Inside this eBook:
Key takeaways from
21
Experts

publisherspeak

VIRTUAL SUMMIT 2020

21 global experts reveal strategies and insights on processes, people and technology to deliver better business outcomes.

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About Publisherspeak

Publishing has been critical to the spread of knowledge and ideas, therefore it is important that it continues to survive and thrive.

With Publisherspeak, we are excited to build a passionate community of authors, publishers, thought leaders and technology specialists, all working toward a common goal of optimally delivering knowledge to the world.

We believe Publisherspeak is the platform that enables and simplifies the process of ideation, knowledge exchange, collaboration and co-creation for the publishing ecosystem.

Our inaugural virtual summit in May 2020 kicked off this initiative. In this eBook you will find the key takeaways and actionable ideas for you to adopt and implement in your business.

We are immensely thankful to all the amazing speakers who have contributed to the Publisherspeak Summit 2020 and all of you who joined us to make it a success!

More power to publishing!

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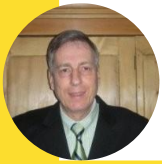

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INNOVATION

A 360 degree view on publishing

Dr. Ashwin Mahalingam

1. About a decade ago, authors seeking to publish their articles would have to wait for almost a year to complete the process from submission to publication. These days, thanks to technology, a research paper goes from the submission stage to being ready for publication in a month's time.

2. Earlier, researchers only had access to journals that the university subscribed to, travelling to international conferences was prohibitively expensive, so discoverability was a challenge.

3. Nowadays, Google Scholar can find you a research paper from any corner of the world. Greater content discoverability has increased the quality of academic work as researchers are exposed to a greater body of work.

4. At present, journals co-exist in print and electronic forms. Although the two platforms appeal to different audiences, electronic journals have an edge because they are immediately accessible and portable.

5. Philosophically, impact factor as a metric is set in the right direction as it helps readers identify the papers that people are reading and citing the most. However, in cases where a paper is widely critiqued, the paper and journal benefit from the impact factor even though the paper is being perceived as "poor quality". For this reason, it is important to recognize that metrics such as impact factor are more directional, rather than precise.

6. Peer review is critical for the journal publishing process because it is rewarding and essential for a researcher to have their work validated by a fellow expert. A double blinded peer review also ensures that biases do not creep in while reviewing. Peer review ultimately enhances the quality of publications. A good practice in journal publishing is to have a paper reviewed at least twice.

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Dr. Ashwin Mahalingam is the Editor at Engineering Project Organization Journal. This Open Access journal covers a diverse variety of areas related to Engineering Project Organization. Dr. Mahalingam is a professor of civil engineering at IIT-Madras. His current research interests include public private partnerships in infrastructure, and ways in which organizations react to the globalization of engineering services.

7. Being an editor is an honorary and voluntary task that demands additional work, time, and effort. Being an editor helps you contribute by giving back to the research community. Professional research communities cannot survive without good quality research journals and good quality research journals cannot survive without the editors facilitating the path for researchers to publish.

8. The journal publishing process ought to be organized such that an author is aware of what stage of publishing their paper is at any given point of time. This transparency, along with the publisher's prompt responsiveness to the author's queries, can prevent many frustrations.

9. Some useful tips that authors can use to make the journal publishing process a smoother experience for all stakeholders involved:
    - Build good research work by following sound research practices and methodologies.
    - Ensure that your paper falls within the scope of a journal before submitting for publication.
    - Organize the format as per the journal's technical content requirements as well as presentation criteria.
    - Write a good cover letter that conveys why this paper fits the scope of the journal.

10. The future holds many exciting prospects in terms of what would constitute a peer-reviewed article. For instance, we may have access to narrated articles, i.e., videos with voice-over narrations that could count as peer-reviewed work. These possibilities depend on the innovative methods used by scientists and technologists, as well as the kinds of platforms that the publishing community can enable.

A journal editorial board with early career researchers?

Tasha Mellins-Cohen

1. Valuable research outputs such as data management plans, publishing protocols, negative results, and replication studies are traditionally hidden because they are not seen as high-impact. The loss or hiding of such work is creating a situation in which the same research is redone in each lab with no gains. Therefore, it is necessary to capture the "research waste" and make it widely available.

2. Tools such as "figshare" and "protocols.io" are very useful in making data and methods used by authors available to everyone so this raw information can be assessed by other researchers. Publishers can request authors to voluntarily use the aforementioned initiatives to make their data and methods available.

3. To ensure that the quality of output is high, a publisher can adopt the following practices:
   - Conduct a full peer review for all papers as they provide an objective, third-party view as to whether the researchers have followed good scientific practices and adhered to the best ethical standards.
   - Ensure that the paper is checked by an editor and an in-house member of the publishing team to confirm that all the necessary information is provided.

4. Journals often set out to have unique publications that are not monotonous. The open-minded approach of early career researchers towards new forms of research for publishing can be very advantageous to journals.

5. Early career researchers are vital to the long-term future of any journal publishing house, particularly a society publisher. Being at the peak of their creativity and rigor, they are very valuable and resourceful as they can bring in a new perspective for the scope of a journal.

Tasha Mellins-Cohen is the Founder and Director at Mellins-Cohen Consulting. She has over two decades of experience in scholarly communications. Prior to this, she was the Director of Technology and Innovation at the Microbiology Society, one of the largest microbiology societies in Europe with a worldwide membership in universities, industry, hospitals and research institutes. Tasha believes community led non-profit publishing initiatives will play a vital role in shaping the research of the future.

6. The two components that make a such a journal editorial board unique are:
    - Editor mentees who are early career researchers with a keen desire for experience in an editorial role.
    - Editor mentors who are experienced editors willing to dedicate time and lend expertise to the next generation of their colleagues.

7. A common way for journals to seek early career researchers for editor mentee roles is to advertise the availability for positions. Journals may request for the candidates' ORCID records to view their publishing track record, if any.

8. Candidates with a few published papers are suitable for the editor-mentee role as they are familiar with the author's and reviewer's side of the publication process.

9. A streamlined process of populating a journal's editorial board with early career researchers shows the journal's desire to develop a strong network of members and provide developmental opportunities to growing researchers.

10. Early career researchers looking to bolster their careers can avail of some of the following funding opportunities to publish in an open access journal:
    - Global initiatives for institutions around the world help authors publish in any number of societies.
    - Article processing can be funded through university funding opportunities.
    - There are complete waivers for authors coming from different countries covered by various programs in association with the World Health Organization (WHO).
    - Sometimes, there is no fee associated when a case study pertains to a medical microbiology niche.

Connect with Tasha:

 

Accessible Publishing. Why is it important and how to incorporate accessibility into your workflows?

Lorna Notsch and Jerry Orvedahl

1. An accessible product is one that can be accessed and used by someone with a disability or impairment, be it visual, auditory, speech, mobility, or cognitive. Accessible products allow a person with an impairment to have a content experience that is equitable to a person without the disability.

2. Assistive Technologies (AT) such as screen readers, color contrast changers, and screen magnifiers enable accessible products. A screen reader is an AT software designed for people with visual impairments or learning disabilities. The screen reader expresses text and images as speech or braille output.

3. Today, a vast percentage of available content is online, and some of this content is available exclusively in online formats. If an individual with a particular disability or illness is unable to access a piece of content, they are at a distinct disadvantage that ought to be addressed. Accessible content allows publishers to expand their reach to a large market of people with disabilities or impairments.

4. Content that is accessible is attractive to all audiences, regardless of whether they are differently-abled. Students, senior citizens, multi-taskers, and people learning other languages are examples of audiences that use assistive technology to access content despite not having an impairment.

5. A significant part of content accessibility involves ensuring proper heading and graphics structure. The heading structure helps users navigate the text with ease. The hierarchy must be maintained, starting with H1, flowing downwards to H2 and H3. The colors used in an article ought to be WCAG compliant (Web Content Accessibility Guidelines). The WCAG 2.0 and WCAG 2.1 act as guidelines for content under four principles: perceivable, operable, understandable, and robust.

Lorna Notsch is a Senior Content Analyst in Publishing Technologies at SAGE Publishing, with a focus on digital accessibility. A long-time resident of Washington, DC, she began her career at SAGE Publishing via CQ Press, which SAGE purchased in 2008.
Jerry Orvedahl is Senior Manager for Online Content Analysis at SAGE Publishing. A thirty-year veteran, he spent a dozen years rising through the Editorial ranks of CQ Press, from production editor, to project editor, to senior editor.

6. Assistive technology tools are unable to complete forms online. Form elements such as links, checkboxes, and functionality status must be conveyed to the screen reader. A form ought to be organized such that the user can always visualize their position on the webpage. Platform accessibility ensures that any tasks that can be done with a computer mouse can also be completed with a keyboard.

7. Content and platform accessibility work together to create an accessible product. However, content and platform accessibility issues are unique and separate and it is important to address the processes that create both the content and platform.

8. Key principles involved in making content accessible are:
    - Focus on processes that created the content in the first place and perform root cause analysis.
    - Fix the problems at the source because addressing accessibility after-the-fact is very cumbersome.
    - Build accessibility from the start by developing guidelines for each stage in the workflow. These guidelines will create roles, responsibilities, and checklists for the employees at every stage.
    - Train the staff and communicate their roles at every stage.
    - Empower and acquaint the workforce with tools needed for continuous testing.

9. Allow the customers to be the driving force towards achieving 100% compliance to accessibility guidelines. It is important to identify their needs and solicit their feedback to understand how to satisfy them.

10. When it comes to accessible publishing, any progress is progress. It does not have to be perfect or pretty; it just has to be a step forward. Attention to accessibility in the content development process has to be an ongoing commitment.

Connect with Lorna:

Connect with Jerry:

Are we headed towards a contactless future?

Sundar Raman

1. We live in a world of "information overload", where we are constantly inundated with information from different sources. In such a situation, content curation requires creation of relevant storylines that make sense despite the constant change in content.

2. Content curation in this day and age is more than just creating repositories of information; it requires provisions for a 'stake in the ground' that act as reference points from which audiences can absorb new information.

3. While identifying the appropriate tools for content management, it is important to ask the following three questions:
   - Is the tool flexible?
   - Can the tool be adapted over time?
   - Does the tool put you in a corner because of its limitations?

4. The COVID-19 pandemic has encouraged us to rethink our interactions with others. For instance, traditional learning methods have been transformed by the online education system that allows and encourages multiple asynchronous interactions. This has changed the way we learn, interact, and the way we perceive our future.

5. Prior to the COVID-19 pandemic, "contactless" generally meant frictionless or smooth interactions with as few complications as possible. Now contactless technology must also comply with our hygiene concerns.

To watch the full session, head over to **www.publisherspeak.com**

Sundar Raman is the Director of Technology at the Museum of the Future, Dubai. He is an engineer with a background in community media and interactive experience design. He believes that engineering and art share the same foundation; that technology should be as invisible as possible and that technology should always be a facilitator for creative results, rather than an end in itself. He is continuously rounding the rough edges of all technology that interconnect to make our modern lives work smoothly.

6. In the quest for contactless processes, there is a risk of losing the human touch between the user and the process. Being "contactless" does not mean eliminating friction altogether. Instead, it requires a redefinition of the desired level of friction in a process.

7. Augmented reality experiences have become more relevant since the COVID-19 pandemic. It has redefined how we access entertainment and other forms of content.

8. Machine Learning and AI reduce the amount of contact needed in a process. For instance, a frictionless parking system simplifies the vehicle parking process by using automatic number plate detection.

9. Open APIs and integration can facilitate the high levels of accessibility and flexibility required for contactless processes through a robust information sharing mechanism.

10. Tolerance for transparency is becoming increasingly relevant with the growth of open platforms that encourage a free flow of information. An empathetic and tolerant approach is crucial to building great solutions for the future.

Connect with Sundar:

How can XML help build efficient workflows and optimize spend?

Pieter Lamers

1. The benefits of XML workflows are immense because they create a pipeline for quicker production and monetization of content, while making articles more discoverable with the help of metadata.

2. Publishing has settled on two key flavours of XML: JATS/BITS and DITA. This standardization has facilitated greater adoption by publishers and content aggregators like SCOPUS, Web of Science and others. It is increasingly important to include either of these flavours in XML publishing.

3. The only way to derive the benefits of XML is by instituting a single source XML first publishing workflow. To control the process, it is important to master the semantics of XML.

4. The XML first workflow can allow creation of XML driven PDF proofs through Indesign and CSS based publishing of journal articles.

5. The challenge to reaping the tremendous gains of XML is its precise implementation. If publishers are interested in adopting an XML first workflow, their content team must also be proficient in the technical aspects of XML and optimize it to deliver content online. This requires a number of checks to avoid errors and maintain the integrity of the XML structures.

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Pieter Lamers is the production manager for John Benjamins. Pieter has a deep interest in typography, language structures and data structures. He is passionate about XML, XML technologies and continues to look for ways to innovate and drive his company forward. He has an MA in French and Linguistics from the University of Leiden.

6. The benefits of XML can be seen in the long run. There are several solution providers who can get publishers up to speed with XML quickly. When these systems are created, the gains are achieved over a long period of time. The gain comes from the knowledge that a certain document structure is fixed, and all presentations can be organized to suit the structure.

7. It may be necessary to create a document that contains the full list of specifications of the XML guidelines. This is something that publishers ought to do if they want to be very specific about their requirements from the XML structure.

8. The development of XML guidelines for journals and books are quite similar. However, there may be specific elements for which structure within JATS is not very well defined, such as linguistic examples, dialogues, etc. It is important for the publishers to develop a well-designed XML structure that suits their purposes and consistently follow that to reap the benefits of an XML based system.

9. With structured content achieved through an XML based system, it is easier for publishers and other downstream repositories to query and mine for valuable metadata and other information.

10. When content is ready in a structured format, it can further be transformed to access several distribution channels.

Connect with Pieter:

How to thrive as a digital-first publisher?

David Parker

1. Places like universities and research centres that employ people engaged in research need digital resources that aggregate content published around the world.

2. When content is digital, artificial intelligence can be used to help readers find content that they are looking for and what may be useful to them. This gives digital publishers the opportunity to optimize the distribution of their content to a larger group of people with ease.

3. Digital content delivery does not follow the same rules as print delivery, even though print publications have a greater market share. Pricing and distribution strategies are different for both mediums. It is important to start with a digital-first business strategy.

4. Think about the answers your end user may be trying to find. Determine user behavior across various platforms. Leverage that information to package and deliver your content.

5. Here are three important steps that are necessary for a good digital strategy:

    - Publishers with a good digital strategy tend to be the ones that have an understanding of user experience on digital platforms from the front end to the back end.

    - They optimize the processes throughout in collaboration with engineering, product design, marketing, and editorial departments.
    - Leveraging multi-channel distribution systems ensures that publications reach as many readers as possible.

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David is the founder at Parker the Publisher Consulting. He works in licensing and developing niche publishing products. Prior to this, David was the Vice President of Product Management: Books for ProQuest. He also led the streaming video and health sciences business for ProQuest and was a leading voice for the integration of virtual reality content in ProQuest databases and video products. Prior to his roles at ProQuest, David founded Business Expert Press and served as president there and its sister company, Momentum Press.

6. Sometimes, books are designed for a niche group of readers. As a result, target readership will be limited. However, if one were to repurpose the content for a wider audience by splitting it up and redistributing the content among different partners, one can expand readership and consequently expose target readers to additional material.

7. It is not only content that sells a product, an edge in marketing can also generate sales. When a publisher is able to understand the behavior of their readership, they can target campaigns at appropriate segments to generate sales and traction. For example, if a publisher knows that business schools cover certain topics during certain weeks of the course, the product can be strategically marketed during those weeks.

8. In a world where digital content is omnipresent, one must begin pricing their products with a model focused on digital sales. Peer pricing is a helpful starting point. By identifying the pricing of one's peers and analyzing the model of access most popular with the target readership, one can zero-in on their anchor pricing point. Optimize your price point around your customers' sensitivity towards accepting that pricing and fine tune.

9. One can create a tool or chart to identify key players that determine the success of distribution methods. Identify the channels that carry the greatest weightage and present your products on similar channels. For example, if Amazon is a heavily weighted channel, then it is important to partner with their competitors to magnify and diversify your reach.

10. In the wake of COVID-19, there has been a major switch among readers from print to digital media. We will be able to identify whether people prefer to return to print after the pandemic is resolved and normalcy is restored. However, it is clear that digital media will continue to improve. Libraries and traditional aggregators of physical print are beginning to see their position in this trend and need to calibrate themselves to the future.

Connect with David:

Succeeding as an independent society publisher

Sophia Anderton

1. Independent society publishers are uniquely placed in that these societies are run by the members and for the members.

2. Member volunteers are key for an independent society publisher to succeed. Volunteers act as the eyes and ears within the community to inform the staff members about the community's needs from the society.

3. It is important to work with member volunteers through various special interest groups, editorial boards, and education communities. Regular meetings to solicit the volunteers' ideas and convert these suggestions into either educational programs, special journal issues, or new types of articles would be beneficial to the society.

4. "Independent" does not mean alone. Communication and relationship-building are crucial for an independent publisher to thrive.

5. Maintaining frequent communication with global partners via conference calls or video calls is an efficient way to ensure that the work is coordinated properly.

6. Outsourcing can prove very useful for independent publishers as they stand to gain many benefits from partnerships with resourceful suppliers.

7. As independent publishers have small teams, the process of brainstorming, creating new ideas, and discussing strategy may be challenging. Organizations like the Society Publishers Coalition are platforms where one can share ideas, share different experiences to the betterment of the field.

Sophia has worked in the scholarly publishing industry for over 15 years and is now Director of Publishing at the British Institute of Radiology where she is responsible for all aspects of the Institute's publishing programme. Previously she worked at the Royal Society of Chemistry where she carried out various roles covering all areas of the publishing process, with a special interest in peer review and publishing ethics. Sophia is a member of the ALPSP Education Committee and the NISO Transfer standing committee.

8. The advantages that an independent society publisher enjoys include:
    - The freedom to make the right decisions without having to fit into the strategy of a larger organization that has to address the needs of many different communities.
    - The ability to build their presence on the internet and maintain their brand authenticity.
    - The capacity to be agile and experiment with new partners and suppliers without having to make drastic changes to the entire organization.

9. Some of the challenges that small society publishers face are:
    - Due to the size of the organization, small teams tend to undertake the responsibility of covering all the areas of publishing journals.
    - Sales are a challenge for small publishers because this global operation is tackled by small teams that need to manage many operations. For this reason, independent publishers must collaborate with other parties in the industry and build relationships.
    - For a small publisher, it may be difficult to justify putting a lot of resources into a new idea that has not been tried and tested. In such cases, the organization ought to step back and examine the market developments before acting.
    - Staying up to date with all the latest trends in the industry is a challenge. It is essential to listen to people associated with larger organizations. Otherwise, the small publisher faces the danger of becoming obsolete.

10. The secret to thriving as a society publisher is to identify the gaps between the program's current position and its ideal position, then designing strategies to get there.

Connect with Sophia:

Unlock the real power of ideation
Sridhar Ramanathan

1. Terms like "idea," "innovation," and "creativity" are sometimes interchangeably used, however, there is a significant difference between them.

    - An idea is a prescription for action. A thought or opinion is not an idea. An idea gives one the thrust to act on a situation.
    - Creativity is a process through which the idea is put through but in fresh, new ways. It is different from anything that we may have seen and often surprises us.
    - Innovation is the implementation of ideas for the benefit of the stakeholder, possibly in creative ways. Where there is innovation, there is always an element of implementation.

2. A "what if" and "why not" attitude with a spirit of adventure gives a person the position to think differently. Otherwise, they will remain a prisoner of their assumptions and logic.

3. Sometimes, while ideating, people suffer mental blocks that prevent them from conjuring up unique ideas. In such situations, the act of "creative blockbusting" helps to break free from the mental prison of one's assumptions and logic.

4. Ask a friend, "What would you do in my position?" This can lead to surprising results because others are not held back by your inhibitions and concerns about constraints.

5. External stimuli can also be used to unlock or unblock one's mind. For instance, taking a risk by putting a pungent-tasting food item in your mouth, or listening to a song that you have not heard in a while can activate your senses and consequently, open your mind to new ideas.

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Sridhar Ramanathan, is an Innovation Facilitator, Consultant and Creativity Coach. He helps clients choose the right challenges, generate alternate ideas, select ideas smartly, develop them into powerful solutions, and coach them through to implementation. He believes his mission is to help people who want to think differently and do things better. Sridhar had a distinguished career in Ogilvy & Mather for 25 long years. He was a Director of Ogilvy & Mather India, when he decided to set up his own innovation practice, IDEAS-RS, in 2000.

6. If an idea does not seem viable, it is important to be prepared to move on. There is more than one solution to a given problem.

7. The "wow" factor can be generated by focusing on experience or expectation.. When a customer's expectation is exceeded by a factor of 2 or 3 or more, the "wow" factor is achieved. Every single person coming in contact with the customer is responsible for creating the "wow" factor.

8. A great team that is willing to try new things is important when it comes to implementing new ideas. A leader's attitude must also motivate the team to deliver on the execution of an idea.

9. Involve customers in the process of turning any ideas into success. End users can bring in a valuable perspective.

10. Cultivate "divine discontent" with the status quo. If something works, aspire to improve, move higher and look for other ideas.

Connect with Sridhar:

Where is AI headed?

Dorai Thodla

1. Artificial Intelligence (AI) is an attempt to bring certain aspects of human intelligence to software. This is done by collecting large amounts of data, finding patterns, and building models that we can use for prediction, classification, recommendation and various other business tasks. AI is an umbrella term that includes:

    - Statistical machine learning
    - Deep learning
    - Big Data

2. Machine learning is the ability to look at data, the labels assigned to them, infer certain knowledge in the form of patterns, and derive a model from those patterns.

3. Deep learning takes it one step higher by giving only the input and output and allows the machine to arrive at random classifications which can then be validated to identify the best configuration for making predictions. Deep learning is a subset within machine learning that uses neural networks.

4. The primary outcome of learning is to infer something useful from an experience. The process of machine learning is very different from human learning because machines do not possess the rich set of inputs that humans do. Machines learn about one specific area which is then represented in a model. The model can be used to apply new data and generate outputs.

5. Applications of machine learning include the following:

    - Predicting human behavior, group behavior, learning behavior.
    - Classifying information based on different specializations.
    - Detecting fraud.
    - Predicting likelihood of someone paying their credit card debt or mortgage debt.
    - Detecting anomalies in machines in manufacturing.

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Dorai Thodla, CEO, iMorph Inc, is a serial entrepreneur who started two companies in India and two in the USA. He was also a chief Mentor at Congruent Research Labs and KCTech Innovation Cell. With more than 33 years of work experience, He is involved in mentoring several innovative initiatives and startups.

6. There are a few areas of AI that are more mature than others - recommendation systems (like the ones you see in Amazon and Netflix), certain types of anomaly detection, prediction of demand, sentiment analysis are among these. Many businesses including publishing can leverage these applications of AI.

7. Small businesses can reap many benefits from using machine learning and AI. It is not necessary that every application of this technology requires very large repositories of data. Models can be derived even from thousands to tens-of-thousands of data records that are available to a small business.

8. There is a prevalent concern that AI may take over the jobs that humans currently perform. It is a valid concern, but not a likely scenario in the near future. Some specific tasks may be partially automated or eliminated. While AI may not replace all human jobs, job displacement is highly likely. Anything that is routine, predictable, repeatable will be eliminated, and there may be certain displacements over the next few years. Therefore, people need to be reskilled to be fully prepared for this eventuality.

9. In the current scenario, we need to explore ways to harness the power of AI to augment humans. One approach is to look at all the routine tasks that humans have to perform repetitively and see whether you can use AI to eliminate or improve them.

10. AI is still in evolution. It is an area of constant exploration, research, and improvement. In areas of text analysis and natural language tasks, AI is still trying to catch up to human-level performance. However, both businesses and individuals ought to adopt an appetite for lifelong learning and must learn to leverage the emerging technologies for growth.

Connect with Dorai:

PROCESS EXCELLENCE

Building sustainable market share through community engagement

Janet Peavy

1. Building a community is really about building mindshare for your product in your community's mind. It involves creating love for your product in the minds of the community members.

2. Unlike traditional marketing, community engagement is a micro-understanding of the market's needs, wants, and the things that are important to them. While traditional marketing is an en masse approach to reaching out to a company's marketplace, community engagement is concentrated and nuanced.

3. Community engagement involves gaining a deep understanding of a community's issues and discovering how your product/service can solve these issues.

4. If a company fails to understand its marketplace on a micro level, it cannot push its message across to the intended targets. Engaging with communities allows a company to reach its clients by breaking through all the market noise.

5. Companies must focus on relating to the values of their clients. When clients relate to the values of the company, even competitors cannot sway clients away with price-war strategies.

6. Every member of the workforce is a potential promoter of the company and its message and thereby can get involved in community engagement.

7. An organization looking to build community engagement can benefit from the following tips:
    - Use social media as your ally: online platforms are as close to free as it gets to interact and engage with communities.
    - Practice what you preach: ensure that the company's message is backed by meaningful actions. Otherwise, any attempt to engage with the community will appear as a self-serving gimmick.
    - Use the umbrella strategy: it is necessary to ensure that while the communicated message remains uniform, the method and tools used to do so are customized based on different target audiences.
    - Address community needs altruistically. Show communities that you are willing and able to address their needs regardless of whether doing so benefits your company directly.

Janet is now a Marketing Operations Manager at AArrow Sign Spinners. Prior to this, Janet was at Lyft where she spearheaded unprecedented growth for Lyft San Antonio as a trusted voice in the multimodal transportation conversation. As General Manager, Janet oversaw all the operations of the markets to ensure reliable rideshare for both local and visiting groups. She was also involved in facilitating community partnerships to reduce gaps in transportation and addressing issues unique to each city.

8. The indicative characteristics of a successful community are:

    - A community that is organically grown.
    - A great manager or moderator who has extensive knowledge of what the community stands for and how to engage with its members.
    - A healthy amount of engagement must be encouraged. It is crucial to recognize that not every interaction has to do with the message the community is trying to promulgate.
    - A community thrives when interactions grow organically from a hook, i.e., a core idea or thought that matters to the community members.

9. Publishers seeking to engage with their communities ought to consider the following guidelines:

    - Create content that people are willing to read. Publishers must ask themselves the question: Does our content resonate with our readers? Are we addressing the issues that these communities face?
    - For instance, a company may send its employees to volunteer with non-profits to address community issues.

10. The effectiveness of community engagement cannot be measured by the outcome of a single campaign. A long-term, 10,000-foot view is the key to estimating the success of community engagement. Ultimately, an upward trend in the company's market share over time is the most tangible indicator of effective community engagement.

Connect with Janet:

Deliver outstanding business results by exceeding customer expectations
Ron Kaufman

1. Service is conventionally defined as "making people happy," "giving customers what they want," or "serving other people the way you want to be served." However, a truly comprehensive definition of service describes it as "taking action to create value for someone else." The definition puts emphasis on the value created for the person served.

2. Service excellence doesn't stop at taking action to create value. It involves performing the next action that creates additional value for someone else. The service provider can proactively anticipate the "next action" that will create extra value for the recipient. The pursuit of service excellence by continuously seeking the next action is the key to success.

3. To understand what your customer wants, ask the right questions. The right questions help you discover the things that your customers value. The questions may be:
    - What does the customer want to achieve?
    - What are their priorities?
    - What do they want to avoid?
    - What is most important to the customer right now?

4. After discovering the customer's values the service provider can make promises to the customer, leading to an agreement of mutual promises. Feedback and follow-up post delivery gives valuable insights about customer satisfaction. Trust is built by creating a loop of exploring customers' wants, reaching an agreement, delivering on promises, and following up.

5. An agreement does not mean saying "yes" to the customer's every demand; it means finding a "yes" that works for both parties. Businesses can benefit from segmenting their customer base and having different, appropriate levels of product agreement for each segment.

For more than three decades, Ron Kaufman has helped companies on every continent build a culture of uplifting service that delivers outstanding business results year after year. Making transformation his mission, Ron is one of the world's most sought-after educator, consultant, business thought-leader and motivational customer service keynote speaker on the topic of achieving superior service. Ron is the author of the New York Times bestseller Uplifting Service and 14 other books on service, business and inspiration.

6. A service leader can make service a priority for an organization by doing the following:
    - Declare: Make the declaration that service excellence is a top priority.
    - Walk the talk: As a leader, take action that creates value for others.
    - Promote a common service language: Promote a common service language to enable listening and understanding; clear distinctions to appreciate what other people want and value.
    - Measure what really matters: Instead of following the ultimate objectives and wonder how to get better results, measure what really matters from the bottom up.
    - Empower your team: Empowerment should be coupled with coaching, mentoring and encouraging to ensure that employees are confident that they will make good decisions.
    - Remove the roadblocks to a better service: Identify and remove the roadblocks that prevent staff from delivering excellent service.
    - Sustain focus and enthusiasm: Keeping service at top of the mind when other issues clamour for attention is challenging. Sustaining focus and enthusiasm for service is vital when building an uplifting service culture.
7. These are six levels that help companies reflect on their service:
    - Criminal - terrible service, broken promises.
    - Basic - doing the bare minimum, making mistakes but eventually giving the customer what they want.
    - Expected - fulfil the conditions for customer satisfaction.
    - Desired - personalize the service to suit the customer's preferences.
    - Surprising - produce unexpected value for the customer.
    - Unbelievable - astonishing, incredible quality of service.
8. Many get lost in analysing too many metrics. It is better to ask;
    - What are we doing for you now that you value?
    - What are we doing that you wish we would stop or change?
    - What else would you like us to do for you? What are the things that you are willing to pay more for?
    - What is another company that serves you in any area in a way that you really like?
9. Service excellence requires participation of all departments including product design, manufacturing, marketing, distribution, IT, and HR.

10. Financial outcomes such as revenue, market share, and shareholder value are lag indicators that can be measured only after the service has been provided. It is very important for businesses to examine lead indicators such as the satisfaction score, loyalty index etc. It is also crucial to look at online reviews, comments, and feedback from internal and external stakeholders.

Future of work and the workforce that is needed

Priya Srinivasan

1. The workforce of an organization is central to successfully execute its strategies. Regardless of how great a strategy may be, a major risk to achieving it is not having the right people and capabilities to bring these plans to life.

2. Every individual has a unique spark or a stimuli that makes them tick. Identifying that trait, connecting it with their job and the company's impact to society is key to bringing out the best in the workforce.

3. Connecting and engaging with the workforce is critical for a company's success. Two key elements for creating an engaged workforce are:
    - Creating purpose: When an employee sees that they are a part of a company that makes a meaningful difference in society, they are inclined to actively support the cause.
    - Building culture: Organizations can empower their employees by giving them a certain degree of autonomy and freedom so they can succeed at work.

4. Honest, fair, consistent, and respectful feedback helps build an engaged workforce. Line managers and supervisors can boost employee engagement by identifying and communicating an employee's strengths and areas of improvement.

5. Diversity in the workforce is essential for generating unique perspectives. However, diversity without inclusion is fruitless. Not only is it necessary to have diverse voices in the workforce, it is also imperative to let these voices be heard. Ultimately, diversity and inclusion in the workforce lead to better decision making.

To watch the full session, head over to **www.publisherspeak.com**

Priya Srinivasan is currently senior Vice President HR for Reckitt Benckiser Health. Priya has worked across many areas of the HR function. She also brings a diverse international perspective having lived and worked in a range of countries - India, US, Hong Kong, China, Singapore and now in the UK. Prior to Reckitt Benckiser, Priya was with AstraZeneca for 14 years where she made significant contributions to increasing the development focus.

6. Many monotonous tasks can be automated by technology, but humans are still at the forefront of work. Emotional nuances of work, for example, the human connection and interactions between a doctor and a patient, cannot be superseded by machines.

7. Technology is an indispensable tool that can help predict and tackle future challenges. An organization's ability to embrace AI is now integral to its success.

8. There are two ways by which organizations can stay relevant in an ever-changing business environment:

    - Focus on agility: A large 'clunky' organization cannot adapt to dynamic business environments.
    - Focus on reskilling the workforce: This helps the company re-calibrate itself for the future.

9. Professionals ought to proactively prepare themselves for the changes that technology brings. Technology also presents an opportunity for organizations to invest in their employees' skills.

10. Organizations that foster curiosity and capable employees tend to make themselves sustainable. Curiosity is vital for an individual's survival. Staying open and trying new things are the key to prevent obsolescence.

Connect with Priya:

How do I build an all-star LinkedIn profile?

Andrea Edwards

1. Today, social media has become an integral part of our lives. We need to harness the goodness of social media to showcase our leadership skills or to stand up for something. By raising our voices for something that we believe in, whether social or business, we can change the path that we are on.

2. Being a social leader in an organization allows you to create an identity for yourself. As an employee, it makes you stand out and allows you to voice your opinions on a product, the benefits to the customer/investor and so forth.

3. Employees using LinkedIn and other social platforms ultimately build a collective voice for the company too - an organic way of building brand identity. It attracts customers and sales also increase as customers trust people more.

4. Include information about your personal and professional life in your LinkedIn profile. It tells your story in ways where there is no human disconnect. A quick glance at your profile should ideally give someone an idea of who you are and what your journey has been like.

5. One way to identify if you have a showstopper of a profile is by using the social selling index (SSI) - a parameter that tells you if you are doing a good job or not based on your engagement. Have a 65 or a higher index score and specifically, sales personnel should have an index of 80 or more.

Andrea T Edwards, the Digital Conversationalist, is a communications evangelist and expert in content marketing, social leadership and employee advocacy. A certified speaking professional, Andrea works with the world's largest companies on the transformation needed to maximize business growth. Working with brands to help them embrace the voice of their employees, Andrea sees empowering employees to be social leaders as the cornerstone of business transformation today.

6. Understand what your area of focus is and what you want to be known for. Never let your focus area slip away. It holds the core of your profile and keeps your audience engaged. Follow trending content related to your focus area and allow your opinions and views on the same to take over!

7. Create your own unique content that is specific to your focus area. It could be visually driven (photographs, memes, graphic design) or through text (blogs, quotes).

8. Don't forget to engage with your audience:
    - Comment, ask questions and create digital conversations. This creates a strong relationship - symbiotic too!
    - Share content created by other people aligned with your focus area, by attaching your views or opinions on the same. It helps you become a trusted advisor.
    - Opposing views also helps you to look at things from different perspectives and generate unique content.

9. It is more effective to spend less time on LinkedIn! Create quality content, rather than focussing on the quantity.

10. Overwhelmed with long-form content? Tweet about it instead. Don't go for perfection, just keep writing to get your message out there. The confidence of having put yourself out there helps your mind generate newer ideas.

Connect with Andrea:

Leading organizational transformation

Shankar Ramani

1. Fortune 500 companies have developed the resources and abilities to scale their business over time. Such companies possess the capital infrastructure needed to build new businesses and have a set of standardized processes that facilitate scalability. On the contrary, smaller companies typically need to be more resourceful in their attempts to scale up.

2. The transformation towards becoming a customer-led company is driven by multiple changes across the organization. There is a need for the right skill sets to adapt to these changes. A company that does not have access to all the necessary skill sets can access them through collaborative partnerships.

3. A company must have the ambition to scale up its business and be committed to growth. When a business cultivates the mindset of “only the paranoid survive” (Andy Grove, Intel), it is capable of long-term survival.

4. Leadership and strategic alignment at the top level of an organization is necessary for successful transformation into a customer-led business.

5. Tips for becoming a customer-led business:
    - Create a rich customer experience: The key to a successful customer-led business is to curate and develop as rich a customer experience as possible.
    - Focus on continuous value addition: Adding value to the customer experience is not a one-off operation. It is a continuous operation that increases value for the customer over time.
    - Align your priorities: A business is truly customer-led when it aligns and prioritizes every business decision with the customer experience.
    - Follow the flywheel: Drive traffic to your business by attracting customers. This will draw more sellers who will provide a wider variety of products, ultimately enabling lower prices and attracting more customers.

Sankar Ramani is currently the COO at Dyper, a subscription based eco-friendly diaper delivery service. He has worked with Amazon, Honeywell, Avnet and Meggitt PLC. With over 20 years of experience across multiple functions and industries, Sankar is proficient in lean manufacturing, re-engineering business processes, developing robust strategies and leading transformational initiatives within highly matrixed organisations.

6. In recent times, companies are transforming themselves from selling products to services. Service businesses naturally interact more often with their customers than product companies. Providing additional value to customers and creating an intimate relationship with them as they develop their needs is key. Adapting to this change will define the winning and losing businesses in the future.

7. Measuring effectiveness as a customer-led business is a challenge. While the Net Promoter Score and Customer Churn Rate are valuable output or lag metrics, it is equally important to measure the input or lead metrics.

8. Transformation, by the very nature of it, is a continuous journey. Cultivate the perception that transformation is a marathon and your company must be at the forefront of it. Otherwise, the business faces the risk of becoming obsolete.

9. Professionals can transform themselves by taking intelligent risks to leave one's comfort zone and taking on learning opportunities.

10. "Make your job your development." A professional's growth comes naturally when they commit to excel at their job.

Connect with Shankar:

Managing a complex journal portfolio with distributed teams

Natalie Bryan

1. One of the key challenges of managing a complex journal portfolio is in handling the bespoke requirements and special requests of different stakeholders like managing editors, publishing teams, etc.

2. It may not be feasible to accommodate every request being made. Weigh the pros and cons of a proposed change before accepting it. When it is not possible to accommodate certain requests, provide stakeholders with some context around the reasons.

3. Tips for handling requests for changes during the publishing process:
    - Try to move changes as upstream as possible rather than introducing them mid-way through the process. For example, try to capture article specific metadata directly in the XML right from submission and use it to guide decisions later on in the workflow.
    - Ensure that the stakeholders involved in the various aspects of the production process are also updated and consulted before any changes are made.
    - Put in robust change management rules and guidelines wherever possible. This makes adherence to turnaround times easier and also clarifies agreements with the stakeholders.
    - Aim to design a 'first time right' chain management process.

4. It is important to have an established fast tracking process that accommodates the occasional fast track requests without jeopardizing the usual workflows. Publishers will benefit from designing a fast track lane.

5. Detailed documentation wins half the battle. Sharing and updating documentation with all involved parties is essential to effective documentation.

To watch the full session, head over to **www.publisherspeak.com**

Natalie Bryan has over 20 years of production experience within the medical publishing industry and has worked at BMJ since 2003. She started at BMJ as a Production Editor, and now holds the position of Senior Production Manager. Natalie manages the copy editing and typesetting supplier relationships as well as an in-house team of Production Editors. She works closely with journal editors and the publishing team to ensure the swift and accurate processing of articles from acceptance to publication (online and in print).

6. Provide authors with the right amount of information. The author guidelines should cover the salient points but not overwhelm them with too much data.

7. Have several lines of communication with the authors - Web, email, phone calls are different tools that help authors feel heard by publishers. Allowing multiple ways for authors to reach the publishing team can be a key differentiating factor.

8. While there are publishing guidelines and rules that need to be followed, there might be cases where authors need a certain level of flexibility. Without going overboard, a publisher has to design an appropriate amount of flexibility that can be offered to authors.

9. When it comes to author relationships, nothing beats great customer service. There may be some issues that crop up during the production process and one may need to face an unhappy author. In such cases,
    - Have open and honest communication.
    - Explain the issue in detail and be clear about why it happened.
    - Provide a timeline for resolution.

10. A great publication has a great team behind it. Elements of a good team are:
    - Right people on the right jobs: Match up the team members to their strengths.
    - Focus on documentation: Documenting all the processes and procedures helps bring the entire team on board.
    - Great onboarding process: When a new person joins the team, having a structured onboarding process helps integrate them into the team quickly and more effectively.
    - Collaboration is key: Provide an environment where collaboration is encouraged. Tools like Google Docs and Google Communities provide a great platform that enables conversations to take place and for better ideas to emerge.
    - Review and improve: It is not possible to get things right the first time. Having a continuous improvement mindset enables the team to retrospect and course correct.

Publishing is marketing?
Pravin Shekar

1. Anybody in business is a marketer, and this is particularly true for an employee in the publishing industry. This is because marketing is about thinking and acting differently to create a positive change. For instance, a production manager in a publishing company may want to accomplish certain tasks faster or reduce costs. The manager needs to think outside the box to materialize such positive changes. In that sense, everyone is a marketer.

2. Marketing is not restricted to the marketing department of an organization. Showing you care and thinking differently is at the core of marketing. Every employee is capable of making a contribution by thinking and acting differently towards the outcome of a positive change, however big or small it may be.

3. When a publisher internalizes marketing and makes it inherent to the company's processes the incremental benefits add on to help build the publisher's brand through the internal and external customers.

4. Super-marketers and super-promoters are those customers who go out of their way to promote your product or service to others. These customers do not endorse your product for a commission, they do it simply because they love the product and want to share its benefits with like-minded people.

5. Publishers can turn their authors into super-marketers by giving them tools to create/review their content with ease. Equipping your authors with the industry's latest technologies is a great way to make them your super-promoters.

Pravin Shekar is an Outlier Marketer, parallel entrepreneur and a raconteur. Unconventional marketing is his forte. An author of three books, Pravin is the recipient of the American Marketing Association's "Emerging Leader" award. As a professional speaker, he has energized business leaders in 27 countries. He talks on using outlier marketing and word-of-mouth referrals as key business growth techniques.

6. At the workplace, an employee can attract their own super-promoters by excelling at their job. Super-promoters at the workplace help build a positive reputation that ultimately leads to professional growth.

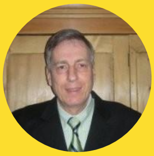
7. Micromarketing involves solving a problem for a small demographic of people. In the publishing industry, micromarketing can be about making a small change, for instance, implementing a new process or using a new software to optimise money, time or other resources. Eventually, this small change can be applied on a larger scale.

8. Some important questions for publishers to consider are:
    - Is the publishing team aligned together?
    - Are our authors happy?
    - What is the final point in the customer journey?

9. Content is now published in multiple formats, including video and audio. Publishers can simplify the content creation process for authors by spreading awareness about the latest techniques and technologies in the industry. Providing this value addition wins author loyalty to the publication.

10. Publishers must help authors market their books and show them they care. Marketing books proactively shows the author that the publication is committed to their partnership.

Connect with Pravin:



Putting authors and users first
Martin Scrivener

1. In the publishing world, leveraging relationships with editors and authors is a great way to produce relevant, cutting-edge content.

2. Publishers can enjoy many benefits when they put authors first, including:
    - An efficient publishing operation in which authors return to the same publisher with new products and ideas.
    - A strong community of authors will provide a continuous stream of content, products, and ideas for a publisher.

3. A publisher can build a community of happy authors by adopting an author-orientated approach. This involves recognizing authors as the most important stakeholders and building long-lasting relationships with them. It is critical to consult with authors frequently and solicit suggestions from them for various publishing activities, such as the book cover design. By encouraging author participation in the process, a publisher is rewarded with repeat authors and editors, creating a mutually beneficial, long-term relationship.

4. A few tips for publishers to put their authors first:

    - Encourage and facilitate their participation in various stages of publishing so that authors feel valued.
    - Improve the speed of publishing operations. Often, authors are frustrated by prolonged decision making processes.
    - Make realistic promises and consistently fulfil them. Healthy relationships with authors are built by being transparent and honest. Never over-promise on what you can deliver.

5. Conflicts are inevitable in any business. Apply conflict management practices to resolve disagreements with authors amicably. If any conflict reaches an impasse, take a timely decision to bring the situation to a cordial conclusion.

Martin Scrivener is a graduate of London School of Journalism, and a 40 year plus veteran of the publishing industry. He began his career in the marketing department with Associated Book Publishers. He then moved to Kluwer Academic Publishers as an acquisitions editor and publisher. Later, as the Managing Director for Swets & Zeitlinger, he built them up from a small journal publisher to a mid-sized publisher of books and journals through acquisitions as well as organic growth. Martin is the cofounder of Scrivener Publishing.

6. Publishing has gone global. The industry is no longer dominated by content from one or two countries. Well-trained, motivated people from all around the world are now partaking in the publishing demand. This is the driving force behind many new ideas.

7. The best way to ensure that your content is contemporary is to review and process it quickly. This ensures that the book is released to the market while the subject matter is still relevant. If the subject matter pertains to a rapidly developing field, new books can be released on the same subject with updated content.

8. When starting a business, incorporate lessons from past experiences in your business endeavors. Even if the knowledge is gained from an unrelated industry or field, it will prove valuable in some form while building a new business.

9. Identify tasks and operations that are too expensive to be performed in-house. Form alliances with strategic partners to perform these tasks with their expertise. Focus on the core activities that can be performed in-house and streamline all resources towards them.

10. Develop effective teams. Every member of the team ought to understand the principles of the organization. Align the company activities with the business goals and mission. It is critical to orient what you are doing with why you are doing it.

Connect with Martin:

The importance of partners in publishing workflows

Jack Nestor and Arlene Furman

1. Partners share the responsibility of contributing value to the publishing workflows and facilitating a seamless experience for everyone involved.

2. They can provide new insights into the publishing process, creating room for continuous learning. A synergistic relationship with partners empowers mutual growth and development.

3. The expertise of partners is invaluable for solving the problems that arise throughout the publishing process.

4. How can partners help establish best practices:

    - Define and implement proven industry standard processes that would allow manuscripts to move quickly from submission to the decision stage.
    - Identify and reduce the number of bottlenecks in the process. Spend time listening to the stakeholders' needs and supply the required resources to them. Guide them to the resources they need to perform their tasks more efficiently.

5. Prior to publication, both partners require clarity on several aspects of the processes. Promptness in resolving concerns is key to building fruitful partnerships.

Jack Nestor is the Managing Editor and Cofounder at Technica Editorial Services. His background in scientific, medical, and scholarly publishing spans over 20 years. During this time, He worked for publishers like Springer, Oxford University Press, Elsevier, HarperCollins, and others.
Arlene Furman is the Managing Editor and Cofounder at Technica Editorial Services. She has a degree in Environmental Resources and worked as a research assistant at the Albert Einstein College of Medicine. In 1983, she transitioned into scientific and medical publishing.

6. It is essential to establish a well-defined team for each publisher because this ensures that different style guides can be handled with ease.

7. Each team ought to be acquainted with the style guides of the respective publisher through training programs. Regular meetings and reviews can help teams stay up-to-date with changing style guides.

8. Reviewers are valuable stakeholders in the publishing process. Communicate with them respectfully and avoid overusing reviewers. It is advisable not to request the same reviewer repeatedly unless they are an expert that ought to weigh in on a particular paper.

9. Authors can improve the publishing process by strictly adhering to submission requirements and journal guidelines and ensuring that the article is well within the journal's guidelines before applying. Additionally, a good cover letter that addresses the paper's impact on the industry is very useful to editors.

10. The publishing process involves interactions with multiple partners, creating a process that entails a constant learning curve.

Connect with Arlene: **Connect with Jack:**

Will AI replace copyeditors? Can they co-exist?

Lindsay Zamponi

1. Copyeditors improve the quality of the author's manuscript as required for publication and facilitate optimal levels of communication with the reader. They are the bridge between the scientific community and its readership, and are responsible for ensuring that the valuable information coming from scientists is well-argued and articulated.

2. A copyeditor should not only be able to edit spelling, grammar, punctuation and style, but also exercise necessary judgement to employ the correct level of intervention in any manuscript.

3. In the 1980s, computers were not available for editing. All manuscripts were edited on paper and sent back and forth by post. The process was much slower as every task was manual. Over time, there have been several vast improvements related to cost efficiency and the time to publication. The intervention of electronic communication has facilitated a global market of copyeditors, while earlier, English language copyediting was limited to the USA, UK, and Australia.

4. A copyeditor must bond with the author and establish a connection to comprehend the emotion behind a book or a work. They should work with the author to understand the central idea and essence of the work as well. Authors gain greater support when copyeditors can spend more time to collaborate on their projects.

5. A good rule of thumb is to ensure that the author's voice is maintained. This means that caution should be exercised while making universal changes. Authors preference should be left in place provided they aren't incorrect or problematic in terms of clarity.

Lindsay Zamponi is an independent editorial services consultant with over 30 years' experience in academic and professional, reference, and trade publishing. She specialises in STM, HSS journal and book copyediting management.

6. Many publishers now aim to streamline their time to publishing and are looking for technology that simplifies the work between the author and a copyeditor. Artificial intelligence (AI), Machine Learning (ML), and Natural Language Processing (NLP) are now becoming quite prominent in the way content is published.

7. AI and associated technologies can provide the necessary support by addressing mechanical and style editing, thereby allowing the editor to focus on language and context.

8. Copyeditors should also be involved in the development of these tools. Copyeditors can guide AI in a better direction by sharing pain points of the processes, trialing products, and ensuring that the tools are comprehensive.

9. When AI performs sporadic or spot checks on text, there is a good chance the software misinterprets some nuances of the language. Non-English speaking authors may not be in the best position to judge AI-edited copy and identify such misinterpretations. Leaving copyeditors out of the equation and by not taking their feedback/input would lead to formulaic editing wherein the model follows rules and applies it mechanically.

10. Copyeditors will have to be conversant with technology and understand the latest trends. A good way to stay relevant is by reading trade magazines and other publications that talk about various market trends. Professional organizations also provide access to webinars and courses which are great opportunities for copyeditors to connect and develop their skills.

Connect with Lindsay: