

# **ePublishing@de Gruyter**

## **Professional Skills for the Digital Environment**

**Sven Fund**  
**Berlin, April 28, 2009**



## The key question

How can we adjust our organization to continuous innovation in four key dimensions:

- Changing usage preferences,
- changing buying patterns,
- new technological challenges and
- evolving business models?

# de Gruyter at a glance: Elements driving company culture

- 260 years old publishing house, 5 brands, 6 locations
- Primarily German Language publishing
- Family-owned business, approx. 250 employees
- Broad portfolio
  - Humanities (Linguistics, Philosophy, Theology, German Studies, Library Information Sciences)
  - STM (Mathematics, Physics, Life Sciences)
  - Legal Publishing



**de Gruyter is the role model of a traditional mid-sized academic publisher**

# de Gruyter at a glance: Product challenges

- 100 journals
- 800 front list titles p.a., backlist of approx. 13.000 titles
- CD-ROM and Microfiche products
- 24 database products
  - Primary sources
  - Biographic databases
  - Bibliographic databases
  - Scientific content



**Complexity is the single most important challenge today, further driven by digitization of workflows**

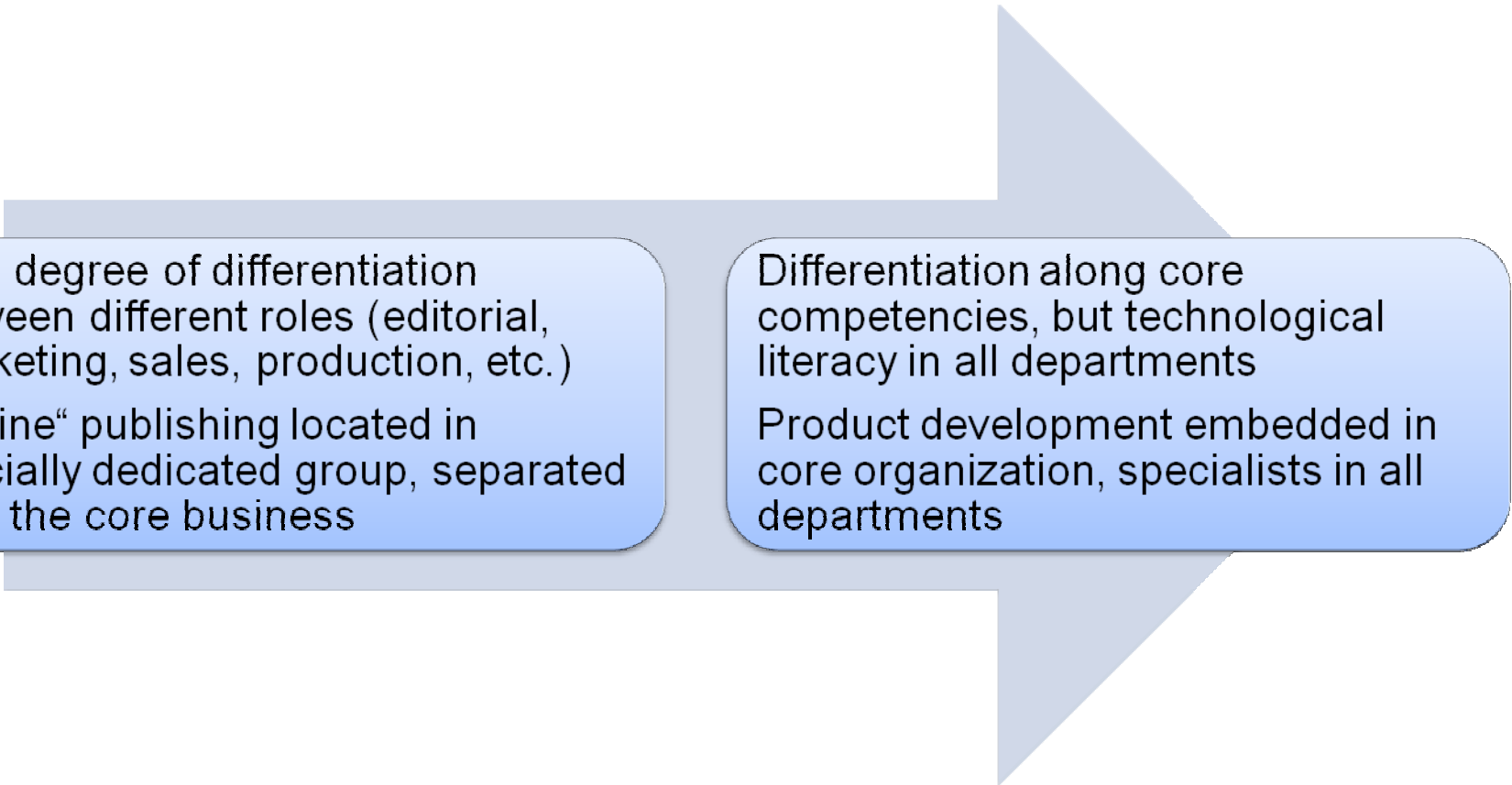
# Drivers of organizational complexity at de Gruyter

- Internationalizing portfolio
- Proliferation of multiple technological formats
- New means of production
- Multiple evolving business models
- New players entering the value chain



**Two ways to address complexity: The right organization and the right people**

# From a traditional paradigm in academic publishing to embraced innovation at de Gruyter



High degree of differentiation between different roles (editorial, marketing, sales, production, etc.)  
„Online“ publishing located in specially dedicated group, separated from the core business

Differentiation along core competencies, but technological literacy in all departments  
Product development embedded in core organization, specialists in all departments



**Product innovation at de Gruyter is not specialists' task, but the responsibility of the whole organization**

# Qualification of staff is a key priority: de Gruyter academy



Organizational development

Process orientated coaching

Talent  
develop-  
ment

Individual coaching

Leadership & Team development

Individual/group specific seminars

Work skills

Rhetoric &  
communication

languages

IT skills

Staff information

Introductory seminar „New at de Gruyter “

# Conceptual view on an emerging paradigm

