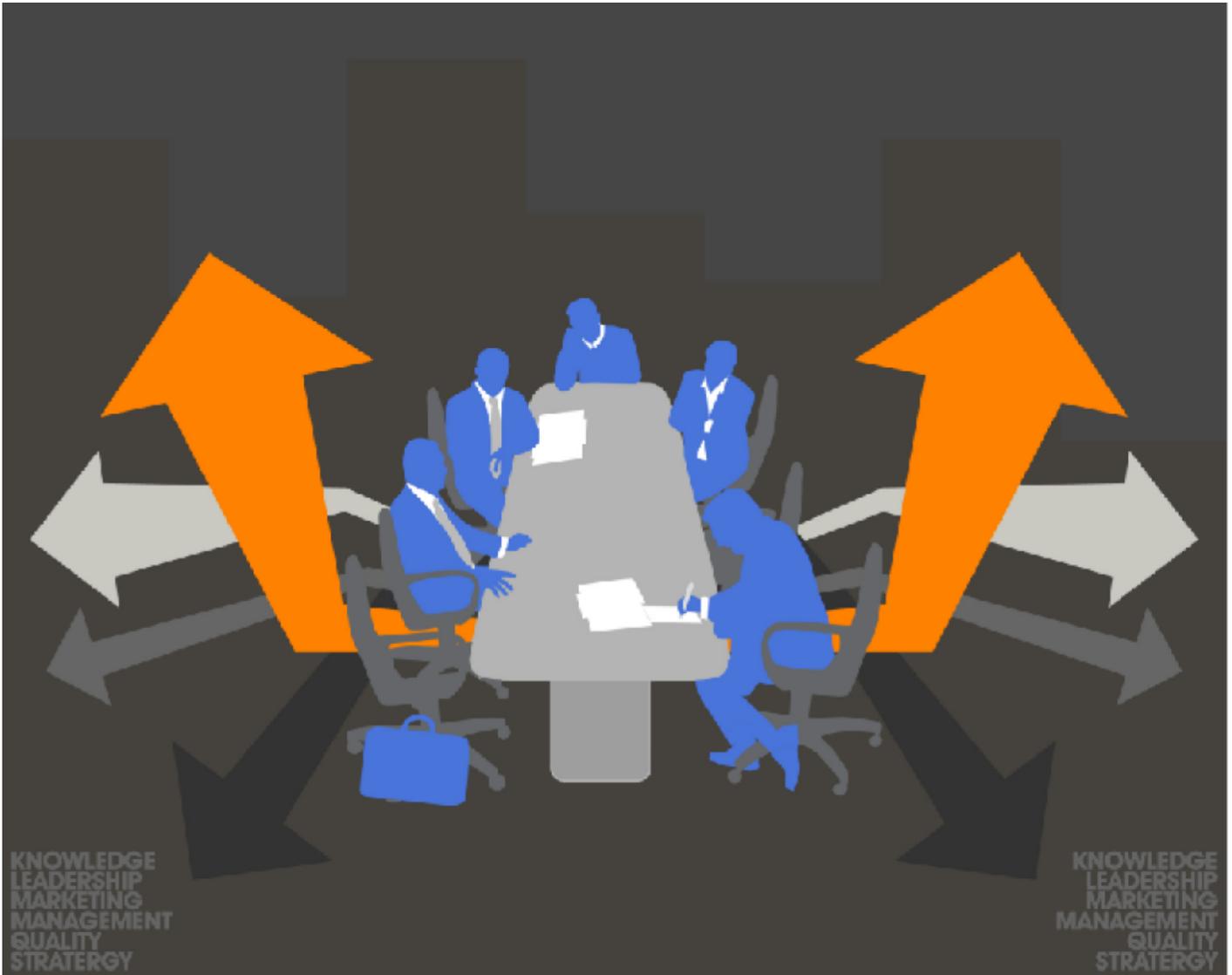




Premium reviews and analysis  
for premium content users

Issue 44:: July 2007  
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### Log In

VIP catches a buzz

### In Scope

Online information market growth

### Insight

A book for Alacra

### Insider

China's walled-off information

### Tap the Wire

The online vox populi grows

### Focus On

Happy birthday Emerald

## Focus On - Emerald Management First

By Pam Foster



"For a publisher that has until now been largely associated with academic markets, the launch of *Emerald Management First* marks a big step in Emerald's 40-year history."

"The cornerstone of Emerald's publishing policy is to turn theory into practice"

## Emerald Management First: turning theory into practice

### Introducing Emerald Management First

Emerald Group Publishing launched its first product for the corporate market in March 2007. *Emerald Management First*, is billed as 'an online resource tailored to the specific needs of managers in daily business situations'. For a publisher that has until now been largely associated with academic markets, the launch of *Emerald Management First* marks a big step in Emerald's 40-year history.

In an interview with Jim Bowden, *Emerald Management First's* Product Manager (*VIP* 42, May 2007, pp. 13-16), Jim told *VIP* that *Emerald Management First* is designed to meet very different needs from those of its academic customers. He said, 'The primary emphasis of the product is on saving busy managers time by offering carefully selected, edited and packaged information, sourced from established specialists from around the world.'

The cornerstone of Emerald's publishing policy is to turn theory into practice and the publisher claims that the development of *Emerald Management First* allows it to take that cornerstone a step further by helping managers to put theory into practice in the workplace. Emerald has been publishing titles specifically geared to the practising manager for years and many of its academic titles are also used by people working in industry. Jim Bowden said, 'A lot of research has gone into developing *Emerald Management First*. It was 12 months in development but its history goes back some years to when we offered an online community for managers that proved to be so popular that we saw the potential for developing *Emerald Management First*. There's a lot of history and research behind the product, and looking at how people use content was key to developing the interface. Corporate users can be put off by unwieldy search engines and the way information can sometimes be presented in an academic format. We were very aware that we had to make it customer-focused and available in a format that would be appreciated by a management audience.'

To ensure that its design would appeal to practitioners, *Emerald Management First* also sought feedback from learning experts based in corporations in the Fortune Global 500. Emerald says that the result is an interface that is designed to reflect the way managers look at problems.

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## Focus On - VIP's View - Emerald Management First

(cont'd)

✓ *Emerald Management First* has succeeded in creating a product that will save busy managers time by offering them selected, edited and packaged information, sourced from established specialists worldwide. To make access as easy as possible, *Emerald Management First* is designed around 10 communities, covering special areas of interest.

✓ In order to ensure that its design would appeal to practitioners, *Emerald Management First* also sought feedback from learning experts in Fortune Global 500 companies. The result is an interface that is designed to reflect the way managers look at problems. It's very easy for an HR manager, for example, to get instant access to an archive of relevant management articles, Executive Summaries, etc.

✓ Content is wide ranging and global, reflecting current thinking and theory. The large number of managers working in the healthcare and public sectors will be pleased to see that Emerald has created dedicated communities for each of these sectors.

✓ Keeping up-to-date is easy thanks to a number of RSS feeds. *Management Focus Magazine*, a downloadable PDF newsletter, published every two months, contains samples of site content plus exclusive columns. A monthly email newsletter is also planned.

✓ *Emerald Management First* will continue to be developed depending on user feedback. For example, all content is currently available only in a text format but Emerald is looking at new technology – social networking, podcasts and the like – for the future development of the product, and how it can be used to benefit the customer.

✗ Some lists of items are long and users have to scroll up and down to find what they want. The Full Site Guru Interview Index, for example, provides a complete listing of interviews, but the only way to navigate through the more than 240 items is by scrolling down each page. In this case, a search box enabling users to input the name of a specific guru would ease use.



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This review originally appeared in VIP Issue No. 44, July 2007, and was accurate as of that time. For more information, contact Emerald via:

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## Focus On - Emerald Management First

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### Communities of interest

To make access as easy as possible for managers, *Emerald Management First* is designed around 10 communities, covering special areas of interest. Each community comprises a collection of selected, edited and packaged resources relating to the chosen subject. Emerald says that the communities have been designed for quick and easy access during everyday work conditions, to bring articles, case studies, and management tools directly to the desktop. The 10 communities are:

- Management & Leadership
- Marketing
- Change Management
- Strategy
- Human Resources
- Knowledge Management
- Healthcare Management
- E-Business, IT & Finance
- Quality Management
- Public Sector.

The large number of managers working in the healthcare and public sectors will be pleased to see that Emerald has created dedicated communities for each sector.

### Content

A subscription to *Emerald Management First* provides access to the full text of selected Emerald management journals, over 300 Executive Summary articles, over 240 Guru Interviews, 42 Management Briefing article collections, and over 200,000 independent article reviews. A Management Resource Centre provides case studies, book and website reviews, and news of relevant events. Also available is a bi-monthly PDF newsletter. Further information on each of these content categories is provided below.

Whilst content may vary between communities, the basic menus include:

- Feature of the Month – chosen and prepared by Emerald's in-house editorial team, these monthly

features showcase current interviews or articles

- Journal Articles – an archive of over 2,500 full-text management articles from Emerald's flagship practitioner journals, plus updates added on a monthly basis. Articles are available for the Knowledge Management, Strategy, Human Resources, and E-Business, IT & Finance communities
- Executive Summaries – 1,000 – 1,500 word summaries, prepared by Emerald's in-house editorial team. These summaries include best practice advice, key findings and practical applications from some of the latest management thinking that has been published in Emerald's 180 research journals
- Guru Interviews – over 240 interviews with prominent and influential business figures, such as Jim Collins, Peter Drucker, Warren Bennis and Gary Hamel
- Management Reviews – provides access to short, critical, independent reviews of management articles. The database contains over 200,000 independent reviews of articles from 400 leading management publications, with new reviews continually added every month. Emerald says that because all its experts are independent, users can rely on an objective and realistic assessment of article content
- Management Briefings – comprise article bundles available on 42 'hot topic' areas designed to bring users up to speed for projects, meetings or presentations. Each briefing includes an editorial, plus a collection of up to six selected articles and case studies from Emerald's management database

*"The large number of managers working in the healthcare and public sectors will be pleased to see that Emerald has created dedicated communities for each sector."*

## Focus On - Emerald Management First

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*“the Emerald Management First interface has been designed to save managers time, and it's much more likely that they will go immediately to the specialist community that best reflects their interests.”*

- Management Resource Centre – aims to keep managers up-to-date on important events, conferences, books and websites in the business world
- *Management Focus Magazine* – a downloadable PDF newsletter, published every two months, containing samples of site content, plus exclusive columns.

### Journal Articles

Subscribers to *Emerald Management First* have access to an archive of over 2,500 full-text management articles from 11 journals in the E-Business, IT & Finance, Human Resources, Knowledge Management and Strategy Communities:

E-Business, IT & Finance (683 articles dating back to 2002):

- *Journal of Financial Crime*
- *Journal of Money Laundering Control*
- *Journal of Investment Compliance*
- *Journal of Financial Regulation & Compliance.*

Human Resources (750 articles dating back to 2002):

- *Development and Learning in Organizations*
- *Human Resource Management International Digest.*

Knowledge Management (442 articles dating back to 1997):

- *Journal of Knowledge Management.*

Strategy (1,334 articles dating back to 2000):

- *Strategic Direction*
- *Strategy and Leadership*
- *Journal of Business Strategy*
- *Handbook of Business Strategy.*

### Accessing content

The opening page offers a number of the latest items grouped together under Editors' Choice, together with the Top 10 Executive Summaries and the Top 10 Guru Interviews.

A Search box enables you to either search across the entire *Emerald Management First* content or to restrict your search to Journal Articles only. The majority of content is hosted on the *Emerald Management First* website but the Journal Articles, available in the Human Resources, Knowledge Management and E-Business, IT & Finance communities, are hosted on the Emerald Insight website at <http://www.emeraldinsight.com>. For this reason *Emerald Management First* separates out its search function to cover these two locations.

While Search is useful for pulling together everything on a topic, the *Emerald Management First* interface has been designed to save managers time, and it's much more likely that they will go immediately to the specialist community that best reflects their interests. For the purposes of this review we'll examine content from several different communities in some detail.

All 10 communities are listed on the left hand side of the screen. Each community has a homepage with direct links to featured articles, interviews and other content. Figure 1 displays part of the content options for the Human Resources community. Emerald really does make it easy for users to access the latest content. Note in the top right hand corner there's an index of the Top 5 titles of the most popular items, while the rest of the screen provides easy access to Feature of the Month, Journal Articles, Executive Summaries, Guru Interviews, Management Reviews, and Management Briefings.

### Accessing Journal Articles

Selecting Journal Articles within the Human Resources community enables us to browse or search through over 750 HR articles, dating back to 2002. Instantly accessible is a list of articles from the July issues of a couple of journals, *Development and*

## Focus On - Emerald Management First

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Figure 1

*Learning in Organizations and Human Resource Management International Digest.* A Browse Articles option allows you to browse an archive of individual issues of each journal. A very useful Search box enables you to search the journal archive. It's a simple free-text search box; it isn't possible to restrict the search by date, for example. All Journal Articles are available in HTML and PDF formats.

Several RSS feeds are also available, enabling users to stay up to date in this area.

### Accessing Executive Summaries

Emerald says that it has taken the latest in management thinking and 'condensed it into concise, easy-to-read articles, designed to help you turn

theory into practice.' From its database of over 75,000 articles, Emerald selects what it considers to be the most pertinent issues of interest to managers.

Executive Summaries are a mix of studies, reviews and ideas. Users don't have to search for these items; rather they are hand-picked and ready to access immediately. Figure 2 displays part of the Executive Summaries page in the Knowledge Management page in the Emerald community. The page comprises a list of the top five Summaries, together with a brief a summary, followed by a list of a further 30 Executive Summaries titles.

*"Users don't have to search for these items; rather they are hand-picked and ready to access immediately."*

## Focus On - Emerald Management First

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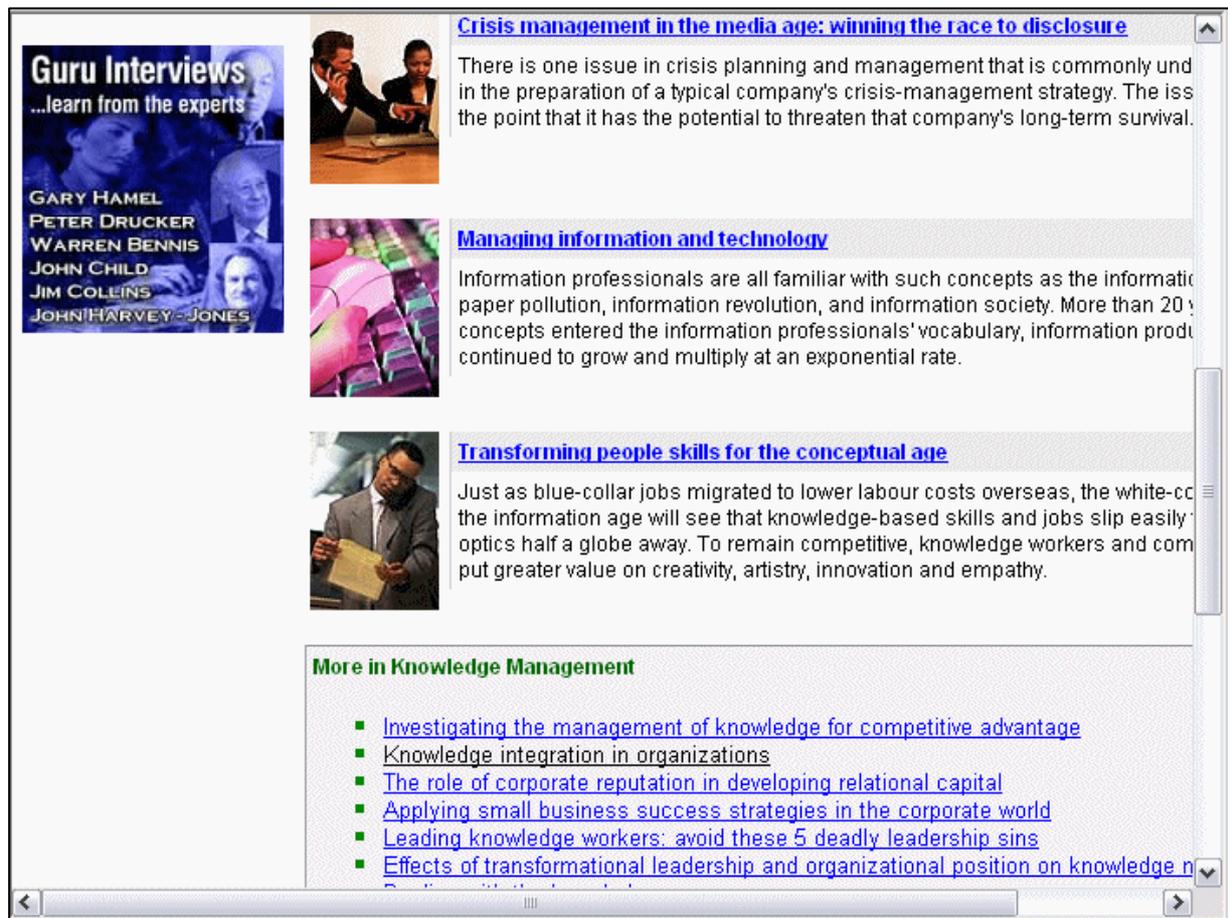


Figure 2

Selecting *Managing information and technology: critical roles for librarians in developing countries* retrieves a shortened version of the original article, which was published in *The Electronic Library*. Executive Summaries offer managers a quick and easy way to keep up to date on essential reading. All Executive Summaries are available in HTML format.

### Accessing Guru Interviews

An index of all interviews available on *Emerald Management First*, irrespective of community, can be accessed by clicking on Guru Interviews on the opening page. Over 240 interviews with management experts and leading business thinkers from around the world, including Peter Drucker, Gary Hamel, Jim Collins, Warren Bennis and many others,

are available. Unfortunately, as there are no options for sorting them or searching through them, you have to scroll through the list to find any that interest you. A search box, such as that described above for searching the journal archive, would help users to locate individual interviews more quickly.

Each community also has a Guru Interview section. Within Marketing, for example, over 30 interviews, dating from June 1999 to July 2007, are listed. Figure 3 displays part of the Marketing Interview Index. Once again, there is no search option available so if you're looking for a particular individual, then you either have to scroll down the list to try and find him/her or use your browser's Find option. Of course you can use the general Search box at the top of the page but this will search all of the content rather than restrict it to Marketing community content. All Guru Interviews are available in HTML and PDF formats.

## Focus On - Emerald Management First

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### Accessing Management Reviews

Management Reviews comprises approximately 200,000 short summaries of every single article published in 400 top management titles. Flexible options are available for locating relevant items. For starters, each community offers a Ready Research section, which enables you to find reviews on your particular management field very quickly. The Research Section in the Strategy community, for example offers the following options:

- Strategic management
- Competitive advantage
- International business
- Mergers and acquisitions
- Organizational performance.

*"... which enables you to find reviews on your particular management field very quickly."*

Clicking on any of these seamlessly opens a new window on the main Emerald site. Selecting mergers and acquisitions, for example, takes us to search results on the main Emerald site, where we have access to 4,549 abstracts/reviews which we can sort and/or modify.

It's also possible to search for reviews and/or browse them by Subject. Selecting Subject takes us, once again, to the main Emerald site and to an expandable menu comprising the following top-level terms:



Figure 3

## Focus On - Emerald Management First

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- Accounting & Finance
- Current Awareness Abstracts – Library and Information Management
- Human Resource Management
- Information Management & Technology
- Management of Quality
- Marketing & Logistics
- Operations & Production Management
- Top Management.

It's possible to drill down to very specific subjects to ensure relevant results.

### Accessing Management Briefings

Management Briefings are designed to pull together relevant content for the most popular topics in

management. Each Briefing comprises an editorial, plus a collection of up to six selected articles and case studies from Emerald's management database.

### Accessing the Resource Centre

A Resource Centre keeps managers up to date with conferences and other important events, books, and relevant websites. Figure 4 displays the eight options available via the Centre.

The Centre provides access to the following:

- Executive Summaries – provides access to an index of 13 items covering issues such as presentation skills, time management, communication, etc



Figure 4

## Focus On - Emerald Management First

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- RSS Feeds – several journal feeds are available including: All subject Journal Content; Strategy Journal Content; Human Resources Journal Content; Knowledge Management Journal Content; and E-Business Journal Content. Other popular feeds include: Top 20 mixed items; Top 20 Executive Summaries; Top 20 Guru interviews; and Features of the Month
- Book, Site and Event Reviews – offers reviews of management books, relevant websites and coverage of conferences and summits
- International Events – lists forthcoming events around the world, such as conferences, summits, workshops, seminars and training
- Full Site Executive Summary Article Index – provides access to the entire archive of Executive Summaries. The only way to view what is available is by scrolling through them, ie, there is no search option. It is, however, possible to navigate by subject area – Management & Leadership; Marketing; Change Management; Strategy; Human Resources; Knowledge Management; Healthcare Management; E-Business, IT & Finance; Quality Management; and Public Sector
- Full Site Guru Interview Index – provides a complete listing, but, once again, the only way to navigate through the more than 240 items is by scrolling down each page
- *Management Focus* – a downloadable magazine published every two months, it provides a selection of some of the latest content from the site and is designed to bring managers up to speed on other Emerald services
- Email newsletter – coming soon, a monthly newsletter for regular community updates.

A search option would greatly improve access to Guru Interviews and Executive Summaries.

### Saving and printing

Accessing content on *Emerald Management First* doesn't require much in the way of searching, so

saving searches isn't an option. For those occasions when users access Journal Articles hosted on *Emeraldinsight.com* searches can be saved. All items on *Emerald Management First* can be printed in either HTML or PDF formats, depending on content set.

### Timeliness

*Emerald Management First* is updated on a monthly basis. On the 12 July 2007, all July issues of journals, etc were available online.

### Help and support

There is no online Help available. *Emerald Management First* is so easy to navigate that help isn't really needed. A FAQ page provides additional information and contact details. A five-minute online demo is also available.

### Costs

*Emerald Management First* is available on an annual subscription basis. Multi-site and multi-national deals are also available.

Emerald is currently running a special offer price until 31st August 2007 – \$999 (£499) for one year; or \$299 (£149) for three months. This price is for corporate single-site access. Multi-site deals are negotiable.

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