



ELSEVIER
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SPECIAL ISSUE ON PERGAMON PRESS

COMPANY CULTURE

PUBLISHING PROGRAMMES

CENTRALISED MARKETING

EDITORIAL PROCESSING,

COMPUTING & FULFILMENT

PEOPLE FILE SPECIAL

PERGAMON'S PETER GROOMS

EXTRA SPECIAL POSTER

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SPECIAL LIFT-OUT POSTER
Who's Who at Pergamon Press

In this issue of *Elsevier Science World*, which is devoted to Pergamon Press, some of the staff interviewed refer to the pleasant and constructive contacts they have already built up with their Elsevier equivalents. It seems that we are on the right track.

I realise that Elsevier Science Publishers and Pergamon Press have different cultures, styles and practices. Yet for Elsevier this is not really such a new situation because, placed in historical context, the Elsevier Group itself already consists of many parts in different locations in the world. The point is, it takes some time to get to know each other well. As long as we are all heading in the same direction, the guideline is there and I am sure our relationship will develop happily. The Elsevier Science Board of Management has decided to start up various study groups made up of members of staff from both Pergamon Press and Elsevier Science. The task of these study groups will be to advise management on areas for coordination, harmonisation and standardisation between the two companies.

Obviously, we all want to learn from each other's strengths and put these benefits to work to the advantage of our whole Group.

In particular, we will be looking at such areas as automation, information systems and production systems. We will also have to identify areas in acquisition, marketing, fulfilment and distribution, which call for coordination.

For our readers from Pergamon, this issue might present some rather familiar material, but I hope you will still find it



James Kels, Chairman of Elsevier Science Publishers and Pergamon Press.

interesting since it attempts to give a global picture of the Pergamon company. For staff from Elsevier Science, the purpose is to enable you to become acquainted with some of your new counterparts at Pergamon Headquarters at Headington Hill Hall in Oxford and at Pergamon Press Incorporated in Elmsford (USA).

Of course, not every one at Pergamon could be interviewed for this issue so in that sense the picture is by no means complete. Rest assured, from now on we will be covering regularly the many and varied Pergamon activities and events in future issues of *Elsevier Science World*. ■

James Kels



A Bird's-Eye View

This Special Issue on Pergamon Press serves as a general introduction to the newest member of the Elsevier organisation. Before we get down to details, here's an overall view of the environment at Pergamon Headquarters in Oxford.

Butterworth-Steiner, the forerunner of Pergamon Press, was acquired by Robert Maxwell in May 1951 for £13,000. The original list contained just five loss-making journals and two books. Four decades later in May 1991, by the time Pergamon was acquired by Elsevier for £440 million, the list had expanded to more than 400 journals, 200 book titles a year including several award-winning multi-volume reference sets, and electronic databases. Pergamon now numbers just under 700 people. By far the majority of staff are based at Pergamon Headquarters in Oxford, while the next largest group is based at Pergamon Press Inc. in Elmsford (USA). Here's a quick tour of the buildings of Pergamon Headquarters.

1. Old Hall takes up one wing of Headington Hill Hall, the Maxwell family residence, and was the original site of Pergamon Press at Oxford, the fledgling company having been moved there from London in 1960. Old Hall now houses Maxwell Fleet and Facilities Management.

2. More than 60 new staff joined Pergamon in 1960, and besides occupying the Old Hall, the company also moved into the Stable Block. As its name suggests, this building used to be the stables and carriage house of "Triple-H Ranch" — as Headington Hill Hall is affectionately known to some US academic editors. The stables themselves have become a spacious open-plan office, divided into cubicles by movable partitions and occupied by production staff, as well as some people from the Physical Sciences, Life Sciences and Marketing departments. Upstairs in the attic work, amongst others, members of the Social Sciences department and the remainder of the Marketing and Life Sciences departments.

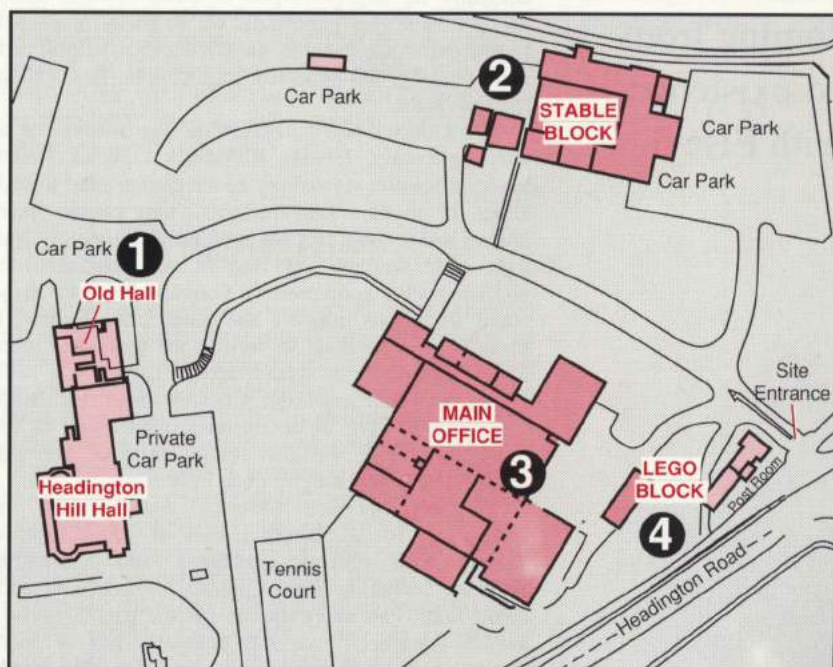
3. It is just a short walk across the park to Main Office, purpose-built by 1966 in order to keep up with Pergamon's rapid expansion. On the way over, watch out, you could get ambushed by a very tame and friendly Grey Squirrel. Main Office houses management, all the service departments and the company restaurant. The most striking feature is an enormous open-plan office, possibly the largest of its kind in England with some 150 people working in it. You would expect it to be a noisy and distracting place, but the contrary is true. It is like a hushed newsroom ticking over quietly in the peace before a storm, yet inside the cubicles people are not working in whispers, but talking and laughing normally.

4. Between Main Office and the Post Room by the front gate of the site is Lego Block, constructed in 1977, which houses the Information Systems and Data Centre staff. No one seems to know how Lego Block got its name, perhaps the building just looks like one.

There is a cosily informal atmosphere in the buildings of Pergamon Headquarters, which are rather reminiscent of Elsevier's former offices in central Amsterdam (Spuistraat, Honthorststraat, Herengracht and Keizersgracht, etc.), with their high-ceilinged rooms, rabbit warren-like corridors and treacherously steep-looking staircases. Cluttered notice boards in the corridors reflect the varied interests of Pergamon staff — a poster for a local production of Shakespeare's *The Tempest*, Staff Consultative Committee minutes, For Sale ads, sport notices, ads for Room Wanted (none for Room To Let) and news of the latest Pergamon publications, all juggling for space with messages from management.



Pergamon Press - Headington Hill Hall Site





Pleased to Meet You, Pergamon Press

What do staff at Pergamon Press think of their new alliance in publishing?

Here some of the Pergamon executives discuss their company and the benefits they can see coming from co-existence with Elsevier.

More than 40 years on in science publishing, the secret behind Pergamon's enduring success remains "as always, the people" says Gilbert Richards, now Senior Editorial Adviser. With 34 years of continuous service at Pergamon, many as Managing Director (or Joint-Managing Director) until a severe heart attack obliged him to move on to a non-executive post, Gilbert Richards is well-qualified to comment on the company he largely helped to build. "We've been lucky to have very good staff. We've always managed to find extremely capable, knowledgeable, helpful and hard-working, and generally good people. That's been the key factor."

By industry norms, Pergamon has always run a very tight ship. Human Resources Director Helen Wade, a relative newcomer to Pergamon (she joined about 20 months ago) reflects, "Our people have always had to work flexibly within tight monetary and tight time frames, yet they've still managed to produce such a good product. One wonders what they could do if we improve the balance somewhat. I mean, if they've done so well in the past, then with fewer constraints in certain areas this business will grow even better and faster. I'm sure the alliance with Elsevier will give us an exciting opportunity to do this, but I hope we also retain some of our old disciplines, I think they're quite important."

Support Services Director Anna Moon is responsible for a 52-strong staff of administrators dealing with diverse publishing and marketing services, including legal contracts, exhibitions and direct mail. Part of Pergamon for the past 21 years, she is convinced that the company has a good reputation in the marketplace because, "We have always been encouraged to be professional and work



Some of the directors of Pergamon Press (l-r): Anna Moon (Support Services), Christine Baldwin (Electronic Publishing), Helen Wade (Human Resources) and Mike Boswood (Managing Director). Missing from the picture are Tim Davies (Finance Director) and Gilbert Richards (Senior Editorial Adviser).

hard with our authors and editors to establish a caring relationship. The personal touch has always been deemed to be important at Pergamon."

"Perhaps," remarks Richards, "the Elsevier style is slightly more formal than ours. I definitely don't mean to imply that Elsevier is not a friendly company, the people I've met have always been friendly in the way they do business. But really through the way it has developed, Pergamon is very much a family business. I would like to see Elsevier and Pergamon people getting the feeling that now we're all in the same family, even though a few months ago we were competitors, one might almost say friendly but deadly rivals."

"Obviously each company has an identity in its own right," adds Anna Moon, "so our people were very pleased that Elsevier decided to keep the name Pergamon Press. There is a lot of good in both companies and though we may do things differently, I think it's up to us to share with each other and make sure for the good of the whole, if you like, that we take the best out of both sides."

What characterises the "best of both sides"? Pergamon Managing Director Michael (Mike) Boswood gathers his thoughts before answering. "I'd say the Elsevier style is more participatory than ours has been in the past. It depends to a significant extent on developing a consensus, which can take time.



Pergamon has, shall we say, been managed more subjectively. The new management is aiming for a happy medium between the two approaches: to retain flexibility and speed but combine them with Elsevier's more consensual approach."

Despite having been deadly rivals, Pergamon and Elsevier share a history of on-going friendly collaboration. Two products (International Journal of Multiphase Flow and Resources, Conservation & Recycling) have been published jointly for years. "And we've been cooperating on the ADONIS document delivery service for a very long time now," says Richards, "we can't ignore that. But of course, a real advantage of the Elsevier-Pergamon alliance is that we won't be competing when it comes to totally new projects."

Mike Boswood says, "We've established a team to work out guidelines in the publishing area so that we don't compete head on for the same project in ways that could be detrimental to the Group as a whole. When it comes to the management of individual titles and programmes, as far as I'm concerned both companies will be free to manage them in the way they think is best and consistent with their needs. It's a question which is going to be under review for some time. That we both publish in the same fields should not create problems because most of the journals are already well-established and their co-existence is accepted in the marketplace."

Management Priorities

On a deeper level, the co-existence of Pergamon and Elsevier needs time to get established, even though starting up the new venture has gone well. In the eyes of many Pergamon staff — quite likely the general consensus — having been sold to Elsevier is regarded positively (see below: Initial Reactions) and indeed, the transition from Maxwell Communications Corporation to Elsevier proceeded rather smoothly. Mike Boswood reports, "Everyone had plenty of time to get ready because after the contract was signed there was a period of six weeks before the deal was completed. From that point of view the transition has been quite smooth in Oxford, there wasn't a sudden change. In Elmsford, however, the transition meant a great deal more in terms of structural changes to the operation as the purchase did not include the majority of the books published by Pergamon Press Inc. and,

obviously, that was more difficult. But I was there recently and was impressed by how the management team there is adapting to the new situation."

Since taking on leadership of Pergamon Press, Boswood's initial priorities have been to meet the staff and get to know the organisation, to establish a good working atmosphere with the management team, and to be, as it were, in business from day one. Back in early July, however, although he'd been in Oxford nearly two months, Boswood was still in the process of meeting everyone, "for the simple reason that each day has been extremely full," he admits, "but we have been in business from day one in terms of taking publishing decisions and getting things done."

Indeed, a lot had been done in Boswood's first two months on the job. Besides the rearrangement in Elmsford, there has been a slight management reorganisation in Oxford — Elsevier's consensual style, not based on a single personality, requires a more pyramid-like structure for reporting lines different from the one flat line that Pergamon had before. Furthermore, a new system of journal pricing has been introduced, and says Boswood, "to some extent a new way of working has been introduced with regard to the management and publishing committees." Boswood hopes that by the end of summer all of these short-term priorities will be in hand. "After that," he declares, "I want to institute an organisational review and establish more formal communications with staff."

Preparing the Harvest

As far as the mid-term is concerned, there are three key areas of coordination with Elsevier that have to be worked on: (a) publishing, (b) editorial and production systems, and (c) fulfilment and distribution. Once those have been established it will be a question of running them and seeing that objectives are met. "After that," Boswood continues, "I'd say that we have to review, endorse and if necessary modify the long-term strategy of Pergamon with respect to its publishing programmes." All this sounds like a staggering responsibility, but Boswood plainly relishes the challenge. "Oh yes, I'm enjoying myself," he says, giving a broad smile. "Let's say I try not to make it the last thing I think about at night."

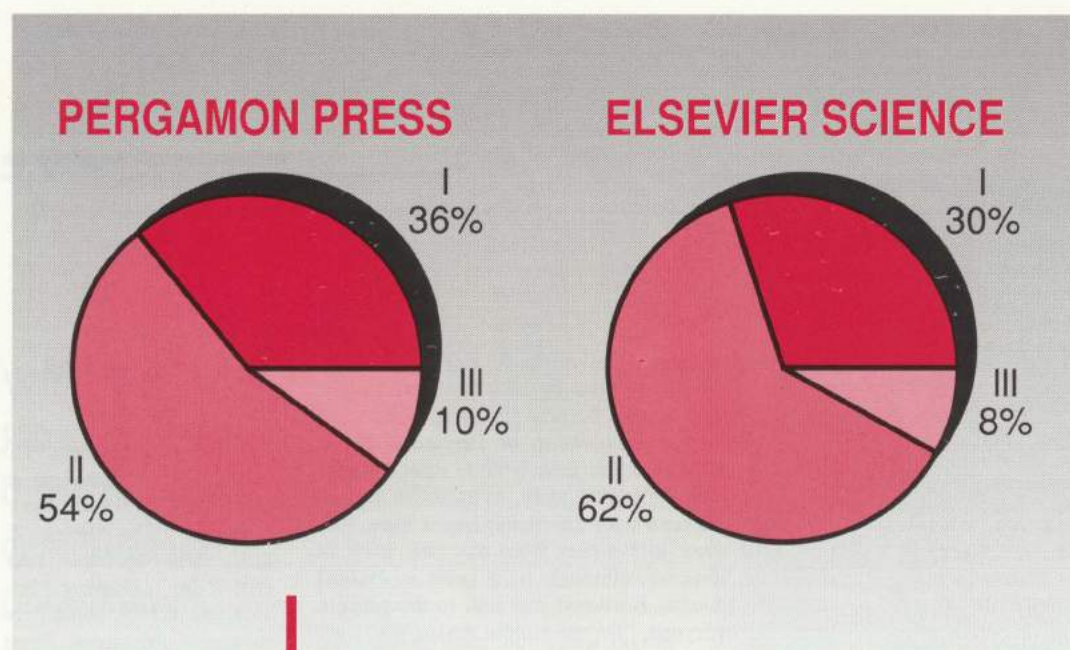
Boswood doesn't seem to be losing (much) sleep

PPI Elmsford

Pergamon Press Inc. (PPI) is located in Elmsford in the state of New York, some 20 miles (about 32 km) north of New York city. The company was founded in 1952 initially to distribute Pergamon Press publications and eventually this was expanded to include publishing journals and books. Because the sale did not include the PPI book programme, a number of staff involved with those books have left the company. Now there are 65 members of staff who will continue to devote their attention to publishing and marketing the products of Pergamon Press. ■



Subject Field Share



These charts show how closely Pergamon Press and Elsevier Science match each other in publishing fields.

Expressed as percentages of total turnover:

I = Life Sciences

II = Physical Sciences

III = Social Sciences including publications in Economics, Statistics and Operations Research.

over Pergamon, but during the day he and his executives are doing lots of thinking about what preparations need to be made before both parties can harvest the benefits of the Pergamon-Elsevier alliance. Commenting on the economic implications of the new set-up, Finance Director Tim Davies says, "The financial and editorial discipline Elsevier has brought to STM (Scientific, Technical and Medical) publishing can now be applied to Pergamon to achieve added value from its publishing activities. Now we also have the opportunity to achieve cost-effectiveness by sharing and combining various service operations whilst improving the overall level of service. We now need to identify the areas in existing Elsevier and Pergamon operations where mutual benefit can be achieved in controlling the growth of costs and in providing a competitive advantage. The rigour with which these areas are approached will determine the gain."

Several key service areas have been identified where both companies might cooperate. "For instance," says Anna Moon, "Yesterday I was on the phone to Kumar Patel in Barking talking about their direct mail activities. I hope it will be worth ESP Ltd's while to use our unit at Pergamon because we could provide a service at the right price. Obviously then we'd have mutual benefits from economies of scale."

Another area that will benefit from in-house collaboration is electronic publishing. Associate Director (Electronic Publishing) Christine Baldwin has spent the past year carrying out a strategic planning exercise focused initially on developing electronic editorial production systems. Although Pergamon has published several electronic products in the past, the method used involved a somewhat arbitrary subject-related approach. Baldwin provides

an example. "Around 1988 Pergamon came up with the idea of creating a CD-ROM version of the ten-volume *Encyclopedia of Education* based on the original typesetting tapes. Well," she adds cheerfully, "that experiment taught us very clearly that you don't start with a typesetting tape and expect to come out with an all-singing, all-dancing, multi-media experience for academics."

In contrast to Pergamon's penchant for experimenting with electronics, which has its rewards admittedly but can prove rather expensive, Elsevier with its history of solid investment in research and development has adopted more of a programmatic approach in which activities are generally concentrated in the Electronic Publishing Division in Amsterdam. Boswood suggests, "There has to be a combined approach, a joint strategy for electronic publishing."

Tim Davies agrees. "We are now in a position to combine our resources without having to duplicate research and investment activities. Apart from the obvious savings arising from non-duplication, we should also be able to shorten the decision-making process which in itself provides a significant saving."

In conclusion, Christine Baldwin says, "Certainly in terms of new product development there is a distinct advantage in collaboration. Some of the projects Elsevier is involved in, like exploiting articles to develop current-awareness services or the link with single-article supply, are going to be very important in the future of STM publishing. This is an area where the critical mass of Pergamon and Elsevier together, and our joint ability to get other publishers to collaborate on things like setting technical and design standards, will play a very important role."



Initial Reactions to Elsevier

● **Nick Sharp** (Data Centre Manager): "It was quite a shock to be honest. Obviously when a sale happens people are always apprehensive, but everything is working out very well. I'm very excited about the Elsevier-Pergamon combination and looking forward to the future."

● **Helen McPherson** (Senior Managing Editor, Major Reference Works, Physical Sciences): "There's always a certain amount of uncertainty about any change. My initial reaction was yes, it's probably a good thing but we'll have to wait a while and see before I can be sure. On balance, I felt positive about it."

● **Andy Colborne** (Senior Publishing Editor, Life Sciences): "For those of us with an Elsevier background, it was really a logical step. Most of us working at Pergamon have considerable respect for Robert Maxwell. I think some people were really sad to see him go."

● **Toby Green** (General Manager, Marketing Promotions): "Well, if we had to be taken over I'm glad it was Elsevier. If it had been someone terrible like an international finance conglomerate who could have done all sorts of crazy things because they don't understand our business, that would have been the worst possible scenario."

● **Geraldine Billingham** (Senior Publishing Editor, Social Sciences): "I think we were glad to hear we were being bought by a publisher. That was a pretty dominant view. It wasn't some enormous financial conglomerate with no particular interest in publishing as such."

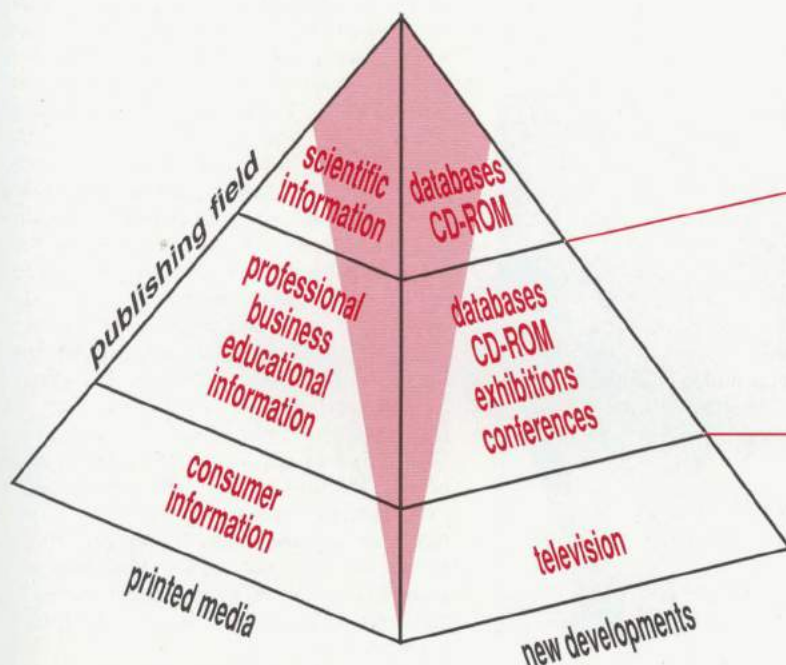
● **Peter Shepherd** (Editorial Director, Physical Sciences & Engineering): "The good thing about being part of Elsevier is that they do know our business. We're not just part of a conglomerate that wanted an STM publishing arm to fill out its portfolio. It is actually

Elsevier's core business. People do begin to see the synergies — to use a hackneyed word — for developing new types of products."

● **Grace Belfiore** (Director, Pergamon Open Learning): "In terms of management support for the growth of our unit over the next couple of years, the impression I got very quickly was that we're better off. As Pergamon Open Learning adds extra dimensions to the science publishing focus, the variety of other activities in the Elsevier Group will be of interest as well."

● **Della Sar** (Marketing Director): "Certainly those of us who know Elsevier well were able to impress on others the fact that it is a very humane company. There is no doubt about that. It's a very socially-minded company and that is becoming apparent. I don't think people are nervous any more."

● **Peter Grooms** (Assistant General Manager, Journals Production Unit, Exeter): "Over the years the Maxwell family has gone out of their way to maintain a contact with the staff. It's fantastic really, considering the size of the company, all of us felt part of the family. So when we heard that Mr Maxwell was going to sell, there was a bit of sadness really because we thought, well you know, we could go to somebody who wouldn't recognize the scientific worth of what we'd built up. When we heard that Elsevier was coming, we were relieved. Here we have a science publishing company well known for doing a good job. Odds on, if we were going to be sold to anybody, Elsevier was the best bet."



The Information Pyramid

Elsevier Science Publishers

- Elsevier
- Pergamon Press
- North-Holland
- Excerpta Medica (EMBASE)

Excerpta Medica Group, Pracon, Stampa Medica (medical)
 Springhouse Corporation (nursing & educational)
 Delta, Gordon (trade magazines)
 Greenwood, CIS (reference works)
 Elsevier Realty Information (real estate database)
 Stockdata (55%) (financial/economics database)
 Misset, Pepco (trade magazines)
 Elsevier Opleidingen, Perac (courses, training, support)

Dagbladunie (national & regional newspapers)
 Bonaventura, Argus (magazines, congresses, reference works)
 RTL-4 (19%) (television station)
 Elsevier-Vendex Film (50%) (film & TV productions)



Intuitive Publishing Experts

Pergamon Press is evolving into a strongly editorial-driven company.

The urbane Jim Gilgunn-Jones, who has been with the company for 23 years, is Editorial Director of the Engineering & Environmental Sciences list. Speaking of Pergamon's editorial team he says, "We're all out there to trawl for the best quality papers within our given subject areas. There is intense competition. Authors are choosy about which journal they want to publish their papers in, and it's up to us to make sure that they choose one of ours."

Sounds familiar? It's not surprising when one considers that in order to become successful STM publishers, Pergamon and Elsevier have inevitably developed fairly similar strategies. Peter Shepherd is well-known to many at Elsevier. Commenting on Pergamon's editorial policy he says, "Overall, our philosophy is to publish as many high-quality original research papers as we can and profit from doing that as we have done in the past. We have to make sure that we capitalise from new, often electronic means of scientific communication whilst avoiding the pitfalls of being technology-driven rather than market-led. We've got to

be very aware of what the author as end-user wants done with his information."

Despite having similar aims, there are of course some cultural differences between Pergamon and Elsevier, perhaps the most striking one being the difference in editorial staffing levels. Barbara Barrett, who has been with Pergamon for over 11 years, points out, "Until recently, it wasn't unusual for a single editor to be responsible for anything up to 50 journals. So we've been well-trained to leapfrog around at great speed."

Senior Publishing Editor Andy Colborne, who looks after part of the Biological Sciences list, has been with Pergamon nearly seven years. (He also worked for Elsevier in Cambridge and Amsterdam, heading the BBA Secretariat from 1975 to 1978 in which capacity, by the way, he interviewed Norman Paskin for a job.) "Pergamon used to be known as the workhouse," muses Colborne, "because of the high workload and rather austere working conditions. But there are good things that came out of that. It did teach us how to be flexible, be able to distinguish priorities and make very rapid decisions."

The Physical Sciences publishing team (l-r): Keith Lambert, Peter Shepherd, Michael Dawes, Jim Gilgunn-Jones, Michael Mabe and Peter Henn. Missing from the picture are Helen McPherson and Martin Key.



The Life Sciences publishing team (l-r): Daniel Schiff, Janet Boullin, Roger Dunn, Andy Colborne, Norman Paskin and Marion Jowett. Missing from the picture is Caroline Herron.

The newcomer to Pergamon, Norman Paskin, has only recently taken up his new post. Since July he's been sharing his time between Pergamon and Elsevier. He began by assessing his new programme and talking to the existing team about the problems they saw within the list and in a wider context. Paskin says, "I must say I've been very impressed by how solid and profitable the Life Sciences list is." He's settled in quickly mainly because "the scientific disciplines cover the same sort of product/market combinations Elsevier has, and editorial directors have worldwide responsibility for the programmes in these areas. We are also responsible in varying degrees for the titles published by the North American operation, Pergamon Press Inc. (PPI) in Elmsford."

PPI's programme — about a sixth of Pergamon's total journal list — is directed by Vice President (Editorial) Roger Dunn, who notes, "In many respects, the acquisition of Pergamon by Elsevier has contributed new blood and attitudes that have accelerated the internationalisation of PPI's publishing programme. We can no longer be considered as the USA branch of an English publishing company."

Pergamon has recently begun staffing



editorial departments in ways needed to mirror the sort of attention which Elsevier has given its journals. More systematic methods are being introduced, ways that may not always be as much fun, but they are more certain. Staff are now organised by subject areas and on average, a senior editor will now have 15-20 journals.

The company has always fostered a personal approach to its academic editors and authors, who are treated like old friends and honoured guests when they visit Pergamon headquarters. But because of the in-house editors' heavy workloads, it has not always been possible to return those visits. Jim Gilgunn-Jones comments, "It's been the source of some envy to see the time available to Elsevier's acquisitions editors for wandering around the field at a more leisurely pace."

Winning Combination

In some ways Andy Colborne feels he's come a full circle although, he says firmly, "I don't feel that I work for Elsevier just now. To me it's still Pergamon Press, we won't be calling it Pergavier. In the traditional sense the two companies have a different approach to publishing. Pergamon are very much intuitive publishers, they take rather bold risks. Elsevier has a much more measured, careful and structured approach. Both systems have their merits but they are very different environments in which to work. The challenge we have ahead of us is to marry those two different styles and try and steer a course which uses the best aspects of both."

Publishing Editor Janet Boullin, from the Life Sciences group, notes, "I think the backing of Elsevier's experience added to our certain amount of intuitive publishing should make it quite a winning combination."

Naturally, staff at both Pergamon and Elsevier were in touch with each other before the combination arose. Barbara Barrett says, "People like our Sammie Haigh (Senior Publishing Editor, Management & Information Sciences and Linguistics), who works in areas that are similar to areas at Elsevier, know quite a few of the Elsevier editors informally. Sammie can now build on those contacts in a different way, which I think is very useful."

Peter Shepherd agrees. "I think discussion is the best way forward. After two years here I've seen that Pergamon does have quite a lot to offer the organisation in terms

of being entrepreneurial and perhaps not having the same timescale for implementing things as Elsevier has."

How have academic editors responded to news of the Elsevier-Pergamon combination? Senior Publishing Editor Michael Mabe, who's been working on the Materials Science list for six years, replies, "Some of mine were horrified to be quite honest. They felt that it was an unholy alliance in some respects. They really rather liked the somewhat old-fashioned approach Pergamon had and were concerned that it might end. We of course have been reassuring them that so long as current editorial contacts are maintained it won't end. But equally, others have been unconcerned."

Senior Publishing Editor Michael Dawes, who some months ago came to Pergamon with a wealth of experience behind him, including many years as a publishing director of Taylor & Francis, is responsible for the Physics, Mathematics and Computing list. He remarks, "The thing that seemed to reassure some of my editors is the statement that the Pergamon imprint is going to continue within the Elsevier Group. They certainly didn't regard it as automatic. Several of them rather expected the name Pergamon to disappear, which shows how worried some of them were."

Jim Gilgunn-Jones says he has got a "gut feeling" that when there was Elsevier and Pergamon, editors and authors believed they had a good choice. "Between two devils basically," he observes, "one devil they knew, the other they didn't. It's probably important to any synergisms we have with Elsevier, that we continue to offer the authors a perceived choice. If we can maintain a certain autonomy in how we develop our programme whilst at the same time avoid tripping over our colleagues' feet in Amsterdam or elsewhere in Elsevier, then we'll be able to reap the maximum benefit from the marriage." ■



The Social Sciences publishing team, back row (l-r): Sammie Haigh and Grace Belfiore. Front row (l-r): Michele Norton, Barbara Barrett and Geraldine Billingham. Missing from the picture is Glenda Kershaw.

Top Publications

For readers who haven't yet had the opportunity to look at Pergamon's Complete Catalogue 1990-1991, here is a special selection of top publications.

Physical Sciences & Engineering

- Tetrahedron Letters and Tetrahedron
- Solid State Communications
- Water Research
- Atmospheric Environment: Parts A & B
- International Journal of Heat and Mass Transfer
- International Journal of Solids and Structures

Life Sciences

- Biochemical Pharmacology
- Life Sciences
- Comparative Biochemistry & Physics
- Phytochemistry
- Vision Research
- European Journal of Cancer

Social Sciences

- Long Range Planning
- Social Sciences & Medicine
- International Journal of Educational Research
- World Development
- Accounting, Organizations and Society

Major Reference

- The International Encyclopedia of Education
- Encyclopedia of Materials Science & Engineering
- Comprehensive Biotechnology
- Comprehensive Organic Synthesis
- World Encyclopedia of Peace

Database

- Current Awareness in Biological Sciences
- Rapra Abstracts
- World Ceramics Abstracts
- Aqualine Abstracts



Marketing Based On Consensus

Maarten Goudsmit

Marketing at Pergamon is a mixture of activities that are generally treated separately at Elsevier. Staff at Headquarters in Oxford and in Elmsford (USA) are responsible for market research, promotion, advertising, sales activities, customer relations and visits to exhibitions.



Some members of Pergamon's Marketing Department (l-r): Jane Macmillan, Kevin Yarr, Elsie Phillips, Sue Cloke, Mayur Amin, Susan Hanlon, Nikki Groake and Toby Green. Missing from the picture are Della Sar and Paul Titcombe.



According to Pergamon's marketing staff, being organised separately from the editorial departments promotes fruitful interaction. Marketing Director Della Sar points out, "We have a very close working relationship with each of the editorial departments. At the moment we are all in one small building, so we have absolutely no problems about popping into each other's offices."

Senior Marketing Manager, Social Sciences, Kevin Yarr adds, "It's very unusual for a day to go by without us having had contact with each other."

"It leads to a lot of cross fertilisation," Sar continues, "because everybody is sitting in one area, you can easily market hybrid products. Looking at the way science is going at the moment, that is very important indeed. We are thinking about launching a journal which goes right across different disciplines, and with everybody working here together, ideas will be fed in from different marketing staff working in different scientific areas."

Kevin Yarr has just finished writing a marketing report for one of the larger business journals (*Long Range Planning*). He

gives a clear example of the kind of co-operation that takes place. "We've been working together with the editorial people discussing different areas of circulation, how circulation is going in different sectors of the world, and so forth. You can't always tell where the ideas are coming from. How many of the ideas in the report are mine or have come from other people is difficult to say because there has been so much discussion back and forth." Yarr believes that this way of operating stimulates decisions based on consensus between editorial and marketing simply because "we're in completely separate departments. I'm not working for them and they're not working for me. So to have things actually happen you need consensus."

Kim Cavellero is Associate Director of Marketing at Pergamon Press Inc. in Elmsford (USA) and although she is responsible for marketing activities in the USA, she reports to Della Sar, who directs Pergamon's central marketing organisation. Within the Pergamon context, having marketing centralised has major advantages. Firstly, it makes overall budgetary control easier. According to Sar, "It's much easier to



keep an eye on the percentage of turnover that Pergamon is spending on its marketing."

Reflecting on the fact that this centralised structure is quite different from the one at Elsevier, where marketing (especially the promotion side of it) is formally linked to the individual publishing units, Sar explains, "Altogether Pergamon is a much smaller company than Elsevier which is why I think it can work."

Market Interaction

With regard to interaction with the market, Pergamon unfortunately no longer has its own special sales staff. Previously they depended on the sales staff of Macmillan New York to present their product within the United States and on MMI (Maxwell Macmillan International) staff for sales in the rest of the world. Of course, this doesn't mean there is no contact with the market or that there is no exchange of information. General Manager of Promotion, Toby Green elaborates. "We regularly visit all the major scientific exhibitions and get an enormous amount of feedback from the scientists there. We are also able to judge the scientists' reactions to books and journals and can get back to the editor with the scientists' recommendations for changing the scope of a journal or that we should be doing a new edition of a book, for instance."

Mayur Amin, General Manager of Market Research, adds, "It's the kind of market research everybody in the company does by talking to editors and authors at publishing meetings and exhibitions." In addition, however, a lot of information is gathered through desk research by members of Amin's Market Research department. Amin explains, "We monitor the market by researching available data, such as ISI citation indexes, already published reports, and various other information sources. Unfortunately we do not have the resources to go out there and do market surveys."

One area where Sar and her team think more should be done is the library market. At the moment, maintaining direct contacts with the library community "is a problem," Sar says. "We don't have a Journal Information Centre like Elsevier does in New York, or an international sales force with representatives who regularly visit libraries, for instance. But we do go to library meetings to get feedback.

Mayur and I have just attended the two largest ones in the US."

Toby Green points out, "When our marketing managers visit an exhibition in a big city, they will also try to visit the libraries in the area."

Sar considers, "This is about the best we can do at the moment." But she also hopes to be able to improve the situation in the future. The general feeling among marketing staff is that the link between Pergamon and Elsevier will help considerably in this respect. Cooperation and exchanging information with Elsevier counterparts in Elsevier has already started. Sar adds, "John Tagler in New York (Director of Corporate Communications at ESPC Inc.) has been giving us feedback and we are working quite closely with Jan Willem Dijkstra (Deputy Director, Sales & Sales Services) in Amsterdam."

While it may not always be possible for staff to go out personally and meet with researchers and librarians, Pergamon, like Elsevier, does a lot to inform the market of its products. Quite a few Elsevier colleagues will be familiar with the well-produced Pergamon catalogues. And there are, of course, the sample copies, leaflets and advertisements, "placed in some of Elsevier's Trends magazines, amongst others," remarks Toby Green.

Not without pride Green states that Pergamon now uses a new, constantly updated database, with some 300,000 records of names and addresses for direct mailings. There may be a temptation to combine this database with the Elsevier direct mail databases, but Sar doesn't think "we'll be using each other's mailing lists for a while." Although she is very much interested in comparing the lists, she cautions, "Too overt use of each others names and addresses will not be appreciated by the market."

Sharing Resources

Nonetheless, the many opportunities for sharing resources and information are seen as one of the major advantages of the Pergamon-Elsevier combination. Sar, who used to work for Elsevier some years ago, puts it as follows. "Elsevier has got more resources and staff than we have, so for us not to waste time finding out things that they found out years ago will be a tremendous benefit."

Picking up on Sar's point, Amin thinks

that especially with regard to the investments required for some of the electronic products of the future, "it would be better to have the combined effort of the companies rather than both trying to worry about what the other one is doing and going into two different directions."

As far as management is concerned, being part of Elsevier is also making a big difference. Sar says, "I think it's putting much more structure and planning into our life. Also, management is being seen to manage and decisions are being made very rapidly." Of course, it is not a one-way street in communication, as Sar and her colleagues point out. They feel Elsevier can profit from looking at some of the characteristics of Pergamon, for instance, its flexibility and ability to respond quickly to changes in the marketplace, and the sense all staff members have of belonging to the same group. Sar explains, "We all know each other, we mingle about. We are not in separate compartments."

So from an internal point of view, the advantages of Pergamon and Elsevier being together are clear, but what does it mean for the market? In Amin's opinion, "for the moment we should allay the concerns about such a large group controlling a big portion of the STM information, whichever way we can." To him it is also clear that "in the longer term, the combined efforts of a large group like this should bear fruit that will help the market itself."

"But," continues Amin, "only if Elsevier and Pergamon combined can supply products that are beneficial to libraries and the end-users themselves, and are seen as leaders in this, can the market say: Well, there is something to be gained from this large group."

Sar agrees. "We should be putting the resources of the two companies together in order to bring the end-user the information he or she requires in a format he or she desires." She is convinced that from the end-user point of view it doesn't make any difference whether the information comes from an Elsevier or a Pergamon journal.

Clearly, marketing staff are excited about the opportunities offered by working within Elsevier. Sar expresses this succinctly when she says, "I think everybody sees it as an absolute benefit." ■



Operations in Action

Three vital elements in Pergamon's publication process are Production (where staff do desk editing as well as production control), the Data Centre (computing services), and Journal Sales & Fulfilment (processing and distribution of subscriptions).

"You might think we're all old fogies," says Production Director Ian Liddiard with an engaging smile. "There's an awful lot of long-serving staff in production." Liddiard himself joined Pergamon 23 years ago and adds, "Even Karen Hicks, my secretary, has been with the company over ten years." The six general managers reporting directly to Liddiard hold well over 100 years of service among them. They are Malcolm Wicks (Print Purchasing, 26 years), Phil Halsey (Drawing Office, 26 years), Eileen Morrel (Tetrahedron Publications, 15 years), Peter Lister (Books & Review Journals, eight years), Jenny Webb (Oxford Research Journals, 15 years) and Russell Allen (Off-Site Journals, nearly 20 years). Liddiard's equivalent at Pergamon Press Inc. is Bruce Gossett (Vice President), who has been with the company 13 years.

Pergamon has about 150 production staff in total, including those based at Elmsford and the Journals Production Units at Nuffield and Exeter, working on over 400 journals and some 200 new books a year. And old fogies or not, many of them have indeed been a very long time with the company. Only among production editors, mostly science graduates nowadays, is staff-turnover fairly high. "In fact most other UK publishers tend to be staffed with ex-Pergamon people," Liddiard explains, "because they get excellent training and a very broad view of publishing."

In Elsevier terms, Pergamon production editors are a mix of desk editor and production controller. They liaise with

academic editors and authors, and typesetters, printers and binders as well. "They are responsible from receipt of manuscript right the way through to when the printers dispatch the subscriber's copies," says Liddiard. "It makes life more interesting seeing the job through from start to finish."

A production editor handles between 3500 and 4000 pages a year. Most journals are typeset but a reasonable number are printed from camera-ready copy, including those produced by desktop publishing. Pergamon's publication times are about on par with Elsevier's. Speeding up the process concerns Liddiard but he says, "Let's put this into context, over the years we've managed to produce very many journals well with extremely few resources." Yet he agrees it's the logical step to introduce automation. "We're consulting with Hans Gieskes (APD Director, who visited Oxford recently) on our new production control system. If you can eliminate the non-productive manual elements that waste people's time, then you speed up the whole process."

Production staff have abundant experience which they seem eager to expand on in the new set up with Elsevier. Liddiard reveals, "At least 90% of my people thought it was a good thing when the sale went through. It was a very good move to put an Englishman in as managing director, no



Glancing through a recent Pergamon publication are (l-r): Brian Cox (Circulations Director), Ian Liddiard (Production Director) and Nick Sharp (Data Centre Manager).

disrespect intended to anyone else, but that certainly went down well with the staff. Personally, I've been very impressed with Mike Boswood since he's been here. He's got a laid-back approach but you get decisions. We like that."

Ian Liddiard found it very interesting listening to Hans Gieskes talk about editorial processing activities in Amsterdam. "It's nice to hear that someone else has exactly the same problems that I have, even if he does express them a damn sight more eloquently than I could. Jenny Webb went along and she was impressed too."

Exchanging Experience

The Data Centre provides an impressive 24-hour, five-day-a-week, cost-effective computing service for Pergamon journals, books, list management and finance, and parts of the Maxwell Group (MBCIS and Macdonald), representing over 300 on-line users. It also supports some 250 local PC users and 12 local area networks, wide area networks to the USA, and a Help Desk service.

As Data Centre Manager, Nick Sharp is responsible for about 24 people reporting to



him through his five managers: John Charlesworth (Communications), Mark Herring (DEC Systems), Mark Clack (Client Services; after 20 years with Pergamon "Mark has seen it all," says Sharp), Tony Treadwell (PC/LAN) and Martin Taylor (Wang/Projects). "Our staff have a wealth of technical expertise and experience," says Sharp, who believes it is also important that his staff are oriented towards "communicating professionally with users on a regular basis."

When Sharp came to Pergamon in December 1988, his brief was to build up a 'centre of excellence'. He had the basis for a very good team but at first it was chaotic. Sharp explains, "The problem was that the operations staff were trying to run three ageing systems (ICL and two Wang) and at the same time learn a new technology (DEC-VAX). With the implementation of an effective management structure, new procedures and service level agreements, the team has formed an excellent base to work from."

The Pergamon strategy, similar to Elsevier's, is to phase out its old computers and PCs and replace them with DEC-VAX and Novell LAN technology. "We also have a common application," Sharp points out. "We're both using VISTA on our VAX systems which is not really surprising because the product fits the marketplace and meets both our business requirements."

The annual online availability the Data Centre gives its users is above 99%. "We're quite proud of that," says Sharp. "Each user has a very detailed service-level agreement. Of course, things do go wrong from time to time but down-time is minimal."

The Data Centre is beginning to move towards a 'lights-out' strategy. At the moment the operators, who work in three shifts, spend most of the night backing up the system to 'old' technology tape drives. "We're about to implement an automatic tape cartridge machine which will help reduce back-up times by 50% enabling us to move towards a two-shift system," says Sharp. "We're also implementing software products that will automate a lot of the mundane tasks and enable us to re-direct resources into providing a better service to our users."

Nick Sharp has already visited Amsterdam and met his Elsevier equivalent, Ben Snijder, and has had several discussions with Pieter van Wiechen (Director, Information Systems) and several members of the Media Technology Development Group. "We're keen to work closely with Elsevier," says Sharp. "I believe we can both

help each other out by regular communication on day-to-day and strategic issues. If we share our experiences and expertise it can only lead to improvements in the quality of service provided by both our Data Centres."

Looking in a Mirror

As Circulation Director, Brian Cox reports to Finance Director Tim Davies. "It makes sense," Cox says, "because my job is largely about collecting money." He is responsible for preparing annual subscription sales, back issue budgets and monitoring their performance against budget. He prepares the price lists and a monthly bulletin containing publication dates of the current issue of each journal and the dates they are mailed to subscribers.

The 60-strong staff of the Journal Sales and Fulfilment Department are responsible for processing subscriptions, and the fulfilment and distribution of journals as well as customer service. The staff are led by The Brians — Brian Cox, Brian Smith (General Manager) and Brian Witcombe (Subscription Manager). Brian No. 1 sometimes jokingly calls their department a clerical factory. "But our people are aware they are part of a publishing company," he says emphatically. "They know what it's all about. They may not read our product, but they certainly know to whom it is being sold."

Because so much of the work is done on computers, training is taken very seriously.

"There's lots of codes and jargon to learn in the publishing field," Cox explains, "so we've got Sandra Hulett, Pauline Buck and Anne Hunter in charge of training our three main groups." The trainers are coordinated by Rodney Thornton who also keeps the manuals up to date.

After 31 years with Pergamon, there wouldn't be much that Brian Cox doesn't know about STM publishing. "There's lots of synergy between Pergamon and Elsevier," he observes, "and I must say it's nice being able to pick up the phone and talk to somebody doing a similar job to mine."

In fact Cox has known his Elsevier counterparts for ages. He had discussions with Hanny Aarts and "other folk in Amsterdam" when Pergamon and Elsevier acquired the VISTA software in 1988. Thinking back to those days he reflects, "The joke was that when we talked then, we didn't know that one day we'd be part of the same group. So we probably weren't as frank with each other as we could be now."

Recently he was talking about VISTA with Stephen Langer (ESPC Director, Management Information Systems) and other Elsevier staff from New York. "Sitting across the table from them was like looking in a mirror. They're in a business so similar to ours it's unreal." Brian Cox feels that previous connections with Elsevier, not only through VISTA, have been beneficial to both companies. "And there's bound to be lots more to come in operational and financial aspects. I think it's a wonderful irony that we've all ended up in the same group." ■

Pergamon and Athena

Pergamon Press was named after an ancient Greek town, now called Bergama, on the Aegean Sea coast of what has become modern-day Turkey. Pergamon held one of the two great libraries of antiquity, the other being at Alexandria in Egypt. The town was renowned throughout the ancient civilised world for its great works of art and monumental buildings, including the Altar of Pergamon, dedicated to Zeus. A little-known fact about the famous Pergamon library should appeal to many book-lovers. Circulations Director Brian Cox reveals, "When the library in Alexandria was destroyed by fire, Mark Anthony made a gift from Pergamon to Cleopatra of Egypt to replace the missing volumes."

The Pergamon logo is a reproduction of a coin dating from about 400 BC and found at the ancient site of Harakleia (close to Eregli on the Black Sea coast of Turkey). It shows the head of Athena, who was not only revered as the goddess of wisdom, but also of states and cities, of the arts and industry, in short, as the ruling divinity of the intellectual side of human life. ■





Welcome

Geoff Fisher has joined Elsevier Advanced Technology Publishers in Oxford as Assistant Editor in the Materials and Engineering Department reporting to Publisher Guy Kitteringham.

Karen Giles has joined EATP Oxford as Promotion Manager (conferences) reporting to Andrew Sims, Manager, Direct Marketing.

Gerald Dorey has joined Elsevier Applied Science Publishers in Barking as Acquisitions Editor in the Engineering/Environment Department reporting to Publishing Manager Nick Baker.



Peter Churcher

Peter Churcher has joined EASP Barking as Promotion Manager (Engineering/Environment) reporting to Senior Promotion Manager Andrew Walker.

Saskia Duym has joined Elsevier in Amsterdam as Cashier.

Roger Poultney has joined the Editorial Office of Nuclear Physics in Copenhagen as Executive Editor. He reports to Physics & Materials Science Publisher Henk van der Rijst in Amsterdam.

Hesseliena Uiterdijk has joined the BBA Secretariat in the Academic Publishing Division.

Silvia Caem has joined the APD Economics, Statistics & Operations Research Department as secretary to Acquisitions Editor Lilian van der Vaart.

Louise Ferguson has joined the APD Biochemistry, Neuroscience & Microbiology Department as secretary to Acquisitions Editor Adriaan Klinkenberg.

Still Steaming Ahead After 35 years

Peter Grooms, Assistant General Manager of the Journals Production Unit at Exeter, holds Pergamon's long-service record. Last June he marked 35 years. Mind you, it hasn't been entirely uninterrupted service. In the late 1950s he actually left the company — but came back after just one day away.

Peter began working life as a children's librarian with the Hertfordshire County Council. "Although I enjoyed being at that end of the booktrade," he confides, "I soon came to realise that I'd much rather see the birth of a book." In 1956 Peter joined Pergamon in London as a "general dogsbody" in the Production Department. "Little did they know," he recalls with a wicked grin, "the bother I would cause. Honestly, I hadn't been there long before I had appendicitis and was off for six weeks." He's rarely been off sick since. Peter followed Pergamon to Oxford as Assistant Production Supervisor and when Wheatons (typesetters) in Exeter were acquired, transferred there to coordinate activities and later helped establish the Journals Production Unit (JPU). "By that time I'd got quite a knowledge of production and so could more or less hold my own."

When he was asked by the company how he would like to celebrate his 35th anniversary, Peter thought long and hard before answering, "Well, since it's supposed to be something special, I'd like to do something out of the ordinary that funnily enough my wife would like doing as well." So, in mid-September Peter and Beryl Grooms were passengers on a Pullman car from Paddington Station in London, the William Shakespeare Express, hauled by a recently restored Castle-class steam locomotive making its inaugural run to Stratford-on-Avon.

Thirty-five unbroken (nearly) years of service have flown by for Peter. "I've been very happy here with Pergamon," he explains. "I've had diverse jobs and met lots of different people." Just recently he arranged the removal to the JPU's new property in Exeter but typically was surprised by how much the staff appreciated the way he had organized it. The actual move took place over a weekend during the busiest time of year for the JPU. Nothing was broken and there was no disruption to the normal schedule. "For the first time in our lives we're in a place where there is room for expansion," says Peter Grooms eagerly. "Where we are now holds a fantastic future." With seven good years to go before he is due for a well-earned retirement, obviously he hasn't run out of steam yet.



Peter and Beryl Grooms setting off to celebrate Peter's 35th anniversary at Pergamon with a journey to Stratford-on-Avon on a specially restored steam train, the William Shakespeare Express. Says Peter, "Beryl and I have been all over England you know, but funnily enough we've never been to Stratford before so we're really looking forward to the trip."

Transitions



Laurenz Baltzer

Laurenz Baltzer, formerly a Management Trainee, has been appointed Acquisitions Editor in the Materials Department of EASP Barking reporting to Publishing Manager Dominic Vaughan.

Production Controller Jerry Vecht and Desk Editors Walter IJsselmuide and Robert Fucht, all from the APD in Amsterdam, have transferred for a one-year period to Elsevier Editorial Services in Oxford, where they report to General Manager Tim Devenport.



Jaco Zijlstra

Jaco Zijlstra, formerly PIPS (Publishers Information Planning Service) Project Coordinator has been appointed Project Manager in the Product Development Group of the Electronic Publishing Division. He reports to EPD Publisher Louis Ter Meer.

Marjon Scharp, formerly a CAPCAS operator at Elset (typesetters), is now secretary to EPD Operations Manager Miriam Winkel.

Ton Duin, formerly Head Postman (Molenwerf building), has moved to APD Royalties Administration as Deputy Head of the department, reporting to Jan van der Heuvel.

Anneke el Hammouti, from the Excerpta Medica Medical Communications Division, has joined the APD Mathematics, Computer Science & Cognitive Science Department as secretary to Kees Michielsen, Acquisitions Editor.



José van Bergem, formerly APD Personnel Service Assistant, has moved to Elsevier Services where she replaces Marijke Treur as Personnel Administrator (insurance policies, sickness benefits, etc.) for all Elsevier employees in the Netherlands.



José van Bergem

Norman Paskin, formerly Publisher at ESP Ltd, has been appointed Editorial Director for Life Sciences at Pergamon Press in Oxford. An announcement regarding the redistribution of his ESP Ltd portfolio will be made in due course.

Milestones

The long service statistics for Pergamon staff are certainly impressive. By the end of September, 45 people will have worked between ten and 15 years, 22 people between 16 and 20 years, and another 20 staff between 21 and 30 years. Alas, there is not enough space to mention each of these 87 people by name. Indeed, every year a great many people mark their first decade with Elsevier in the Netherlands or Pergamon in Oxford and Elmsford. Although we do mention the 10th and 15th milestones of staff from the other — generally younger or smaller — companies in the Group, here we will continue to list only the 20th and 30th (or higher) anniversaries of staff from the two largest parts of Elsevier Science Publishers.

In September 1991, the following people mark 20 years with the Group: Elly Krips-Cüppers from Northprint in Meppel, Ineke Köller-Plomp from Elset and Piet Pronk from Finance & Administration in Amsterdam.

These people mark 30 years: Fred Slinger from the Drawing Office in Amsterdam, Cliff Knight from Pergamon Customer Accounts, and in October, Judy Ennals from Pergamon Sales Department in Oxford.

In 1991, these members of Pergamon staff marked 31 years: Doreen Broadway from Book Production, Traudi Phipps from Accounts Receivable, and Brian Cox, Circulations Director. ■

Readers' reactions and contributions are particularly invited for publication in *Elsevier Science World*.

Norwich Telephonist(s) in Good Shape

According to the famous columnist, Horace Bent, writing in the UK magazine *The Bookseller* (26 July 1991), "the occupation or art of the telephonist is in very good shape." Some time ago Bent challenged the 17,000 or so publishers in the UK to nominate their receptionists for his Best Publisher's Telephonist award. Ann Tarrant, a clerical assistant at Elsevier/Geo Abstracts promptly nominated Shellie Bryant, an editorial assistant who often answers the Norwich office phone, describing her as "peaches and cream, sugar and honey." In turn Bent reported, "Having phoned in to Elsevier's offices and put Shellie to the test, I am inclined to agree, but would also like to mention her fellow receptionist, Marion Amos [actually an editor], who was just as deserving of reaching the shortlist."

Ironically, Elsevier/Geo Abstracts hasn't got an official receptionist. Geobase Manager Ian Woods explains, "Since there are only 17 of us in the office, we're all telephonists here."

ETJ Cambridge

On page 14 of the latest *Elsevier Science World* (July 1991) under "In-House Abbreviations" the Cambridge entry should not read as it appears but as:
ETJ Elsevier Trends Journals
Regards,
Eileen Wheatley, Cambridge. ■



Shellie Bryant

Telephone Travel

I should like to congratulate Charlie Chaplin and his friends John McKillop, Ian Beecroft and Ian Holmes for the excellent feature entitled "A Day in the Life of a Journal Manager" (July 1991). I hope that we will see more of this sort of article.

Might I suggest that all those who are able to travel on business do visit our Lausanne office once in a while. In fact, why stop there? The Elsevier Science World is spread widely; we can only realise good business communications within this world by regular meetings and discussions. Granted, most staff do not have the opportunity to travel, but how about the telephone? The use of this invention as a mere piece of office furniture must have poor Alexander Graham Bell turning in his grave. I challenge you, do it today! Instead of writing that memo pick up the 'phone and call your colleague in the UK, in Amsterdam, in Paris, in New York...

By the way, lads, when are you going to escort me down Mont Blanc?

Sincerely,
Jonathan Clark, part way up Mont Blanc, otherwise based in Amsterdam. ■

Running for Elsevier



Photo: Rolf v.d. Sanden

Elsevier's team in the 1st Company Run in Amsterdam came in lucky 13th out of a field of 133 teams. Standing here fresh for the start are (l-r): Hubert Linders, two guest runners, Bart Wage, Mark Eligh and Wim Kistemaker.

Calling All Artists

A very special Art & Crafts Exhibition by and for employees will be held from December 18, 1991 to January 10, 1992 in the Molenwerf building, Amsterdam.

The closing date for entries is November 15th. For information on the selection procedure and on how and when to submit, phone Willeke van Cattenburch in Amsterdam on 515-3220, or write to her via fax number (+31 20) 683-3041. Entry forms are also available from your Personnel Department. ■



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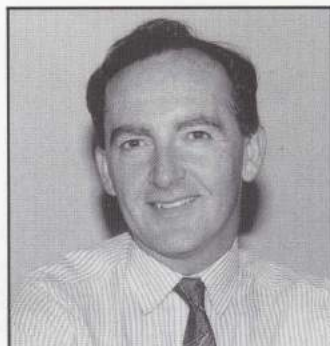
SPECIAL PULL-OUT POSTER

ELSEVIER SCIENCE WORLD



MICHAEL BOSWOOD

Joined Elsevier/North-Holland Biomedical Press in 1976 as Promotion Manager. Prior to that he worked in publishing in London where his first job was with the English branch of Macmillan Inc. After a short stint with Faxon in Boston, in 1981 he was made Vice President, Marketing, at Elsevier Science Publishing Company Inc., in New York. He became ESPC President in 1988. Late in 1990 he moved back to London to take up a position on the Board of Management of Elsevier Science Publishers. In May 1991 he became Managing Director of Pergamon Press and President of Pergamon Press Inc., in Elmsford, USA.



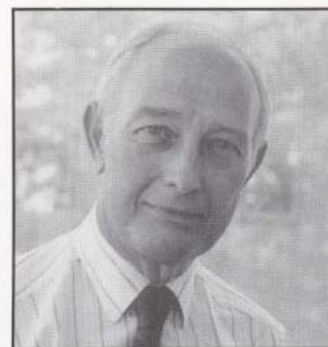
PETER SHEPHERD

Joined Pergamon in 1989, one of several Old Elsevierians there, and is Editorial Director for the Physical Sciences and Engineering group. Among his positions at Elsevier he was Coordinating Publisher (Chemistry) in the Physical Sciences and Engineering Division (now part of the Academic Publishing Division). His first position in publishing was as an "interim tea resource executive" and opera critic on a Scottish local newspaper, experience he has found invaluable in his subsequent career.



DELLA SAR

After brief stints with Harper & Row and Edward Arnold, she joined Elsevier in Amsterdam in 1974 as Promotion Manager in the Biomedical Press, where she enjoyed the great excitement of launching the first Trends magazine, Trends in Biochemical Sciences. Thereafter, she says, "They became tired of my larking about and in 1984 shipped me to Barking." At EASP she was Marketing Director. Then, "in an effort to escape Elsevier," she joined Pergamon in 1987. She is currently the Marketing Director, with the unusual character trait of "not being able to elude Elsevier."



GILBERT RICHARDS

Started in STM publishing in 1950 with The Physical Society. He joined Pergamon in 1957 as Chief Sub-editor, and progressed through Journal Production Manager, then various editorial posts to Journals Director in 1964, Managing Director in 1974 and Deputy Chairman in 1989. He is now Senior Editorial Adviser. Idiosyncrasy: Believes the ideal committee comprises two people, one of whom is absent.



NORMAN PASKIN

Joined Pergamon officially in September 1991 as Editorial Director for Life Sciences. He comes from Elsevier Science Publishers Ltd in Barking where he was Publisher, originally for the Biotechnology and Food Science lists published by Elsevier Applied Science. Later his portfolio expanded to cover management responsibilities for all the service functions and all electronic publishing activities conducted by Elsevier in the UK. His Elsevier background includes five years (1978-1983) in Amsterdam, mostly as an Acquisitions Editor, and a stint with ESPC Inc. in New York. Before rejoining Elsevier in 1985, he was briefly head of the London office of Blackwell Scientific Publications.



NICK SHARP

Joined Pergamon in late 1988 as Data Centre Manager. He has worked in Information Technology since the mid-seventies and began his career with Honeywell Information Systems as a trainee. Within two years he had worked Through computer operations and technical support to become Deputy Data Centre Manager. In the early eighties, he joined a building a brand new computer centre that provided bureau and facilities management services ion companies in the UK.



Who's Who at Pergamon Press

TIM DAVIES

Joined Pergamon in February 1990 after seven years with Wiley, having previously had publishing experience with Cassell Collier Macmillan in the mid-1970s.

After qualifying as a Chartered Accountant he worked in a merchant bank and, before returning to publishing in 1983, had five years in wine shipping. In Pergamon he is the Finance Director and is also responsible for Journal and Book Fulfilment, the Data Centre and Information Services.



ANNA MOON

Joined Pergamon in 1969 in the Publishing Services Department, which handles central filing, contracts and contractual obligations. In 1972 she moved to the

Cartographic Department to handle marketing and administration. In 1974, she became Manager, Publishing Services, Rights and Exhibition Coordination. In 1984, she coordinated the establishment of the Pergamon office in China. In 1986, she became Deputy Director and took on responsibility for Direct Mail. In 1988, she was promoted to Director, Support Services, and is now also responsible for List Management Services, and Automation and Office Services.



BARBARA BARRETT

Started publishing life in 1977 as a lexicographer and reference publisher working on a number of pioneering electronic database products for Collins and Macmillan Ltd. She joined Pergamon in 1980 as Acquisitions Editor for

Psychology and Education, becoming Managing Editor (Social Sciences) in 1981, Deputy Editorial/Marketing Director (Books) in 1986, and Editorial Director for Social Sciences in 1988.



JIM GILGUNN-JONES

Joined Pergamon in 1968 as a Trainee Production Editor in the Dublin office. In 1970 he transferred to the Editorial Department in Oxford to oversee the 150

learned journals. Later he served as Publishing Manager (Marketing) for the Engineering & Materials programme. Since then he has held various management posts leading to an appointment to the Pergamon Board of Directors in 1986. He is currently Editorial Director for the Engineering, Earth and Environmental Sciences with overall responsibility for Pergamon's Electronic and Database publishing programmes. Shares Gilbert Richards' views on the "ideal" committee, except that he prefers to be the one who is absent.



IAN LIDDIARD

A 1960s drop-out from Sussex University and Portsmouth Polytechnic, he joined Pergamon in 1968 as Trainee Journals Production Assistant. He has survived 23 years on a diet of nicotine/caffeine/sugar to become Production

Director, developing an aptitude for crisis management on the way. He believes that one's feet should be kept firmly on the ground at all times. He is currently responsible for editorial production of the UK Journals, Book and Review Journals and Tetrahedron Production Units, together with Print Purchasing and the Drawing Offices.



ROGER DUNN

In publishing for 25 years, he is presently Vice President/Editorial Director of Pergamon Press Inc. His career began with Harcourt Brace Jovanovich (HBJ),

initially as a College Sales Representative, culminating in his appointment to Senior Science Acquisition Editor. He then transferred to Academic Press as Editorial Director of a new clinical medical imprint. This was eventually merged into HBJ's Grune and Stratton operation and he became a Vice President and Director of its San Diego office. In 1986 he came to Pergamon Press Inc. as Vice President to direct the Medical and Life Sciences book programme and, eventually, selected journals in Pharmacology.





BRIAN COX

Joined Pergamon 31 years ago and has been in charge of the Journals Circulation Department for most of this time. The department is responsible for fulfilment, customer service and distribution of Pergamon's 400 STM journals and until the acquisition by Elsevier, of other fulfilment activities including The European newspaper. In addition to being Circulation Director at Pergamon, he is a member of the Committee of the UK Serials Group and currently Chairman of ICEDIS (International Committee for Electronic Data Interchange for Serials).



HELEN WADE

Joined Pergamon in 1990 as Human Resources Director. After university she worked in a variety of industries ranging from manufacturers of gas turbines to makers of small pieces of polymer used to mark cables. She considers that human resources issues are no different in industry and publishing, just with variations in emphasis and style. "The difference with Elsevier is that they speak Dutch as well as good English."



GRACE BELFIORE

Previously an editor and social policy consultant in Washington DC, she joined Pergamon in Oxford in 1985 and became a Senior Commissioning Editor in Social Sciences and Business Management. She is now Director of Pergamon Open Learning, a division of Pergamon which publishes flexible management training materials and training information.



CHRISTINE BALDWIN

Originally she was on the receiving end of scientific information, first as a chemist and then a librarian. At Pergamon since 1978, she has held editorial roles with books/journals, software and CD-ROM (at Pergamon Compact Solution) and is currently Associate Director (Electronic Publishing). For the past year she has worked on electronic production systems. Her main interest now is how STM publishing will evolve and how publishers will make money from providing electronic information.



KIM CAVELLERO

Joined Pergamon Press Inc. in 1984. Now Associate Director of Marketing, she is responsible for all aspects of Pergamon's marketing and sales activities in the US, including direct mail, advertising, customer relations and exhibitions.



BRUCE GOSSETT

Joined Pergamon Press Inc. (PPI) as Book Production Manager in 1978. He was promoted to Vice President in 1980 when the book, journals and marketing production units were combined into a single division. His responsibilities include administration and purchasing for the 93 journals produced by PPI, as well as implementation of computer-based produced processes. Prior to Pergamon, he was with Holt Rinehart, Springer-Verlag, and Praeger Publishers.



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