

Rapport 2012-04  
Lis Maaløe  
Yale Publishing Course 2012

Til Bogbranchens Fællesfond  
Vedr. Ansøgning 2012-04  
Yale Publishing Course

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Jeg takker hermed for støtte til deltagelse i Yale Publishing Course, Leadership Strategies in Book Publishing fra den 22-27. juli, 2012.

Vedlægger kortfattet rapport, kopi af kursusbevis samt regnskab.

Venlig hilsen

Lis Maaløe



## **Yale Publishing Course, Leadership Strategies in Book Publishing fra den 22-27. juli, 2012.**

Kuset omhandlede alle aspekter inden for forlæggeri. Der var et tæt pakket program med yderst kvalificerede forelæsere. Deltagere fra mange forskellige lande (bl.a. Holland, England, Tyskland, Singapore, Brasilien, Indien), men med overvægt af amerikanske forlæggere.

Jeg vedlægger oversigt over forelæsninger, og vil her fremhæve nogle få noter, som især står tilbage som betydningsfulde i mit daglige virke.

Generelt om samfundsmæssige faktorer: Creative destruction, hvor essensen ved kapitalisme fremhæves som at skabe og destruere virksomheder. Virksomheder blegner, og det bliver en kamp at skaffe sig af med det gamle og skabe nyt. Meget interessant indlæg med overordnede betragtninger om, hvilke samfundsmæssige forhold der kan føre til ændringer – måske så fundamentale at branchen ikke kan bestå. Tankevækkende at 75 % af omsætningen de næste 15 år vil være fra nye virksomheder, som vi ikke kender i dag.

Tilpasning til et nyt marked: Mange indlæg omhandlede erfaringsudveksling i forhold til ændringer af arbejdsprocesser. Alle kan ikke omstille sig til nye arbejdsgange. En måde at få ændringer igennem i eksisterende organisationer er at ansætte folk fra andre brancher, der kan påvirke organisationen. En oplægsholder talte ligefrem om kulturelt lock-in i organisationer, hvor der ikke sker udskiftning og tilførsel af nye kvalifikationer.

Hvordan kan ændringsprocesser gennemføres? Flere indlæg omhandlede fordelene ved at adskille operativ og kreative processer, dvs. lade en mere innovativ gruppe være adskilt fra daglig drift – brugte betegnelsen ambidextrous organisation.

Salg og marketing: Marketingsmulighederne bedre end tidligere via sociale medier. Nye medier giver større muligheder for markedsføring til specifikke målgrupper.

Metadata optimering nødvendig. Knyt bogen til relevante diskussioner og find muligheder for citat.

Der var ganske mange oplæg om brugen af sociale medier og det professionelle kommunikationsprogram bag lancering på fx Facebook. Nogle forlag har ligefrem en stab af unge studerende der kommunikerer på Facebook, men det kræver guidelines.

Vigtigt at man ikke blot tænker de sociale fora som publicering af traditionelt markedsføringsmateriale – kommunikationen må ikke virke kommerciel. Tendens til at forbrugere bliver bundet til fx Amazon, Apple. Hjemmesider bevæger til hen hvor brugerne er - ikke så væsentligt at brugeren er på eksakt hjemmeside, hvis info dukker op andet sted.

Hvordan med forfatterne? Tendens til udbetaling af stigende royalty til talenter.

Værdien i at medtænke forfatterne tidligt i processerne blev gentagne gange understreget. Flere forlag har etableret selfpublishing og anvender det som rugekasse før traditionel publicering.

Pirateri: Generelt ikke et fokus. Detaileddet er ansvarlig for DRM, og forlagene er generelt ikke bekymrede for denne del - ser nærmest fildeling som markedsføring inden for trade.

Supply chain: Hvordan opnå større rentabilitet? Fokus på 'time to market', kvalitet og omkostninger. DRM - indgår i distributørernes eget egosystem. Værdien af at gennemgå hele distributionen regelmæssigt blev fremhævet.

Jeg er taknemmelig for at have fået økonomisk støtte fra Boghandlerforeningens Fællesfond. Synes, kurset har givet mig god inspiration og grundlag for væsentlige refleksioner over mit daglige virke her i forlaget Munksgaard.

# *Yale Publishing Course*

## *Leadership Strategies in Book Publishing*

**July 22-27, 2012**

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### **Sunday, July 22**

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4:00–5:00 p.m.     *Registration at the Greenberg Conference Center*

5:00–5:30 p.m.     **Welcoming Remarks and Orientation**

**Tina C. Weiner**  
Director, Yale Publishing Course

5:30–6:30 p.m.     **Participant Introductions**

6:30 p.m.            *Reception and dinner*

**Adapting to the New Publishing Climate**  
*Pivots, fast and slow theory, and just plain tricks*

**Michael Jacobs**  
President and CEO, Abrams Books

The president and CEO of one of the world's premier visual book publishers shares some insights about the need for change—fast, slow and, most of all, constant—in helping to transform and grow an analog book publishing enterprise in a potentially shrinking marketplace.

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## Monday, July 23

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8:00–9:00 a.m. *Breakfast*

9:00–10:20 a.m. **Creative Destruction in Book Publishing**

**Richard Foster**

Senior Faculty Fellow, Yale School of Management; Managing Partner, Millbrook Management Group; Lead Director, Innosight, LLC; Venture Partner, Lux Capital

The publishing industry, both in general and with specific respect to books, is in the throes of a classic industry disruption. Industry leadership is changing. Old distinguished competitors are slipping away. New start-ups with no track record of accomplishment are moving forward at times with seemingly more capital than insight. Where will it lead? What does this mean for you? This talk describes the common patterns of the past and applies those patterns to the current magazine publishing industry. In its conclusion, the session will offer recommendations to guide the development of successful action plans for capitalizing on the current turmoil.

10:20–11:35 a.m. **Why Is This Man Smiling**  
*An overview of the publishing industry*

**Michael Pietsch**

Executive Vice President and Publisher, Little Brown and Company

The head of a 175-year-old publishing company explains why, in the midst of the swiftest, deepest changes in the industry's history, he is ebullient about the future of books, reading, and—yes—book publishing.

11:35–11:45 a.m. *Break*

11:45–1:00 p.m. **The Digital Paradox**  
*A niche publisher's perspective*

**Kirsty Melville**

President, Book Division, Andrews McMeel Publishing

The digital opportunities and challenges for a publisher of illustrated content are myriad. The transition from print into digital is fraught with misconceptions. Kirsty Melville reviews the thorny issues and their implications that niche publishers face as they redefine themselves in the digital age.

1:00–2:00 p.m.

*Lunch*

2:00–3:15 p.m.

**Reinvent (Or Be Reinvented)**

*Transforming your enterprise*

**Rick Joyce**

Chief Marketing Officer, Perseus Book Group

The crucial task of every player in the publishing business today is to adapt successfully to the changes and take full advantage of the opportunities brought about by the advent of the digital revolution. This means being willing to find new approaches to the existing business, explore entry into new and emerging markets, and serve new types of customers. Drawing on lessons learned from the Perseus Books Group's evolution from a small, high-quality domestic publisher to a large, independent, innovative, global publishing services company, Rick Joyce explores the industry's current and future transformation.

3:15–3:35 p.m.

*Break*

3:35–5:00 p.m.

**Publishing à la Carte**

*Alternative strategies to traditional publishing methods*

**Bruce Harris**

Publishing Strategist, Bruce Harris Books

Bruce Harris, veteran publisher of bestselling trade books, offers some non-traditional suggestions for working with authors and staying nimble in producing and marketing individual titles geared towards specific audiences.

5:00–6:30 p.m.

*Tour of the Yale University campus*

6:30 p.m.

*Reception and dinner*

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**Tuesday, July 24**

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8:00–9:00 a.m.

*Breakfast and office hours*

9:00–10:20 a.m.

**Managing Change in the Age of the Algorithm**

*Transforming your company and your staff*

**Carolyn Pittis**

Senior Vice President, Publishing Transformation, HarperCollins Publishers

How are the radical changes in the global book business similar – and

dissimilar – to those of the past, and how do we need to think about them in prioritizing action? How does this influence hiring, managing, and acquiring the skills and capabilities to realize both personal and company growth? Basing her talk on case studies of both success and failure – and framing it by the insights of such great change theorists as Clayton Christensen – Carolyn Pittis considers what works to shift focus, perceptions, and actions in order to align companies and their staffs to market needs.

10:20–11:20 a.m. **The Changing State of the Author/Publisher Relationship**  
*How to work together effectively in this brave new world*

**Sue Fleming**

Vice President, Executive Director, Content and Programming, Simon & Schuster Digital

As the reading experience changes in the new digital realm, the publisher/author partnership is changing as well. Sue Fleming demonstrates why the publisher is more relevant than ever in a seemingly do-it-yourself world. She discusses how publishers can offer more visibility into sales and marketplace change, how new tools like social media help build audience and engagement, and why building niche communities and expanding the author’s content beyond the book are critical to successful publications.

11:20–11:40 a.m. *Break*

11:40–12:40 p.m. **Censorship in the Digital Age**

**Jack Balkin**

Knight Professor of Constitutional Law and the First Amendment, Founder and Director of the Information Society Project, Yale Law School

How do digital networks change the ways that governments regulate or restrict speech? How do newer forms of speech regulation build on older ones? And what is the connection between these questions and the current political struggles over intellectual property rights, including proposed statutes like SOPA and PIPA that are designed to protect intellectual property rights?

12:40–1:40 p.m. *Lunch*

1:45–3:00 p.m. **Managing Organizations in Times of Disruption**

**James N. Baron**

William S. Beinecke Professor of Management, Yale School of Management

How do you manage and navigate organizations in the midst of change? This session explores organizational change from the macro forces that create it to the patterns that organizational changes take and analyzes how periods of transition impact both managers and their staff.

3:00–3:20 p.m.

*Break*

3:20–4:35 p.m.

### **New Business Skills for Publishers**

#### **Leslie Hulse**

Senior Vice President, Digital Business Development, HarperCollins Publishers

Leslie Hulse, one of book publishing's most knowledgeable experts on digital media, explores the issue of how to evaluate new business opportunities and threats to traditional publishing, and shows how to create a successful business plan for multi-platform publishing.

4:45–5:30 p.m.

### **My Greatest Mistakes**

*Tips on how to be a better manager*

#### **Martin Levin**

Former CEO, Times-Mirror Book Company; Counsel, Cowan, Latman & Liebowitz

Former CEO of the Times-Mirror Book Company and a winner of the Association of American Publishers Curtis Benjamin Award for Lifetime Achievement Martin Levin selects ten examples of mistakes he made during his distinguished career and reveals the lessons to be learned from them.

5:45–7:30 p.m.

*Reception at the Beinecke Library*

### **The Beinecke Rare Book and Manuscript Library: Its History and Future**

#### **E.C. Schroeder**

Director, Beinecke Rare Book and Manuscript Library, and Associate University Librarian, Yale University

E.C. Schroeder will give a brief history of the Beinecke Library – one of the world's leading rare book libraries – as well as an overview of its collections, which document publishing over the past 1000 plus years. He will also consider the future of rare book libraries and the challenges and opportunities they face in the 21st century.

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**Wednesday, July 25**

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8:00–9:00 a.m. *Breakfast and office hours*

9:00–10:15 a.m. **The New Digital Reality**

**Jeff Gomez**

VP, Online Consumer Sales and Marketing, Penguin Group USA

Online marketing is changing all the time, and what worked yesterday may not work tomorrow. Jeff Gomez will discuss the latest and greatest Internet trends and tools such as flash sites, verticals, the packaged Web, social media, and online identity, along with how publishers of all kinds and sizes can play in this new and ever-changing digital space.

10:15–11:35 a.m. **The Digital Supply Chain**

*How it works and why it is different than the physical*

**Neil DeYoung**

Executive Director, Digital Media, Hachette Digital, Inc.

Neil DeYoung shows how the digital supply chain is different from the physical in a comprehensive discussion of key concepts: digital asset distribution systems (and vendors); digital fulfillment providers; validating sales reporting; alternative models, e.g. Pottermore; and how DRM impacts distribution and how proprietary file formats complicate distribution.

11:35–11:55 a.m. *Break*

11:55–1:00 p.m. **Libraries and Publishers**

*Relationships in transition*

**Susan Gibbons**

University Librarian, Yale University

Susan Gibbons will describe how the digital age and the economic downturn have radically altered book acquisition strategies for libraries. Cooperative collection purchasing agreements, patron-driven acquisitions, and data-driven collection analyses are just some of the strategies libraries are using to try to meet needs of their patrons while spending less money on collections. Electronic books introduce new, and sometimes problematic, acquisition models for libraries and challenge our focus on long-term preservation of collections. The traditional publisher/library relationship is no longer sustainable, but a mutual-beneficial, alternative model has yet to emerge.

1:00–2:00 p.m.

*Lunch*

2:00–3:15 p.m.



## **There is No One Right Answer**

*Now that ebooks are software, how to evaluate what to do*

### **Liisa McCloy-Kelley**

Vice President and Director of Digital Production Operations, Random House, Inc.

With a variety of proprietary formats looming and lots of different functionality being supported across different tablets, what is a publisher to do? In a hands-on approach, a leading innovator in digital production talks about how to evaluate your content, your options for what to do with that content and how to determine strategies for your books. She will demonstrate some of the challenges and opportunities of developing content for the variety of digital reading systems and offer insights of what can be done in-house and what could be outsourced.

3:15–4:30 p.m.

## **Publishing in a Multi-Platform World**

*Legal theory and practice*

### **Jonathan Hart**

Partner, Dow Lohnes PLLC

This session will explore some of the legal challenges publishers face as they distribute content over multiple platforms and across borders. Jon Hart provides a foundation in publishing law (with an emphasis on copyright), mixing practical legal tips with discussion of the fundamental tension between copyright law and freedom of speech. He explores how the tension between copyright and free speech has been exacerbated by the digitization of content and the internet's disruption of traditional distribution monopolies and discusses how the doctrine of "fair use" attempts to reconcile society's competing interests in rewarding those who create original content while simultaneously ensuring the free flow of information. Jon provides practical advice on how to manage legal exposure (including exposure arising out of user-generated content) and addresses some of the challenges of publishing in a world with nearly 200 legal systems and just one internet. Come armed with questions.

4:30–4:45 p.m.

*Break*

4:45–5:30 p.m.

## **Would You Publish This Book?**

### **Martin Levin**

Former CEO, Times-Mirror Book Company; Counsel, Cowan, Latman & Liebowitz

An exploration of ethical dilemmas publishers confront when deciding

whether to publish controversial books.

5:30–6:45 p.m.

### **Visual Thinking**

#### **Nigel Holmes**

Principal, Explanation Graphics

Do you think in words or pictures? Why not try both? In this presentation you'll experience words, pictures, and music mixed together in interesting ways. **Listen** to Mozart's dreadful mistake with the latest technology of his time, and try it for yourself; **take part** in an interactive demonstration of huge numbers; **learn** about dental health with the help of the Beatles; **consider** using your hands for something other than pounding a keyboard all day; **understand** how a smile can sell advertising. Relax, it's going to be serious fun. Oh, and please bring a glass of wine or whatever with you to the talk.

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## **Thursday, July 26**

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8:00–9:00 a.m.

*Breakfast and office hours*

9:00–10:20 a.m.

### **Publishing in the Age of Globalization**

*Emerging global trends*

#### **Ed Nawotka**

Founder and Editor-in-Chief, Publishing Perspectives

America is widely considered to be the leader in digital publishing and retailing, but the rest of the world is catching up – fast. The assumption is that because the US publishing industry has had a first-mover advantage, other nations will hew to the same pattern of adoption that has been exhibited in the US. Nothing could be further from the truth. Based on his years of experience reporting on the publishing industry, Ed Nawotka, using real world examples of the issues at play, explores the new opportunities, innovations, and models being developed in various regions of the world, from the US and Europe to Asia, Latin American, and Africa.

10:20–11:40 a.m.

### **Digital Publishing Is Global Publishing**

*The digital disruption as a multilingual, multicultural opportunity*

#### **Patricia Arancibia**

Editorial Director, International Digital Content, Barnes & Noble

Digital publishing is helping break territorial and language barriers. It

makes it easier for local publishers to become global and multilingual. It also challenges the businesses depending on local translations of foreign titles, and can make it harder to reach what used to be captive local readers who now have access to millions of titles from all over the world. Patricia Arancibia takes a look at the state of international digital publishing, and reviews the content and business models that are being tested in different markets.

11:40–12:00 p.m. *Break*

12:00–1:00 p.m. **The Role and Future of the Traditional Book in the Digital Age**

**David Godine**

Publisher, David R. Godine Publishers

A legendary innovator in the publishing field demonstrates how an independent publisher can survive in the digital age, focusing on the physical properties of books that keep us hooked and the ways in which we are still managing to produce quality pieces in a time that seems to be abandoning them.

1:00–2:00 p.m. *Lunch*

2:00–3:15 p.m. **Financial Realities in Book Publishing**

**Robert Baensch**

President, Baensch International Group Ltd.

Financial management has become the responsibility for every function in book and online publishing. Everyone makes decisions that drive revenue and/or expenses with a new focus on Net Operating Profit and Return on Investment. There are more variables in the book industry and completely new revenues with related expenses in the online publishing world. The session will review the basic P&L forms for book publishing and then the new P&L trends in the digital and online publishing world. Examples and case studies for both established companies and new upstart business units will provide useful tools in managing your business to achieve positive economic results.

3:20–4:20 p.m. **Scholarly Publishing in the Digital Age**

*Revisioning content and business models*

**John Donatich**

Director, Yale University Press

**David Schiffman**

Director of Digital Publishing, Yale University Press

The dissemination of knowledge is a core mission of research

universities and academic publishers. Digital technology presents a range of both opportunities and risks to achieve that goal. This session will provide an overview of the issues and initiatives underway at a leading university press, and highlight lessons applicable to other types of publishing.

*Break*

4:20–4:40 p.m.

### **The Future of Bookselling**

4:40–5:40 p.m.

**Roxanne Coady**

Owner, R. J. Julia Booksellers; Founder, Just the Right Book

One of America's leading independent bookseller discusses the strategies she initiated to keep her store profitable in the age of e-commerce and comments on what the future is likely to be for brick and mortar bookstores.

6:00 p.m.

*Barbecue at the Yale Golf Course*

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## **Friday, July 27**

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8:00–9:00 a.m.

*Breakfast and office hours*

9:00–10:00 a.m.

### **The Future of Google eBooks**

**Tom Turvey**

Director of Strategic Partnerships, Google

An up-to-date report on Google eBooks and the plans Google has for the future. Tom Turvey discusses what Google has learned as an ebook retailer and wholesaler and predicts where the market is headed next.

10:00–11:00 a.m.

### **How Bloomsbury Became a Truly Global Publisher**

**George Gibson**

Publishing Director, Bloomsbury Publishing, New York

In 2011, Bloomsbury restructured itself with four global publishing units - adult trade, children's trade, academic and professional, and information and business development - all served by globally-structured marketing, production, and business and finance departments. George Gibson discusses the challenges this global mandate poses, the opportunities it offers, the adjustments the company has needed to make, and how it has continued to expand.

11:00–11:15 a.m. *Break*

11:15–12:15 p.m. **A Wall Street Perspective on the Publishing Industry**

**Gregory Miller**

Managing Director, Greenhill & Co.

Investment banker Gregory Miller will discuss how Wall Street views the companies, trends, and deals that are currently defining, and transforming, the global publishing industry landscape. He will also share his perspectives on how the financial and technological issues facing publishers of all sizes today are likely to determine who will be buyers and who will be sellers in the future. Miller’s remarks will cover recent moves by Amazon, Google, and Microsoft; will highlight some new companies making an impact on the industry; and will assess the strategies pursued by selected longstanding publishing companies.

12:15–1:15 p.m.

**The Future of the Book is Information Service**

*Reimagining the systems upon which the digital book infrastructure is built*

**Craig Mod**

Founder, PRE/POST; former Designer, Flipboard Inc.

What does it mean for readers if we “subscribe” to books? Who is building the most future-proof reading platforms? What do those platforms look like and what makes them great? We’ll look into both the psychological and technical infrastructure behind where the books and publishing are heading and peek at a few of the nascent design tools emerging along the way.

1:15–2:15 p.m. *Lunch*

2:15–3:30 p.m.

**Where Do We Go from Here**

*Building a game plan for the unknown*

**Madeline McIntosh**

Chief Operating Officer, Random House, Inc.

Madeline McIntosh oversees a range of different areas at Random House, but has generally been responsible for helping to ensure a successful transition for the company into the digital era. Drawing on her experiences in physical and digital sales, marketing, publishing, and operations at Random House and from working at Amazon as part of the original international Kindle rollout team, she will lead the class through a strategic planning exercise. Together, the class will predict a range of possible future scenarios for the book market and determine the best approach for a publishing team to take in order to lead in that

market.

3:30–4:30 p.m.

**Closing Remarks and Certificate Presentation**

**Tina C. Weiner**

Director, Yale Publishing Course

# Yale Publishing Course

*Recognizes the participation of*

**LIS MAALØE**

*at the 2012 session*

**Leadership Strategies in Book Publishing**

*July 22–27, 2012*

*Tina C. Weiner*

Tina C. Weiner

Director

Yale Publishing Course