In Company Development Programme

WORKSHOP

The Programme is supported financially and by generous contributions in kind

DELEGATE PACK

THURSDAY 26 JANUARY 2012
In-Company Development Programme

WORKSHOP

Thursday 26 January 2012 from 10.00 to 15.30
Creative Scotland, Waverley Gate, Princes Street, Edinburgh

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INTRODUCTION

A warm Welcome to the workshop!

About the In Company Development Programme

This 6-month programme has been created specifically for Scottish publishers. It is a personalised programme, custom-designed in collaboration with each participating company to help them identify, assess, develop and implement a self-initiated business-led project. The programme began in late August 2011 with the recruitment of 7 Scottish publishers who applied to take part.

About today's workshop

This is the programme for the second in the series of workshops which form part of Publishing Scotland’s In-Company Development Programme.

Aimed at the smaller independent publisher, today’s programme has a strong business focus, that recognises the challenging commercial environment facing all in the publishing industry: equally testing for the small and medium business, as well as the largest of the conglomerates.

Ideas for the content of the programme for today’s workshop arose out of a meeting held last November, of the team of independent experts who are individually advising publishers who are participating in the six-month programme. At that meeting we discussed issues that frequently arose during sessions with the businesses they were advising. The final programme reflects the team’s shared conclusions about what would be of most use - strategically and also practically - to the smaller independent publisher as we enter 2012... which everyone agrees will be a 'testing' year.

For this workshop, the contributors are not only publishing experts in their own right, but most are also acting as advisers to one of the 7 companies taking part in the In Company programme.

☐ The programme begins with a sharp look at squaring up to the anticipated challenges of 2012 and will offer a tried, tested and practical 'tool' for managing business risk [Marion Sinclair and Martin McCall, head of digital content, CPI]. ☐ The book chain comprises a series of relationships which are crucial to every publishing outcome - never more important than now with the ever more complex relationships, choices and challenges facing the small publisher in 2012.[James McCall, publishing consultant] ☐ Marketing is a strong theme throughout the programme and the next session addresses putting the customer at the heart of the business - including structured guidance on practical, efficient and effective ways of segmenting and targeting customer groups.[Martin Redfern, publishing consultant]

☐ E-books and the digitisation of content have created new opportunities for publishers and pose difficulties for their traditional route to the reader - their customer: how to address this challenge [William Anderson, publishing consultant]. ☐ There are - as Stanley Unwin, of George Allen and Sons once wrote - far too many worthless books published and insufficient sales; this session presents a practical model to help determine a print run, with the aim of reducing idle inventory and reduce stock risk. [Ron Grosset, managing director, Waverley Books]
☐ Is it sensible, or even feasible, for a small, or even very small independent publisher to consider recruiting a non-executive director....and what might they contribute, adding value, insights and contacts, and editorially? [Marion Sinclair and Philip Walters, formerly a senior publisher and now a non-executive director of several successful publishing businesses]

☐ What are the top three or four 'big issues' facing the publishing industry in 2012, and what can the small independent publisher do about it? Perspectives from two industry leaders. [Will Atkinson, sales and marketing director, Faber, and Jenny Todd, head of sales and marketing, Canongate Books]

☐ Also an invitation to everyone attending - participants and guest speakers: The one that got away - 'The book I wish I'd published, and why... and why I didn't' - a fast round-table sharing of experiences. Each participating publisher - including publisher-speakers -is invited to share a brief anecdote with the entire group...........

Each session includes a presentation of about 15 minutes duration followed by an open forum and Q&A with the speaker. All speakers have asked us to invite you to come well prepared with your questions and we all look forward to lively and informed discussions.

This delegate pack includes the programme, profiles of contributing speakers and the 7 companies participating in the In-company Development Programme. Copies (where relevant) of speakers' notes, PowerPoints and other supporting materials are also included.

Those joining us today represent a potent mix of knowledge and expertise that we hope will provide a stimulating, informed and informative forum - and an enjoyable one.

We are delighted you can join us for this workshop.

Caroline Gorham
Chair
Publishing Scotland

Marion Sinclair
Chief Executive
Publishing Scotland

David Pirnie
Programme Manager
In Company Development Programme
PROGRAMME

09.30
Arrival registration & informal networking

10.00

Welcome and introduction

Caroline Gorham, chair, Publishing Scotland; production director, Canongate Books

Work is manic as we face the credit crunch, changing market and general return season head on...but this workshop provides an opportunity to pause and think as we all move into 2012, which everyone anticipates will be a challenging year....

Overview of the programme

David Pirnie, programme manager, the In Company Development Project

10.10

Squaring up to 2012: shifting focus and managing risk

Shifting focus
....and alternatives to 'going it alone'

Marion Sinclair, chief executive, Publishing Scotland

To have a realistic prospect of sustaining a stable and growing publishing business in 2012 requires publishers make a necessary shift in what some have regarded as their 'traditional' interest and pre-occupation with the product, to a sharp, evidence-based focus on the market. Alternatives to 'going it alone' should be considered - what opportunities are there for team working and new alliances? This session will explore these issues and suggest where Publishing Scotland might focus its future support for publishers.

Managing Business Risk

Martin McCall, head of digital content, CPI

The purpose of this session is to provide an overview of how our company, CPI has adapted and changed over the past few years in response to a changing and progressively challenging environment. In this session we will explain the approach we have taken to understand and address the structural changes that, along with everyone else, we are facing in the Publishing space and beyond. CPI must ensure that it continues to be profitable and to minimise risks to our own business as well as our customers' businesses. We will share and explain the 3 key points we use daily within our business to help us take the 'right' decisions: [1] There is no decision without analysis; [2] Objective / Strategy / Outcome / Lessons; [3] Measure everything.

☐ Open Forum discussion and Q&A
Exploring the book chain

James McCall, publishing consultant

One way of analysing the publishing process is to see it as a continuous chain, with many different links, all of which must be related – or linked – so as to ensure a successful outcome to the publishing project. The factors to be considered when analysing the book chain can therefore be viewed as links in the chain between various players: author and editor, commissioning editor and copy editor/freelance, editor and designer, editor and marketing, marketing and ‘the market,’ design and production, production and distribution.

This is another way of saying that publishing must be seen as a holistic process. Taking the analogy of the chain allows us to analyse in detail the relationships which are crucial to every successful publishing outcome, to test the chain’s strength and to make sure there are no weak links. Never more important than now with the ever more complex relationships, choices and challenges facing the small independent publisher in 2012.

Open Forum discussion and Q&A

Put the customer at the heart of your business

Martin Redfern, publishing consultant

It is imperative that every publishing business - however small or 'early stage' - segments its customer base in order to have a clear basis for taking the decision to publish. In this session we will explore and unpick the crucially important role the customer plays for every small and medium sized publisher. We will illustrate and explain how the market must be a key driver in all decisions taken by a publisher.

By referring to actual case studies, this session will provide structured guidance on practical, efficient and effective ways of segmenting and targeting customer groups.

Open Forum discussion and Q&A
11.45

**Who is the retailer? Who is the customer?**

**William Anderson**, publishing consultant

E-books and the digitisation of content have created new opportunities for publishers and pose difficulties for their traditional route to the reader - their customer. The e-book knows few boundaries as far as a market for sales is concerned. This presents publishers with the challenge of maximising the new existing potential and being in a position to target their titles to a wider customer base. Scotland should not be the limit of any publishers’ market expectations, so to exploit this opportunity publishers have to learn to be retailers. To do that they have to learn how to think like consumers. Amazon, Google and Apple are the latest global players in the selling of books - so use them and learn from them to your benefit. Your customer is not the book trade, it is the reader. Get to know them and listen to what they want.

☐ Open Forum discussion and Q&A

12.15

**The Over-Production of Books**

*a model to reduce idle inventory and reduce stock risk*

**Ron Grosset**, managing director, Waverley Books

Around the time that World War was declared in 1914, Sir Stanley Unwin purchased a controlling interest in George Allen & Sons, and a great publishing house was born. In his book *The Truth About Publishing*, first published in 1926, Stanley Unwin discusses many aspects of publishing, including the subject *The Over-Production Of Books* and reflects upon a remarkably similar publishing world to that which we find ourselves immersed in today. The same uncertainty – the same arguments about over production - self-publishing as an alternative for frustrated authors. Unwin declared that there are far too many worthless books published and the real problem is under-consumption or to be more precise – insufficient sales.

So, nearly 100 years on from Unwin’s strategic move which saw the house go on to publish Bertrand Russell, Thor Heyerdal, Roald Dahl, JRR Tolkien and many others, we are having exactly the same debates, albeit with the addition of e-book opportunities which have added a new dimension to our daily decision making processes.

This session will offer a practical model which can be applied by publishers of the traditional printed paper book where there is indecision or uncertainty, for whatever reason, about determining a print run. Publishing is like going to the races – this model allows each-way bets, and removes the temptation to over-produce black & white fiction and non-fiction, whilst conserving cash and eliminating idle inventory and storage charges for ever.

☐ Open Forum discussion and Q&A
12.50

Lunch

13.30

The one that got away.....!
The book I wish I’d published, and why...and why I didn’t...

A fast round-table sharing of experiences. Each participating publisher - including publisher-speakers - is invited to share a brief anecdote with the entire group............

13.50

Adding value, insights and contacts
the role of a good non-executive director

David Pirnie, Marion Sinclair and Philip Walters, non-executive director

☐ Is it sensible - or even feasible - for a small (or even very small) independent publishing business to consider recruiting a non-executive director?... and what might they contribute beyond predictable ‘generic’ fields of knowledge and expertise? ☐ How might they contribute editorially - a key area of decision making for a publisher, even if it does not have its own editorial board? ☐ What lessons can be drawn from extensive practical experience as a non-executive director of businesses with an annual turnover < £1m, about how to get the best value from a non-executive director?

☐ Open Forum discussion and Q&A

14.30

Positioning and industry infrastructure
... the big issues

Will Atkinson, sales and marketing director, Faber, and Jenny Todd, sales and marketing director, Canongate Books

In this session we will discuss the big issues facing independent publishers in 2012 and what they are doing about them. Topics covered will include the move to digital, the new face of retail, the impact of the new landscape on their heartland publishing and the changing role of the publisher. We will share our experiences from the perspectives of our individual businesses and as close Independent Alliance partners. There will be an emphasis on Q&A so bring along plenty of questions.

☐ Open Forum discussion and Q&A
15.15

Closing Forum
What we have covered and achieved today... and any other issues?

15.30
End of the workshop
Informal formal networking - concluding at 16.00

Acknowledgements

Publishing Scotland gratefully acknowledges the financial support for the 6-months In Company Development Programme provided by the main sponsor, Creative Scotland, and also CPI.

Publishing Scotland also acknowledges the generous in-kind support of companies that have agreed to their senior staff members taking time out from their 'day jobs' to prepare and deliver contributions to the workshop programme: Faber and Canongate Books. We are also grateful for the 'backroom' support of Nielsen in providing information in support of some aspects of programme content.

The sustained support and commitment of the Project's team of expert advisers, most of whom have contributed to this workshop as speakers, has been invaluable.
SPEAKER PROFILES

In order of appearance in the programme

Caroline Gorham

Caroline Gorham began her publishing career in 1990. She joined Simon & Schuster in 1992 and became Production Director there two years later, before moving to Scotland in 1996. After a couple of years selling print for Caledonian International Book Manufacturing (formerly HarperCollins Manufacturing) Caroline moved to Canongate Books, joining the Board in 2002. Caroline is the present Chair of Publishing Scotland.

David Pirnie

David Pirnie is a strategy consultant and facilitator, engaged by Publishing Scotland to work with the Chief Executive to design the In Company Development Programme and to act as Programme Manager. David has worked with the literature and publishing sector in Scotland since 2009, including the Literature Forum for Scotland, Scottish PEN, the Scottish Poetry Library and Publishing Scotland. In his wider consultancy practice - covering the culture sector as well as central UK government departments and their agencies - he specialises in strategic, organisation and performance reviews, option appraisal, planning and implementing transition and change. He is currently part of a team undertaking an economic impact study of the arts and creative industries in Scotland, commissioned by Creative Scotland.

Marion Sinclair

Marion Sinclair is Chief Executive of Publishing Scotland. She has a background of 23 years in Publishing as Editorial Director of an award-winning literary press; in publishing education as Programme leader and Lecturer in the MSc in Publishing Media at Napier University; and has worked for Publishing Scotland for 8 years.

Martin McCall

Martin is Head of Digital Content at CPI Books. He has been working in the print and publishing industry for the past 14 years, both within the UK and abroad, and has been with CPI Books for the past 6 years. During that time, the company has developed services that go beyond printing to ensure that publishers can leverage as much value as they can from their books. These services include DAD, GPS and E-books. Martin is a Prince 2 qualified Project Manager and has recently been promoted to Head of Digital Services for the UK. He is a key member of the Group’s Project Management team, helping to develop and tailor CPI’s digital offering for each country it operates in: France, Germany, Holland, Spain and Czech Republic.
James McCall

James has worked as a production controller, editor and publishing director for a variety of international companies including Methuen, Longman, Blackie and Macmillan. He now specialises in educational publishing policy in Europe and the third world. His particular interest is in textbook evaluation and the construction of National Book Policies. He has taught and lectured in international publishing in various universities in the UK, Africa and the Far East, including writing and delivering postgraduate degree programmes. He was formerly Deputy Director of the Centre for Publishing Studies at the University of Stirling and is currently Principal Consultant in International Publishing at Edinburgh Napier University.

He has presented courses on effective textbook publishing for publishers and Ministries of Education in the Netherlands, Estonia, Finland, Montenegro and Slovenia. James McCall has worked as an international consultant in over thirty countries on donor funded publishing projects and been adviser to various Ministries of Education in Africa, Central and Eastern Europe, the former Soviet Union and South East Asia, as well as to public sector organizations including the NHS and English Heritage. He is also Secretary of the International Association for Research on Textbooks and Educational Media (IARTEM) and a member of the panel of judges for the Best European Schoolbook Awards. □ Jim is the In-company Development Programme adviser to The Royal Commission on Ancient and Historical Monuments in Scotland.

Martin Redfern

Martin Redfern is a publishing specialist with extensive experience in the publishing industry gained, in particular, in the provision of legal, business and educational information. He has worked in small, medium sized and multinational operations, and has hands on experience of both business start-ups and acquisitions. Martin has held a variety of senior positions including Marketing Director of Prentice Hall Europe and Editorial & Production Director of Sweet & Maxwell, as well as co-owning Chancery Law Publishing. In Scotland, he has acted as Managing Director of W Green and Publishing Director at Leckie & Leckie. Martin is now a consultant providing advice and guidance to publishing clients. He specialises in areas such as strategic planning, marketing, new product development, and editorial and production processes. Additionally, Martin has wide ranging experience of training and teaching publishing skills and has regularly taught on post graduate publishing courses at University of Stirling and University College, London. He is a member of the Advisory Board of The Centre for Publishing Studies at the University of Stirling. □ Martin is the In-company Development Programme adviser to Freight Books.

Willie Anderson

Worked for John Smith & Son for 38 years, after joining from the Royal Bank of Scotland Ltd as a shop floor assistant in 1973. He was appointed to the Board of the Company in 1979 and became Managing Director in 1994, when the turnover was just under £11m and the Company was then comprised of 12 shops in Scotland and a library supply section. By 1997, the turnover had grown to +£18m, with 14 shops in Scotland and an enlarged library supply section. He led the Management buy-out of the Company in 2000, when he was appointed Chairman. He was instrumental in negotiating the sale of the Company’s shares to Coutts Information Services in November 2001, when he reverted to being Managing Director. He became Deputy Chairman in June 2003 until he retired in March 2011, with the Company having 33 shops and a turnover of nearly £35m.
Outside of John Smith’s, Willie played a prominent role in trade affairs. From 1995 to 1997 he was President of the Booksellers Association of GB and Ireland, when the Net Book Agreement (the NBA was the voluntarily agreement that ensured books were not discounted) was abandoned. He was a Director of the Booksellers Association until February 2011 as well as being Chairman of National Book Tokens Ltd., where he was instrumental in introducing the new Plastic Gift Card. He retired from NBT in February 2011. He is, since 1998, a non-Executive Director of the Edinburgh University Press. He was founding member of the Advisory Board of the Centre for Publishing Studies at the University of Stirling. From 1989 to 1994 he sat on the Management Committee of the Booker Prize, has been a judge both for the Whitbread Literary Prize and the Macallan Short Story Competition and was a member of the Literature Panel of the Scottish Arts.

Willie is the In-company Development Programme adviser to Strident.

Ron Grosset


In 1988 Ron was the founding publisher of Geddes and Grosset, specializing in reference and children’s books, books as premiums, custom publishing for export and domestic markets, (including Time Life, Netherlands, Penguin UK, Random House USA, Reader’s Digest USA and Canada). Ron created Waverley Books in 2007 to be a publisher of a wide range of books of Scottish and international interest, such as the acclaimed Graphic Novels - 'Kidnapped' and 'Dr Jekyll & Mr Hyde' – and was the creator and publisher of Scotland’s fastest ever selling, award winning book 'Maw Broon’s Cookbook'.

Ron has acted in a consultancy capacity for Pearson (UK) / Penguin Books, and RR Donnelly (USA) in relation to their assessment of EU and Eastern Europe manufacturing facilities, their Chinese JV, regarding product prospects and markets and is a consultant to paper mills and print groups in Europe and Asia, as a paper designer and as a production buyer, and sources pre-press, book and magazine work in volume, using conventional and digital printing processes in various countries around the world. Ron has worked extensively with The Scottish Braille Press. The novel 'Mavis’s Shoe' published by Waverley Books 2011 was the first new Scottish novel to be published simultaneously in Braille.

A specialist in vendor development, Ron advises on economic product design for print media; materials development, procurement and production buying and lectures on these and related subjects in the UK and overseas. Ron chairs the Training Committee of Publishing Scotland and is a Trustee of the Edinburgh Enesco City of Literature organization and a Specialist Advisor to the Scottish Arts Council, now Creative Scotland, and is a full Board member of Publishing Scotland. Ron has represented The British Council, EUCL and Publishing Scotland in India. Ron is the In-company Development Programme adviser to Sandstone Books.
Philip Walters

Worked for Hodder Education for 33 years, after joining as the Graduate Trainee in 1976. After working in the production and desk editorial departments of the educational business, he was appointed as Commissioning Editor for Africa and the Caribbean in 1980. He was appointed Editorial Director for International, ELT and Academic publishing in 1985. He then became Sales and Marketing Director of Edward Arnold after its acquisition by Hodder in 1987. In 1993 he was appointed Managing Director of Hodder and Stoughton Educational Southern Africa, and worked in Johannesburg until 1996. He then returned to the UK to become Deputy Managing Director and was appointed MD of the whole division in 1997.

At that point the turnover of the division was around £12m. When he retired as CEO of Hodder Education in 2009, it was £46m. The business was made up of school, college, HE, and Consumer Education publishing. During his time as MD/CEO, Hodder Education moved from being the seventh to the second largest secondary school publisher in the UK, and to being one of the UK’s largest self-help publishers (Teach Yourself and Michel Thomas). He oversaw the acquisitions of Robert Gibson, John Murray and Philip Allan, as well as the sale of the journal business for a record multiple. He was awarded an MBE for services to educational publishing in 2010.

Since retiring from Hodder Education, Philip has been appointed to a number of non-executive positions including Chair of Rising Stars Ltd, Director of CABI, Encyclopaedia Britannica (EMEA), Nelson Croom, and Book Source, and Trustee of Yale University Press (London). He has also undertaken significant strategic work for the Library of Wales/Welsh Books Council, the publication department of the Quakers, and Guinness World Records. He was a Director of the Publishers’ Licensing Society, and is a board member of the Educational Publishers Council. He is Co-Leader of the Commissioning and List Management Course for the Publishing Training Centre. He is Chair of the charity, Book Aid International, and an Associate of the Institute of Ideas.

Will Atkinson

Will Atkinson has worked at Faber since 1994 in a number of positions and is now sales and marketing director. Previously he worked at Waterstones in a number of management roles. Now closely identified with the independent sector, having led the sales side of the Independent Alliance since 2005 and as chair of the IPG in 2008 and 2009. Will won the industry achievement award in 2008 and won another Book industry award in 2004 for sales person of the year. In recent years Faber has expanded its services to independent publishers through the establishing of Faber Factory, a digital service and Factory Plus, a physical sales service. Will served on the board of the Edinburgh Book Festival from 2000 to 2005. Will is an In- company Development Programme adviser to Saraband.

Jenny Todd

Jenny Todd is Sales and Marketing Director of Canongate Books. She joined Canongate Books as Sales and Marketing Director in 2004 from Penguin UK, where she was Marketing Director. Prior to that Jenny held marketing positions at Macmillan and in retail. Responsible for the company’s UK and Export sales, marketing and publicity teams, Jenny has overseen a period of growth and change. For the last two years, Jenny has been collaborating with a range of film-makers and animators, including RSA Films London and Tandem Studios, to explore new ways of taking books to market. www.canongate.tv launched earlier this year. Jenny is also a regular speaker at publishing and creative industry events and was a member of this year’s BA Conference Steering Committee. Jenny is the In- company Development Programme adviser to Acair.
Other contributors to the In-company development programme

Other contributors to the In-company Development Programme who are not present at today’s workshop are:

**Peter Collingridge**

Peter Collingridge is a publishing entrepreneur whose work at the maverick edge of publishing began at independent publisher Canongate Books in 1997. He spearheaded the firm's move into digital in 1998 by setting up and running their community website, described by the Guardian as, 'like a cool club stocked with well-read friends rather than a lazy corporate exercise', and pioneered the creation of digital marketing techniques for books. In 2005, Peter set up Apt Studio, a strategic design and marketing consultancy that advises publishers on digital technology and strategy, and which has been described as 'the future of book marketing' and 'behind the best booky stuff on the web.' Apt has produced over 25 digital projects for some of the biggest names in publishing, media, the arts and business. In 2008 Peter co-founded Enhanced Editions to drive innovation in publishing and to help shape the future of the book. □ Peter is the In-company Development Programme adviser to Floris Books

**Mike Miller**

Mike qualified as a Chartered Accountant in 1968 and joined Blackie and Son Ltd as Accountant and Company Secretary in 1973 after a spell in Industry. He was appointed Finance Director in 1975 and Managing Director in 1978, responsible for the development of the company in all its publishing areas: Academic and Professional, Educational and Children’s. In 1984 he became Chairman and Managing Director and in 1992 negotiated and successfully sold the three divisions of the company to Penguin and International Thomson.

In 1992 Mike invested in and joined as Managing Director of Geddes and Grosset Ltd, a newish publishing company publishing Popular Reference Books, Children’s Books and Books as Premiums or Incentives. His main responsibilities were for Finance, List Creation and Sales with particular interest in Export Sales. In 1998 Geddes and Grosset was bought by DC Thomson Ltd.

Mike’s experience outside Blackie and Geddes and Grosset includes □ Involved in the set up of 2 children’s publishers - Campbell Books, now owned by MacMillan and Treehouse Children’s Books, still trading successfully □ Non executive director and chairman of Book Promotions Pty Ltd a marketing, sales and distribution company for several British and American publishers in Southern Africa 1985--2000 □ Founding non executive director of Book Marketing Ltd 1989--1992 □ Chairman of Book Trust Scotland for 3 years □ Chairman of Scottish Publishers Association for 6 years and Board Member of Publishing Scotland - overall, involved for 18 years □ Non executive Director and Chairman of Booksource - involved for 15 years □ Member of the Board of the Book Development Council of the Publishers Association - focused on overseas matters - between 1989--1992 □ Trustee of Floris Book Trust - a non executive director of Floris Books for 10 years. □ Non executive director of Whittles Publishing Ltd.

In the field of training Mike has: □ Delivered regular one day courses to students following Media Modules on “An Introduction to Book Publishing □ Delivered courses for IBD, The Soros Foundation, The British Government Knowhow Fund and the World Bank in Slovakia, Hungary, Ukraine, Romania and Vietnam on various subjects connected with the relationship of Finance and the role of editors.
In Company Development Programme

PARTICIPATING PUBLISHERS

In alphabetical order.

Acair

Established 1977, Acair publishes a variety of texts and is the principal publisher of Gaelic texts for children in Scotland. Established in 1978 the company has up to 1,000 titles to its credit. We have strong links with English publishers, joining them in co-editions, sometimes publishing up to 15 such titles in a year. We work closely with children's Gaelic authors and translators to also produce original Gaelic texts for children and with the National Gaelic Curriculum Service to produce material for use in Gaelic medium education.

Our Gaelic publications include texts by renowned Gaelic poets such as Sorley MacLean, Donald MacAulay, Derek Thomson, Angus Peter Campbell and Christopher Whyte, often accompanied by parallel English translations, as well as photographic journals of island historical texts both past and present. Acair books have won literature prizes over the years at the Royal National Mod as well as accolades for design and presentation.

Floris Books

Established in 1977, at Floris Books we see the world a little differently. Our adult non fiction books cover all aspects of holistic and alternative living, including holistic health, organics and the environment, holistic education, mind body spirit, child health and development, self help, religion and spirituality, and community living.

We’re also the largest children’s book publisher in Scotland, producing international picture books, story books and children’s fiction. Our Kelpies and Picture Kelpies ranges of Scottish novels and Scottish Picture books include works by both classic children’s novelists and contemporary authors and illustrators. The annual Kelpies Prize was set up to encourage and reward new Scottish writing for children. Winners include Hox by Annemarie Allan and Magnus Fin and the Ocean Quest by Janis Mackay. Kelpies Prize runner-up First Aid for Fairies and Other Fabled Beasts by Lari Don won a Royal Mail Scottish Children’s Book Award 2009.

Freight Books

Established in 2001, Freight is one of Scotland's leading communications consultancies and has always had a strong involvement in publishing. Freight edits and publishes Gutter, Scotland’s leading magazine of new writing which won the Chairman’s Award at the Scottish Design Awards in 2010. It also designed and typesets the Scottish Review of Books, recently nominated for a number of design awards, and has worked with a number of publishers, including Hachette and Tindal Street, on design and typesetting projects.

Freight has been involved in ad hoc publishing since its formation, mostly through anthologies of new writing and, most recently, the graphic novel Dougie’s War, which has also been nominated for a number of awards. In September 2011 it launched Freight Books, a new fiction imprint focused on work from established, debut and neglected writers born or living in Scotland. Its launch title is Killing the Messenger, a political conspiracy thriller by former Saltire First Book winner Christopher Wallace. Freight Books has a number of other projects in the pipeline and plans to publish around five or six books a year.
Royal Commission on the Ancient and Historical Monuments of Scotland

Established in 1908, RCAHMS publications deliver wonderfully illustrated and immaculately researched title to anyone with an interest in Scotland’s history and built heritage. One of Scotland’s national collections, RCAHMS records, interprets and maintains information on the architectural, industrial, archaeological and maritime heritage of Scotland. This is an ongoing task as perceptions of the historic environment change, knowledge and research develops, and as landscapes and townsscapes are built, demolished and radically altered.

The work is as essential today as when RCAHMS was founded in 1908. The accumulated results of 100 years of surveying, recording and collecting provide a fascinating picture of the human influence on the landscape of Scotland from earliest times to the present day. This information, which includes 15 million items of archive including photographs, maps, drawings and documents, is made widely available to the public in exhibitions, via the web or browsed ion person at RCAHMS’ premises in Edinburgh.

SCRAM, an online archive providing educational access to digital materials representing Scotland’s culture and history, is now part of RCAHMS. The website (www.scran.ac.uk) contains 360,000 images, movies and sound clips from museums, galleries, archives and the media. In March 2010, it supported 25.5 million hits concentrated on weekdays in the month.

Sandstone Press Ltd

Established 2002, Sandstone Press is a publisher of fiction and non-fiction books. Based in Highland Scotland, the company is characterised by high editorial and design standards, internationalism and strong engagement with the contemporary world using modern methods. Sandstone Press also publishes ebooks in both kindle and epub format.

Sandstone Press books have been short listed for many literary awards including: The Testament of Jessie Lamb by Jane Rogers which was long listed for this year’s Man Booker Prize; Shadow Behind the Sun for both the Saltire Society and SAC/Royal Mail Scottish First Book prize, and Cairngorm John for Boardman Tasker Mountaineering Literature Award. The company has also developed a new kind of fiction reader for advanced learners of Gaelic and works closely with the Gaelic Books Council. The company’s list includes humour, crime, family, drama, outdoor, literary, travel books and both fiction and non-fiction in translation. The website www.sandstonepress.com features reviews of books, a Home Page twitter feed, and regularly edited news.

Saraband

Established 2000, Saraband publishes mostly illustrated non-fiction titles on the environment, the arts, architecture and history. We have earned a reputation for producing well-written books to exacting editorial and design standards. Many of our titles, from art to ancient Egypt, have been co-published worldwide, but some have looked closer to home, like The Garden Cottage Diaries, the ‘riveting story of a rather extraordinary journey’ by an eco-minded woman who recreated the life of a Scottish ancestor, and A Handbook of Scotland’s Trees, published in association with the environmental charity Reforesting Scotland.
Saraband has also recently ventured into fiction, publishing the debut Making Shore, by Sara Allerton, which won the 2011 the People's Book Prize for fiction and is shortlisted for the Mountbatten Maritime Award.

Saraband has an active digital presence: we have a number of apps available in addition to ebooks, and our current work in progress includes some innovative digital projects. Our website, blog and social media streams form an integral part of our activities.

**Strident Publishing**

Established 2005, Strident Publishing specialises in fiction. Our books are bold, modern and cry out to be read…and discussed. We publish for the 7+, 9+, teen, young adult and adult crossover markets and work extremely hard at marketing our titles. Our first title – D A Nelson’s *DarkIsle*) won the ages 8-11 category of the 2008 Royal Mail Awards for Scottish Children’s Books and has been licensed around the world. Linda Strachan’s teen novel *Spider* won the 2010 Catalyst Award, and Gillian Philip’s Rebel Angels series (of which *Firebrand* and *Bloodstone* are books 1 & 2) has been sold to Tor in the US in a major deal, as well as to several other territories.

These books characterise our approach: we seek out high quality, accessible fiction that has strong commercial potential, always with an eye to the international market but conscious of our domestic territory too. We are not constrained by a particular world view and are willing to embrace the controversial, as our recent publication of Janne Teller’s *Nothing* attests.

Our list includes titles by award-winning, shortlisted and bestselling authors including Gillian Philip (*Firebrand, Bloodstone and Bad Faith*) Linda Strachan (*Spider and Dead Boy Talking*), Catherine MacPhail (*Granny Nothing*), DA Nelson (*DarkIsle*), Keith Charters (*Lee and the Consul Mutants*), Paul Biegel (*The King of the Copper Mountains*) and Emma Barnes (*Jessica Haggerthwaite: Witch Dispatcher and How (Not) To Make Bad Children Good*) and Janne Teller (*Nothing*)
EXPERT ADVISORS

The role of expert advisors in the In Company Programme

All of the expert advisers supporting the programme (with one exception - Peter Collingridge, who was recent injured in an accident) are contributing speakers to today's workshop programme.

The role of expert adviser, working closely with 'their' publisher, is of critical importance to the success of the In Company Development Programme.

Following a detailed discussion on their interests, aspirations and capacities, each publisher is 'matched-up' with a potential expert advisor.

Following an exchange of information, an initial 'conversation' takes place between the publisher and the (provisionally) identified advisor to explore issues, aspirations and needs and how comfortable they think they might be about working together. If this conversation satisfies both parties, they proceed to plan their work together - along the lines described in the background document on the In Company Programme (provided in the Delegate Pack for this workshop). The areas of input by an expert adviser are summarised in that document and essentially will be made in Stages 1, 2 and 3.

Each adviser is (initially) allocated up to 4 days contact with their allocated firm; the two parties agree how they will work together and this will influence how the time is actually used, and over what period. The interaction may be front or end-loaded, or distributed over the full period of the Programme. The key point is that what is planned and delivered will be designed and targeted to meet identified and emerging needs; it will not be driven by an arbitrary or externally imposed schedule; the only limiting factor is that the expert input will end when the Programme itself ends in February 2012.

The goals of each assignment involving a publisher and their expert adviser (s) will be agreed at an early stage; progress will be monitored by both parties and independently by the Programme Manager and Chief Executive over the lifetime of each assignment. A case study will be prepared on each of the assignments by the Programme Manager, based on feedback and periodic discussions with the publishers and their expert advisers while work is in progress, and at intermediate and final points in the 6-month Programme, when a collaborative assessment of what has been achieved (against plan and objectives) will be carried out.

The expert advisors listed provide a pool and not every advisor is attached to an individual publisher. By agreement between a publisher and their attached expert adviser, additional resource can be drawn down from the pool to provide support. Unallocated resource is also available to bring in additional short term and highly specialised support from beyond the scope of the pool where this is felt necessary.
CONTRIBUTING COMPANIES & PEOPLE

Supporting the workshop and programme 'in kind' through the involvement of senior staff members as guest speakers and in two instances (Creative Scotland and CPI) providing financial sponsorship for the In Company Development Programme.

In alphabetical order.

- Canongate Books Ltd - knowledge and senior people
- Campbell Dallas - knowledge and senior people
- CPI - finance and senior people
- Creative Scotland - finance and senior people
- Enhanced Editions - knowledge and senior people
- Faber - knowledge and senior people
- Nielsen - knowledge, data and senior people
- Publishing Scotland - finance, senior people and logistics
- Waverley Books - knowledge and senior people

And individuals who operate independently and contribute as expert advisers

- James McCall
- Martin Redfern
## DELEGATES

### PUBLISHERS
*In alphabetical order*

<table>
<thead>
<tr>
<th>Publisher</th>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Acair</td>
<td>Agnes Rennie</td>
<td>Manager</td>
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<tr>
<td></td>
<td>Donalda Riddell</td>
<td>Administrator</td>
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<tr>
<td>Floris Books</td>
<td>Katy Lockwood-Holmes</td>
<td>Publisher</td>
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<tr>
<td></td>
<td>Chani McBain</td>
<td>Sales &amp; Marketing Manager</td>
</tr>
<tr>
<td></td>
<td>Helena Waldron</td>
<td>Production Manager</td>
</tr>
<tr>
<td>Freight Books</td>
<td>Adrian Searle</td>
<td>Managing Director</td>
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<tr>
<td>Royal Commission on the Ancient and Historical Monuments of Scotland</td>
<td>James Crawford</td>
<td>Communications Manager</td>
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<tr>
<td>Sandstone Press Ltd</td>
<td>Robert Davidson</td>
<td>Managing Director</td>
</tr>
<tr>
<td></td>
<td>Moira Forsyth</td>
<td>Director; commissioning editor</td>
</tr>
<tr>
<td>Saraband</td>
<td>Sara Hunt</td>
<td>Publisher and Managing Director</td>
</tr>
<tr>
<td></td>
<td>Kirsty Grace</td>
<td>Digital Projects &amp; Marketing Assistant</td>
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<tr>
<td></td>
<td>Craig Hillsley</td>
<td>Editor</td>
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<tr>
<td>Strident Publishing</td>
<td>Keith Charteris</td>
<td>Managing Director</td>
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### SPEAKERS
*In order of appearance in programme*

<table>
<thead>
<tr>
<th>Name</th>
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<th>Organisation</th>
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<tbody>
<tr>
<td>Caroline Gorham</td>
<td>Chair</td>
<td>Publishing Scotland</td>
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<tr>
<td>Marion Sinclair</td>
<td>Chief Executive</td>
<td>Publishing Scotland</td>
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<tr>
<td>David Pirnie</td>
<td>Programme Manager</td>
<td>In Company Programme</td>
</tr>
<tr>
<td>Martin McCall</td>
<td>Head of Digital Content</td>
<td>CPI</td>
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<tr>
<td>James McCall</td>
<td>Publishing Consultant</td>
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<tr>
<td>Martin Redfern</td>
<td>Publishing Consultant</td>
<td></td>
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<tr>
<td>William Anderson</td>
<td>Publishing Consultant</td>
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<tr>
<td>Ron Grosset</td>
<td>Managing Director</td>
<td>Waverley Books</td>
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<tr>
<td>Philip Walters</td>
<td>Publishing Consultant</td>
<td>Faber</td>
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<tr>
<td>Will Atkinson</td>
<td>Sales &amp; Marketing Director</td>
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<tr>
<td>Jenny Todd</td>
<td>Sales and Marketing Director</td>
<td>Canongate Books</td>
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### INVITED GUESTS

<table>
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<tr>
<th>Organisation</th>
<th>Name</th>
<th>Position</th>
<th>Department</th>
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<tbody>
<tr>
<td>Creative Scotland</td>
<td>Dr Gavin Wallace</td>
<td>Portfolio Manager, Literature, Publishing and Language</td>
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<tr>
<td></td>
<td>Helena Ward</td>
<td>Portfolio Manager, Creative Industries and Skills</td>
<td></td>
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<tr>
<td></td>
<td>Aly Barr</td>
<td>Development Officer</td>
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