Fixing the Flux: Challenges and Opportunities in Publishing Workflows

BISG

Letter from Our Sponsor

Legacy workflows cannot scale to support digital or platform-agnostic models.

As a member of the BISG Workflow Committee, I appreciate the magnitude of "the flux": the intense strain placed on an organization by fractured, ineffective workflows. As a Principal Consultant at Copyright Clearance Center, I also appreciate a fundamental truth about bad publishing workflows: they are expensive, leading to missed opportunity, lost revenue, and increased operating costs.

Publishers strive to deliver more content, more frequently, across multiple delivery channels, devices, and languages, but it is no easy feat. Legacy print-driven content development workflows cannot scale to support the digital or platform-agnostic model. Small teams or departments invent workflows to serve their own needs, but those workflows break down when extended across departments, across an organization, or across multiple organizations. Intangible costs like editorial support continue to rise along with tangible costs of production.

In an environment of fast-changing business models, publishers feel continuous pressure to leverage technology to enable operational workflows and strengthen the partner and customer experience. Technology can be a way to reduce costs and drive efficiency, but it is only one leg of the stool — without an eager team of people and dynamic workflow processes, the potential of innovative technology will not be realized.

The good news is, solutions are within reach. Thoughtful investments in technology can strengthen publishers' infrastructure to position the organization for future growth. Publishers can accelerate internal and external workflows through advanced content and knowledge management systems and an effective change management approach. Additionally, the adoption of a proven metadata strategy can amplify this potential for innovation.

My colleagues and I have crafted solutions like these for leading publishers, solving their content and knowledge management challenges. If you're ready to embrace a digital-first strategy, as advocated in this paper, the expert consultants from CCC can help you maximize the value of your content and data.

Andrew Robinson
Principal Consultant, Copyright Clearance Center

Why Write this White Paper?

In 2019, the Book Industry Study Group (BISG) created a standing Workflow Committee to consider, advise, and direct studies of workflow challenges and opportunities. In its initial meetings, the committee identified a range of environmental challenges affecting businesses across the book industry supply chain. These challenges included:

- Publishing as a skill set is largely learned on the job. There is no defined best practice for similar functions or activities across the industry or even within companies.
- Increasingly, people move between companies and segments. Without a defined set of best practices, each environment presents new approaches and challenges.
- In publishing, there are reference books such as "Chicago Manual of Style," but no industry-wide procedure manual. Across the supply chain, and often even within companies, there is no consistent or documented workflow.
- As parts of the industry have consolidated, differences among companies have forced acquiring firms to dedicate resources and time toward aligning the operations of acquired companies.
- Standardized or improved workflows, both within an organization and across the industry, offer opportunities to enhance productivity and product quality, generate better reporting and analytics, and automate parts of how we work.

Moreover, the problems emanating from ineffective and undocumented workflows appear everywhere. For example, at a recent BISG meeting, Carolyn Pittis, managing director at industry consulting firm Welman Digital, noted that "Bad metadata is a symptom of a workflow problem." Committee members contended that almost anything that presents itself as a persistent problem in book publishing has its roots in workflow.

Contents

Knowing what's likely to be around the corner can help maintain project momentum.

What You Will Learn from this White Paper

This report provides a definition of workflow that can be used across all segments of the industry (publishers, manufacturers, wholesalers and distributors, retailers, libraries, and service providers) that work together across the supply chain.

The white paper also explains the interconnected nature of the three core components of workflow: process, technology or tools, and organizational structure (people). This interconnected model is a critical factor when dissecting or working to improve publishing workflows across the industry.

What follows are best practices to consider when working to update or improve book publishing workflows. These best practices are drawn from the experience of committee members, industry consultants, and change management advocates.

It also defines several challenges that any company will face in working to change its workflows, either within a company or with other members of the supply chain. These challenges are presented with the goal of informing those starting — or in the midst of — a change effort. Knowing what's likely around the corner can help maintain momentum when problems occur.

We present supply-chain workflows for different types of content. Necessarily, these are examples only, as the work required to standardize workflows across the supply chain has yet to be done. That said, these examples are reasonably indicative of how things work today and can serve as roadmaps for changes the industry, perhaps in concert with BISG, can consider when moving forward.

Finally, the white paper presents recommendations for the industry to consider. These recommendations are consistent with the findings, best practices, and challenges identified in the balance of this white paper. We also hope that they can serve as a blueprint for subsequent work by BISG, its workflow committee, and the industry as a whole.

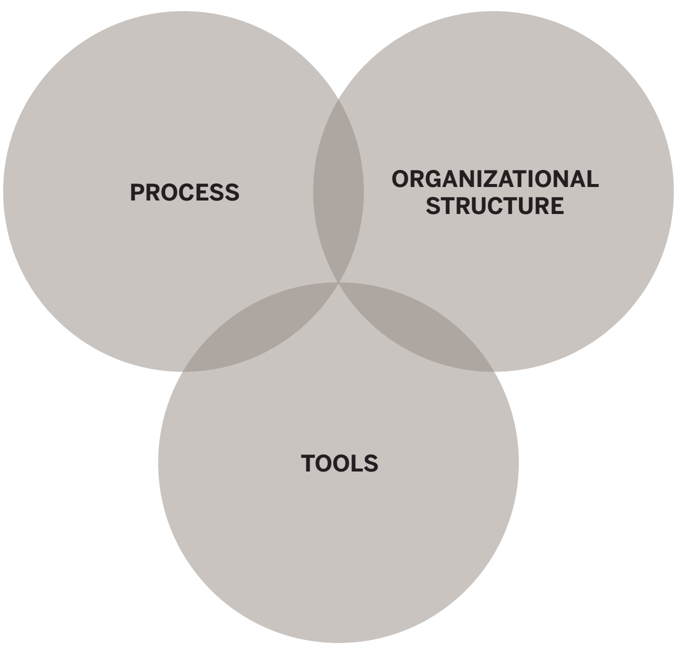
What Is Workflow?

We define “workflow” as the combined impact of decisions made about process, tools, and organizational structure. While workflow can be mapped for a single function, it most productively includes what happens before work gets to you as well as what happens after you’re done. Because digital workflows are invisible, documenting them is an important way to understand the impact of any changes across the supply chain.

“Workflow” is the combined impact of decisions made about process, tools, and organizational structure.

“Process” describes the steps we take to get something done. While there are benefits to documenting these steps at their most granular level, it’s also useful to take a step back and consider things like repetitive, duplicative, and iterative steps that include checking and rework. The most significant process challenges may be evident only when looking across multiple departments within a single company or across multiple parts of the supply chain (printing instructions provide an example). As will be noted in the section on challenges, optimizing process for only one part of a workflow can also make matters worse overall.

“Tools” is a summary of what we use to get things done. They are simple — a blue or red pencil to mark a manuscript — and they are increasingly complex. A committee member reported on “spreadsheet hell” — extensive custom reports usually gener-



ated by one individual and consisting of information drawn from various sources and replicated across multiple workbooks — that were emailed (and no longer updated), denying almost everyone a clear picture of the current state. Some technology solutions or platforms have been developed to solve a narrowly defined problem, often without considering the impact on other departments or supply-chain segments. Digital formats and the reuse of content across multiple formats and products can increase workflow complexity, particularly if not managed in a planned way. Across digital workflows, standards become particularly important to facilitate interoperability and reuse.

A new workflow developed without an appropriate reconfiguration of organizational structure will be suboptimal, misunderstood, and resisted.

“Organizational structure” includes both the people who do the work, their roles, and the ways that work may be organized, combined, or divided. This includes parties both internal and external to a given organization. In evaluating the effectiveness of existing workflows and any potential changes, it’s important to identify the skills of the people involved, any training required, as well as where they are engaged in the workflow. A new workflow developed without an appropriate reconfiguration of an organizational structure will be suboptimal, misunderstood, and resisted.

While each of the three workflow components is illustrated as the same size circle, that should not be taken to mean that the three components are always of equal weight. The relative importance of process, tools, and organizational structure will vary based on factors that include the frequency of updates, speed to market, and market size.

This three-part definition of workflow is one option of several alternatives. In his 2019 book, *Brave New Work* (Portfolio/Penguin), Aaron Dignan describes “workflow” as “how we divide and do the work; the path and process of value creation”. His context, written to challenge the structure of work, is the “operating system” we use to deliver products and services of value. There’s significant potential in considering the full context in which we build or update workflows, and BISG may return to that in future research and white papers.

The Implications of Interdependence

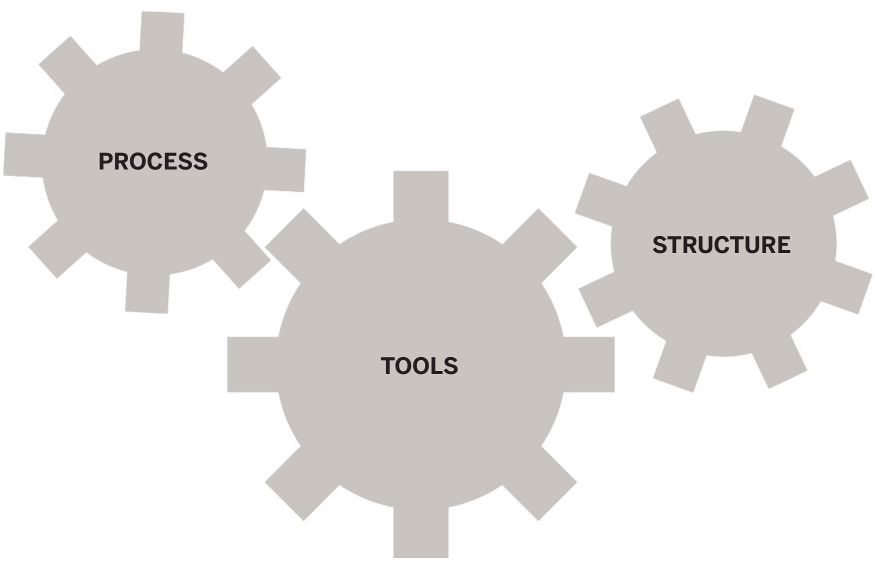
It's useful to think of workflow as the sum of three components — process, tools, and structure. It's also useful to think about the relative importance of each component as contextual, varying by the type of publishing or some other factor.

There's a third consideration, though, that is often missed. The three components are interdependent. Even a small change in one area can require big shifts elsewhere. Planning for new or updated workflows must include all three components, with adequate attention paid to things like skill development and change management.

Changing one area without updating others seldom "sticks".

Changing one area without updating others seldom 'sticks'. A new publishing platform that is not aligned with organizational structure is suboptimal and can create confusion, resistance, and ultimately rejection, particularly if it is introduced at the same time as staff is reduced. For example: Introducing a title management system whose output is used to drive manufacturing communications requires both an understanding of the data and the entities that will use the data: e.g., printers. Looking across the supply chain is always desirable and in digital environments often essential.

Changes to workflow fail if they don't consider all three components. A new process that works well for a publisher may not be timely enough or generate the information a downstream partner needs. The need to change workflows can often signal the



need to track and distribute new types of metadata. Time gaps between iterations within a workflow can prompt some type of retraining. Documentation helps, but it's not a cure-all. Because change takes time, turnover can also affect any shift to a different workflow.

Changing how work gets done without considering the existing handoffs across an organizational structure leads to confusion, errors, and resistance.

Reducing staff without planning where existing work is to be either reassigned or eliminated can overburden those who remain. Changing how work gets done without considering the existing handoffs across an organizational structure leads to confusion, errors, and resistance.

While it is not always reassuring, the reality is that "you are not an outlier". Across the supply chain, almost every company struggles to understand and effectively update workflows. Almost every company can point to an example, often recent, in which one part of the workflow triad was changed without considering the other components. The results are typically longer implementation or changeover periods, fewer benefits obtained from a redesigned workflow, and general dissatisfaction with the new approach. This is an area in which BISG plans further surveys and research to identify best practices that can be shared across the industry.

Best Practices in Workflow Improvements

Fortunately, there are ways that companies operating across the book industry supply chain can improve their chances of making successful changes to their own and cross-segment workflow. As publishers embrace digital workflows, this list is evolving, but these best practices are a good place to start.

Make workflows visible (maps, pictures, data flows, etc.). Start by trying to make the workflow itself visible. This means drawing maps or pictures and documenting the flow of physical products or information. It helps to set some boundaries, noting start and end dates, intervals, or activities and deliverables. Handoffs to other departments, functions, or companies are often good boundaries for an initial map. To create the workflow picture, interview people, ask for internal documentation that respects the boundaries you've set, and try to make as complete a picture of what's currently happening as you can.

The goal is not "presenting" the workflow but using the visuals as a prompt for true dialog with and among all the parties involved.

Share the maps, pictures, and flows. This is something the industry doesn't do well or often enough. The most experienced among us can sometimes assume we know what's actually going on. Those assumptions block both true understanding and the possibility of change. Sharing pictures can improve cross-functional understanding, most typically within a single company. Across a set of companies, it can improve cross-segment understanding. A good example of cross-segment mapping comes from the BISG study of the creation, maintenance, and modification of product metadata. It uncovered significant disconnects between providers and recipients, a situation that led to frequent rework and miscommunication.

Talk: to improve cross-function and cross-segment understanding. With maps in hand, it's important to have ongoing conversations that further strengthen understanding. Any map is a two-dimensional representation of a multi-dimensional reality. Particularly in early iterations, some things will be missed, and parts of the workflow may not fully capture what is happening. While having a perfect map of your workflow is useful, the goal here is different: you want to use the map to improve shared understanding across functions and segments. The goal is not "presenting" the workflow but using the visuals as a prompt for true dialog with and among all the parties involved. These conversational approaches help create relationships that improve buy-in and avoid surprises later in a change effort.

Ask open-ended questions (e.g., the "five whys"). Once you develop a shared understanding of the current workflow, it's important and useful to test your understanding of why things are done in a particular way. In BISG committees and other change efforts, we try to ask open-ended questions, sometimes described in shorthand as the "five whys,"[1] an iterative interrogative technique used to explore the cause-and-effect relationships underlying a particular problem. The primary goal of the technique is to determine the root cause of a defect or problem by repeating the

[1] https://www.isixsigma.com/tools-templates/cause-effect/determine-root-cause-5-whys/

question "Why?". This approach pursues understanding and helps build partnership. This isn't a guarantee of an improved workflow, but it can provide a baseline for more significant change.

Explore options as broadly as possible. Publishers and other supply-chain participants too often try to enact change in their workflows without examining a wide array of options. Limited research can lead to less effective workflows because the changes implemented without knowing what is actually available. How others in the supply chain do things is often reflected in tools that commercial vendors offer. Talking first with colleagues at other companies, including vendors and in some cases competitors, can reveal how they approach workflows relevant to your organization. While even a casual search of "publishing workflow solutions" will turn up hundreds of alternatives, several companies publish periodic reports on tools to solve specific problems. Most of these reports are paid products, but the upfront expense can offset costly trial and error later in a project.

Promote meaningful use of standards. BISG works to promote not just standards and best practices, but standard implementation of standards. In our work last year to move the U.S. market to ONIX 3.0, we heard repeatedly from publishers that various metadata recipients required customized feeds. Any one customization seemed manageable, but over time, the requirements led to as many as 11 custom ONIX 2.1 feeds. This problem was so pervasive that intermediaries had developed maps from "standard" ONIX to various versions of "recipient ONIX." The vendors used their maps as a selling point: "Work with us and you won't have to worry about the way that recipient A, B, or C wants you to supply your data." But non-standard implementation of standards doesn't solve a workflow problem; it primarily enshrines an interpretation of the standard that is unique to a trading relationship.

BISG works to promote not just standards and best practices, but standard implementation of standards.

Create a built-in process for re-evaluating workflow improvements. While it may be the least supported best practice, setting up a regular review of workflow improvements is a proven way to get the results you planned for and need. The workflow acronym is an unwieldly DMAIC[1]:

- **D**efine the change, problem, or opportunity
- **M**easure the outcomes
- **A**nalyze what's happening
- **I**mprove one or more aspects of the workflow; create feedback loops
- **C**ontrol the outcomes, with processes to measure results over time

Other rubrics may also be used. However workflow improvement is planned, the key is to make it continuous, not a one-time effort without follow-on measurement.

[1] https://asq.org/quality-resources/dmaic

Challenges in Improving Workflows and the Need for Change Management

Even firms that have taken the best practices into account find themselves struggling with different kinds of workflow improvements. This is not an exhaustive list of potential roadblocks or impediments, but it covers seven common challenges. The first three are specific to workflow; the last four are important considerations for change management.

Legacy practices can get codified or embedded in the workflows we use to produce, manage, and deliver content.

Addressing multi-party problems requires extended coordination. Larger mapping projects can be hard to coordinate, and standardizing across departments and divisions is sometimes (even often) resisted. Moving across departments, functions, or segments can be managed by agreeing on defined markers for hand-offs and deliverables, but those agreements are built through conversations that clearly define what happens, by whom, and when. As well, agreements may need to be made about things like expected or elapsed time, aspects that may not have been explicit before. Some workflows may include a timed component — an embargoed title, as an example, or an update to previously supplied metadata. These workflows may be handled in different ways across various parts of the supply chain.

Fixing only local problems can actually hurt workflow effectiveness. Optimizing for the needs of a department or a single company can create rework or the need for translation elsewhere. If the goal is to minimize the resources required to deliver value to the end user, the impact on other departments and the supply chain as a whole matters. An example might be found in the use of on-demand printing, whose unit cost per book printed exceeds traditional, inventory-driven models. But books with high returns or uneven demand can often show lower costs per book sold when using on-demand options. You want to pick the macro measures to deliver the right outcomes.

Legacy practice may be embedded in processes, tools, and organizational structures. We've found that legacy practices can get codified or embedded in the workflows we use to produce, manage, and deliver content. Often enough, these were good practices at some point in the past, but they may be limiting us now. For print products, the folio convention (i.e., page numbers) used by layout software makes perfect sense, but it can complicate efforts to make an eBook, or sell a component, or index for an environment that doesn't have pages. When new formats or uses arise, workflow often needs to be rethought.

Impact of personality and organizational "untouchables." Book publishing is sometimes described as a mixture of both art and science, with some debate about where the line is drawn. When changes are proposed or resisted without appropriate measurement and analysis, people involved in the change effort can point to organizational culture as the culprit. Similar challenges affect the ability to innovate or introduce new approaches to data management. From the outset, it's valuable to minimize the impact of untouchable aspects of workflow, whether it's a function of technology, people, or processes. Where real roadblocks exist, any plan should acknowledge them, providing adequate rationale and work-arounds. This is particularly challenging when the roadblocks are driven by cultural or political concerns.

Successful change management efforts typically have an owner, a product manager, or a champion.

Improvements often shift the burden, particularly at the outset. Most workflow improvement efforts start with an outsized impact on one or more parts of the existing approach. Implementing a new title-management system, as an example, may require data entry whose benefits accrue to parts of the business not entering the data. Resistance to these shifts can be addressed in multiple ways, including temporary staff and incentive compensation. Regularly reinforcing the context for the change should be a senior-management priority.

It's messy, persistent work, and champions tire. Any change effort requires identification of need for a change, communication, assessment, and refinement. Those leading the effort are often at the front line, with job responsibilities that pull them away from the equally demanding tasks involved in updating workflows. As noted in the earlier section on best practices, getting people to change embedded practices — creating buy-in — requires conversation as much as it needs analysis and design (and maybe more so).

Successful organizational change management efforts typically have an owner, a product manager, or a champion. And, champions tire. Sometimes they get a new job, or move to a new company. Other times, persistent challenges wear them down. Without clear leaders, change efforts fail, or worse, its leaders declare victory too soon, moving on before the real benefits, the things that everyone agreed were critical, can be obtained.

The work to update never ends. Like painting a bridge, improving workflows never really stops. There's always more to do. As noted in best practices, above, each change effort requires "DMAIC," which in turn starts a new change cycle. Organizations tend to operate on a steady-state basis, at a time when market forces may not allow that to happen.

While each of these challenges is significant, considering them openly as part of a planning and assessment exercise can make them manageable. Much as workflow maps provide an opportunity for conversation that improves understanding, change management efforts that ask questions in each of these seven areas can improve awareness, buy-in, and understanding of significant workflow improvement efforts.

Mapping a Workflow: One Example

Across the supply chain, companies manage different types of content and use different tools and organizational structures, making it difficult to create a 'one-size fits all' workflow map. The approaches suggested in this white paper may be supported by checklists, such as those presented in this section.

Workflow mapping can be visualized as a process similar to digital street maps (i.e. Google Maps). You can begin with the view of the entire process at a high level (like seeing the entire USA/country) and then zoom in for greater levels of detail. You can also create maps of more detailed workflows and link them to other maps, generalizing to higher levels as needed.

An overall workflow can be broken down into more detailed components.

In either approach, an overall workflow — publishing a book, as our example — can be broken down into more detailed components. The actual steps used in any workflow depend on the type of work being created, the tools used, and the handoffs between tasks.

A schedule may be determined by market demands, or the time we allocate for various steps.

Workflow Example: Content Creation and Editing

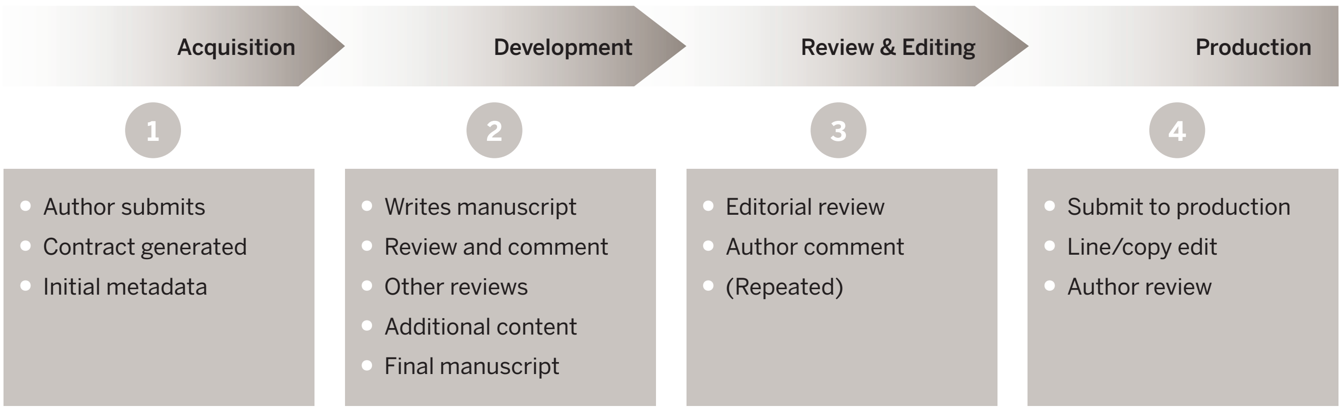
To illustrate the work required, we elected to map a content creation and editing workflow. For this example, we assume that a production schedule has been set. That schedule may be determined by market demands (backing up from a desired delivery date) or the time we allocate for the various steps (setting an expected or best-case schedule, perhaps for planning capacity).

Workflow mapping begins with generating a list of the steps that are typically involved. As an example:

1. Author submits proposal to acquiring editor
2. Contract generated
3. Initial internal metadata created (updated throughout)
4. Author(s) write/create manuscript
5. Manuscript submitted by author(s) for review and comment
6. Other reviews as required (i.e. peer review, board review, legal)
7. Photos/additional content sourced/cleared/prepared/submitted
8. Final manuscript submitted
9. Editorial review — substantive edit — Round 1
10. Author(s) approval/comment/rework
11. Editorial review — substantive edit — Round 2
12. Author(s) approval/comment/rework
13. Acquisitions editor submits to production
14. Line/copy edit (may include fact checking)
15. Author(s) approval/comment
16. Copyeditor cleans up manuscript (resolves outstanding queries)
17. Final manuscript completed

These steps can be represented at a high level using a process map:

High-Level Task Overview



For each of these steps, we need to document process, tools, and organizational structure. Some of the steps may be dictated by other considerations, such as a contract an author negotiates with a publisher governing final editorial signoff. Whatever governs the workflow, typical questions to ask include:

- Who is involved in the creation?
- Who approves?
- What tools are used (in each step)?
- What information is needed (for each step)?
- What industry standards are applied (for each step) ?
- And finally, the big question: What is the handoff (input/output) from or to each step?

The process can be customized to reflect the workflows that you are trying to understand and improve.

Returning to the specific example of content creation and editing, for each step we must ask and document:

- Who "owns" the editorial/production schedule?
- How do we define completion of each task?
- Who approves such completion?
- What information/components are to be handed off to the next stage?
- Who needs to be notified that the next stage is ready?
- How are the people in the next stage notified?
- If an issue needs to be escalated — what are the escalation procedures?
- What procedures do we follow if we are running behind on our schedule for any step?

The steps used will vary widely depending on the business priorities for each given publication, type of content you are creating as well as the tools you use. The process for documenting your workflow (and the questions you must ask) can be customized to reflect the workflow you are trying to understand and improve.

Recommendations

The research done to support this white paper confirmed that companies across the book industry supply chain were considering workflow changes, had struggled with past efforts, and needed more information about how to improve their approach. This paper identified several ways to make workflow improvement efforts more successful. For any company that is part of the book industry, we make these six recommendations.

Moving ahead without considering best practices will likely limit overall progress.

Follow best practices. This white paper outlines six steps to take in making improvements to existing workflows. These best practices include:

- Making workflows visible (maps, pictures, data flows, etc.), including defined start/end states and deliverables
- Sharing the maps, pictures and flows
- Talking, to improve cross-function and cross-segment understanding
- Asking open-ended questions (e.g., the "five whys")
- Promoting meaningful use of standards
- Creating a built-in process for re-evaluating workflow improvements

On their own, these six steps don't guarantee success, but without them, progress is likely to be limited or short-lived.

Expect challenges, and plan for them. As with best practices, the white paper's summary of challenges is supported by the experiences of committee members, consultants, and others with significant experience in workflow improvement and change management. The seven significant challenges identified in our research are:

- Addressing multi-party problems requires extended coordination
- Fixing only local problems may actually hurt workflow effectiveness
- Legacy practice is embedded and may need to be recognized as such, evaluated, and possibly changed
- Impact of personality and organizational "untouchables"
- Improvements often shift the burden, particularly at the outset
- It's messy, persistent work, and champions, vital to the process, may tire
- The work to update and improve never ends

While most improvement efforts will not encounter all of these challenges, it's likely that all efforts will face some of them. Planning for change management is vital. Naming and supporting a champion — someone who can obtain buy-in, and lead the team during metamorphosis — is often an overlooked decision point. Discussing and planning for these challenges at the start of any improvement effort will increase support for the project and understanding when any roadblocks are encountered.

Change management skills can be documented, taught, refreshed, and rewarded.

Remember the interdependent nature of process, technology, and structure. As change efforts move forward, it's often the case that a promising solution, typically a technology option, is identified as a significant opportunity. Before, during, and after those moments, remember the "geared" nature of workflow improvements. It's unlikely that a change in one area will deliver expected benefits unless plans are made to engage and adapt the other areas. Failing to plan for impact elsewhere can increase resistance, reduce benefits, and stall improvement efforts.

It's okay to start small, but don't stay small. Following this white paper, companies across the book industry supply chain may be tackling workflow as a structured improvement effort for the first time. If so, selecting a project internal to a company makes sense. Over time, however, there are risks in doing so: the challenge of optimizing for one part of a workflow, to the detriment of the whole. As well, the bigger opportunities come in tackling larger industry issues. In this regard, coordinating with BISG and other industry associations can help.

Build change management skills. These skills include effective program and project management, good governance, effective team working, and the ability to set priorities and maintain focus. These skills can be documented, taught, refreshed, and rewarded.

Begin with the end in mind. Tackling the problems of greatest immediate benefit makes sense, and there are good examples of so-called "low-hanging fruit" at most companies operating across the supply chain. Engaging with only these projects, however, limits conversation about macro changes that could benefit the industry as a whole. As well, the broader external context can offer a critical argument that supports the "why" for a company's internal change efforts. Picking an end point, even one that can be revised when needed, helps set the stage for persistent change over time.

BISG Next Steps

The Workflow Committee is the newest of BISG's five standing committees, and it will continue working to expand the industry's understanding of the potential for improved workflows within organizations and across the industry. In the next year, BISG plans several efforts to support the publishing industry in this area:

BISG plans several initiatives to support the publishing industry's workflow improvement efforts.

Promote the recommendations contained in this white paper. Since 2017, BISG has used webinars, in-person programs, and full-day events to promote standards and best practices across the industry. Following the release of this white paper, all of these channels, as well as the weekly newsletter and social media, will be used to share widely the recommendations outlined in the white paper.

Develop a summary of "tools and resources". The workflow committee has begun developing a summary of workflow-specific tools and resources. This project will likely have several iterations, but the first version is planned for release before the end of 2019.

Develop workflow maps that reflect the current state of the supply chain. The committee has also begun to develop workflow maps that document the supply chain for physical and digital products. Once these maps are complete, we will publish them for community review and feedback. Using the "five whys" approach to help improve understanding of what options exist to change industry practices, we'll also cast a wide net to find ways in which these workflows may be improved.

Identify improvement projects that could benefit industry value or effectiveness. Working with industry partners across all publishing segments, BISG will sort through options to change current approaches. With significant direction from the workflow committee, we'll recommend improvement efforts that could deliver greater value or supply-chain effectiveness if implemented.

Plan a timeline for engagement and roll-out. For projects that show promise, BISG will propose timelines that consider resources, participants, steps toward improvement, and any deliverables that make sense for the effort. These timelines will be shared with industry partners to test support and solicit engagement in any follow-on steps.

Other Resources

The **Book Industry Study Group** currently supports five standing committees, including one dedicated to workflow improvement. Participation in committee discussions is open to any member of BISG. For more information, navigate to: **https://bisg.org/page/Committees.**

Consultants from the **Copyright Clearance Center**, which sponsored this white paper, offer business strategies tailored to publishers. Our experts offer a range of services that enable publishers to implement advanced content and knowledge management solutions, better leverage metadata to support innovation, and use technology to position the organization for future growth. Learn more:
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