laura Ricci). Report for Outsell, April 2012
- Evolution of the STM Publishing Platform: An Industry Overview and Roadmap* (with Laura Ricci). Report for Outsell, March 2012
- Costs, risks and benefits in improving access to journal articles. *Learned Publishing*, 24(4) 247-259 doi: 10.1087/20110402, Oct 2011
- Improving access: Heading for the open road: costs and benefits of transitions in scholarly communications. *Serials* July 24(2) 123 doi: 10.1629/24123
- STM E-Books: 2012 Market Size, Share, and Forecast* (with Laura Ricci). Report for Outsell (June 2012)
- Heading for the open road: costs and benefits of transitions in scholarly communications* (with CEPA). Report for Research Information Network, 2011
- Peer Review: Recent Experience and Future Directions, *New Review of Information Networking* 16(1), 2011
- Open Access Submission Fees. Report for Knowledge Exchange, Feb 2010.
- The STM Report* (with Michael Mabe). Overview of the STM publishing sector. Report for the International STM Association, Oct 2009
- Access by UK small and medium-sized enterprises to professional and academic information.* Report for Publishing Research Consortium, Sept 2009
- Why journals change publishers.* Talk at UKSG 2008 Annual Conference
- Peer review in scholarly journals.* Presentation at APE (Academic Publishing in Europe) Conference, 2008
- Peer review in scholarly journals: Perspective of the scholarly community – an international survey.* Research report for the Publishing Research Consortium, 2008
- Peer review: benefits, perceptions and alternatives.* A summary version of the peer review study for the Publishing Research Consortium intended for a more general audience, with some additional background information and context, 2008
- Choosing a publishing partner: advice for societies and associations. *Learned Publishing*, 2008
- Open Access: A Guide for Medical Authors. Commissioned chapter in *How to Write a Paper*, 4<sup>th</sup> Edition. BMJ Books/Blackwell Publishing, 2008
- A Guide to Rights and Royalties Management Software.* Report for ALPSP, 2007
- Journal publishing systems: inhouse or outsource? *Learned Publishing*, 2007.
- Scientific publishing in transition: an overview of current developments.* ALPSP/STM White Paper, September 2006
- Open archives and their impact on journal cancellations. *Learned Publishing* July 2006
- Preprint and postprint repositories and their impact on publishing.* Joint ALPSP/SSP seminar, chaired by Mark Ware. 2005
- Online Submission and Peer Review Systems. *Learned Publishing* 2005
- Online Submission and Peer Review Systems.* Report published by ALPSP 2005
- E-only journals: is it time to drop print?* ALPSP seminar chaired by Mark Ware, 2005
- Moving to Online Submission and Peer Review.* ALPSP seminar chaired by Mark Ware, 2004
- Institutional repositories and scholarly publishing. *Learned Publishing*, 2004
- Universities' own electronic repositories yet to impact on Open Access. Contribution to *Nature's* Web Focus on Access to the Literature, 2004
- Pathfinder Research on Institutional Web-based Repositories.* Report commissioned by Publisher & Library/Learning Solutions (PALS), 2003
- Medical CPD: an overview of online developments.* Presentation to the Interprofessional CPD Forum, 2003
- E-learning: New Opportunities in Continuing Professional Development. *Learning Publishing*, 2003

## **OTHER ACTIVITIES**

Member of Publications Committee, London Mathematical Society, 2012–present

Member, ALPSP Awards Committee, 2008–2012

Member 1989-90, and 1999–2000, Serials Publishers Executive (Publishers Association)

Member of Editorial Board, Learned Publishing, 1996–2000

Member 1990, Joint Serials Committee (Publishers Association/Association of Learned and Professional Society Publishers)

Trustee/Director, Bristol Philharmonic Orchestra, 1999–2000

## **EDUCATION AND TRAINING**

1996 High-level negotiating (Scotworks)

1991 Henley Management College: Developing Managerial Effectiveness

1988 Open University Business School: Planning and Managing Change

1985-1986 Cranfield School of Management, MBA ("Director's List" graduate)

1974-1977 University of Oxford, BA (Hons) Physics (Upper Second)

Open Exhibition; College prizes in Natural Science 1976, 1977

## **OTHER INTERESTS**

Music (active pianist and violinist)

Hill-walking and increasingly occasional mountaineering and rock-climbing

Cycling

Photography (Licentiate of the Royal Photographic Society)