



**Irma Čižauskaitė**

**Relatório de Estágio em Edição na Imprensa da  
Universidade de Coimbra**





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Relatório apresentado à Universidade de Aveiro para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Estudos Editoriais, realizada sob a orientação científica da Professora Doutora Maria Cristina Matos Carrington da Costa, Professora Auxiliar do Departamento de Línguas e Culturas da Universidade de Aveiro e co-orientação do Professor Doutor Delfim Leão, Diretor da Imprensa da Universidade de Coimbra.



## **o júri**

presidente

Prof. Doutor João Manuel Nunes Torrão  
Professor Catedrático da Universidade de Aveiro

Prof. Doutor Delfim Ferreira Leão  
Professor Catedrático da Faculdade de Letras da Universidade de Coimbra (arguente)

Prof.<sup>a</sup> Doutora Maria Cristina Matos Carrington da Costa  
Professora Auxiliar da Universidade de Aveiro (orientadora)



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**keywords**

academic publishing, book launch, social networks, digitisation, sales and marketing strategy.

**abstract**

This final work is a report of the internship held in Coimbra University Press (CUP) as a part of the syllabus for the Master in Publishing Studies of the University of Aveiro. The report consists of three main parts. The first part is a brief summary of the rich history of Coimbra University Press followed by the activities held during the internship. The second part focuses on the work assignments carried out by the trainee and connects them with the context of contemporary publishing. In the third part, some observations, proposals and marketing strategies for future projects of academic publishing are presented.



**palavras-chave**

edição académica, lançamento de livro, redes sociais, digitalização, vendas e estratégias de marketing.

**resumo**

No presente trabalho apresenta-se o relatório de estágio realizado na Imprensa da Universidade de Coimbra (IUC) no âmbito do Mestrado em Estudos Editoriais da Universidade de Aveiro. O relatório é composto por três partes principais. A primeira faz um breve resumo da história da IUC seguido das actividades desenvolvidas durante o estágio. A segunda parte concentra-se nas tarefas levadas a cabo pela estagiária ligando-as ao contexto da edição contemporânea. Na terceira parte são apresentadas observações, propostas e estratégias de marketing para projetos futuros de edição académica.



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## **Introduction**

The publishing business, being a part of cultural industries, is currently undergoing permanent change and is becoming increasingly demanding. For a book to maintain a special place as a cultural product, it has to keep its intellectual qualities as well as serve the needs of society. The path of the book from the author to the final reader consists of many and various elements and only the harmonious functioning of them all assures total satisfaction. To manage the different moments of the publishing process, well-prepared professionals are needed. This is why the integration of work experience is fundamental for the degree program.

This final work presents a report of the internship held in Coimbra University Press as a part of the syllabus for the Master in Publishing Studies of the University of Aveiro. The internship had the duration of four months, from September 2011 until January 2012, and was running on fulltime regime, 40 hours per week.

The report of the internship focuses on the analysis of diverse activities and work assignments, as the components of the overall activity of Coimbra University Press, which were carried out during this period. The significance of these activities to the publishing house, as well as to the publishing business in a wider context will be discussed using practical examples and theoretical material.

The report consists of three main parts. The first part presents a brief summary of the rich history of Coimbra University Press followed by the activities held during the four months of the internship. The second part focuses on the work assignments carried out and connects them with the context of contemporary publishing in general. In the third part, the observations, proposals and marketing strategies for future projects of academic publishing are presented.

The final work could be considered as a detailed description of the first genuine professional experience in the publishing business and as a representation of an inside view of an academic publishing house. The contribution given to Coimbra University Press as well as the importance of the internship for the professional, personal and cultural growth of a future participant of the publishing industry is being described, while taking into consideration the changes and the role of the book business on a larger scale.





## 1. A brief history of Coimbra University Press

The publishing house Coimbra University Press<sup>1</sup> has a rich history and dates back its origins to the year 1548. However, the real, legal and productive publishing activities started in 1772 with the initiative of Marques de Pombal. Always connected with the academic community and producing high quality and illuminating publications, Coimbra University Press maintained dynamic activity until 1934. It got suspended by the regime of Oliveira Salazar because of the political power that the publishing house could gather through the publications, the progressive and democratic minds of the staff and of an intellectual, the then administrator Joaquim de Carvalho (1892 – 1958). The new era of the publishing house began only in 1998 and is continuing until today, with a progressively growing number of annual publications and a respectful position in the Portuguese academic publishing market.

71 new publications got published in the year of 2011. The collections of Documents (*Documentos*), Education (*Ensino*) and Research (*Investigação*) had the biggest number of new publications. The new collection, called *Coimbra Companions* was introduced to the market. The collection is a result of a collaboration of specialists of different areas and has the aim to present various scientific fields to the public in a comprehensive manner. Also two more books of eco literature for children were published in the collection Discover Science (*Descobrir as Ciências*).

CUP organises cultural activities for the academic community. 8 book launches occurred during the 4 months of the internship (cf. pp. 16-18).

Because of the reduction of staff in 2010, the workload increased for the rest of the members of CUP. Therefore some administrative tasks got delayed. One of them was the systematisation of the sales data, which was reinitiated in 2011 (cf. pp. 30-40).

The awareness of the tendency of publishing business going digital inspired the project *Pombalina*. It is planned to be not only a public platform for digital books, but it has scientific cultural aim. 700 antique publications of CUP were selected to be digitised during the first stage and thus became accessible to the public.

The *Pombalina* platform with the first 1000 eBooks is planned to be introduced to public in June 2012.

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<sup>1</sup> The history of Coimbra University Press will not be presented in detail in this report, because the topic has been explored in previous reports of internship, mainly *Relatório em Edição Realizado na Imprensa da Universidade de Coimbra* (2009) by Daniela Andreia Posse Cardoso, *Relatório De Estágio Em Edição Realizado na Imprensa Da Universidade de Coimbra* (2010) by Vânia dos Santos Pereira and *Relatório de Estágio em Edição na Imprensa da Universidade de Coimbra* (2011) by Mickael Gomes da Silva.

Coimbra University Press throughout the long history managed to maintain the role as a publisher of high quality literature. Its main areas have always been the scientific, artistic, cultural and educational literature. Today, taking advantage of greater technology and digital resources, CUP still focuses on the education of the academic community, the promotion of reading and encouragement of the authors.

## **2. The internship: overview of the activities and work assignments**

Coimbra University Press (CUP) has an executive team consisting of 10 permanent members and can be considered a small publishing house. Due to the academic environment CUP already has solid experience in integrating the workforce of the trainees into the everyday activities, with mutually beneficial outcomes.

The work assignments are appointed for a trainee according to the current needs as well as the current strategy of the publishing house together with the capabilities and skills of the trainee. The gathering of experience and broadening of the trainee's professional horizons are predominantly taken into consideration. Together with a pleasant and harmonious working environment and a rational timetable the trainee is provided with excellent conditions to progress.

Regarding my different cultural and linguistic background, the activities assigned were more of a technical and administrative nature than of pure linguistics. The decisions were also based on the fact that my former studies were of the area of management and administration. The activities and the work assignments carried out during the internship in Coimbra University Press will be presented in the following pages.

### **2.1. Update of the list of CUP books digitised**

The publications of Coimbra University Press are mainly of scientific and educational nature since it is an academic publisher. Consequently the importance of storage of these publications for scientific interest and investigation purposes is fully understood. Next to all the books published, many books are being converted to digital format and are being catalogued to facilitate the management of information since the digital platform of CUP is undergoing great expansion.

Two catalogues of publications and a folder of the books digitised were used in this work assignment. The Catalogue from General Library of the University of Coimbra from 1774 to 1934, which includes around 4000 publications of Coimbra University Press (Catálogo Pombalino da Biblioteca Geral da Universidade de Coimbra) and the overall Catalogue of the Publications of CUP in the period from 1774 to 1934. This is the Catalogue of the publications of CUP from all the libraries and Centres of Documentation of the University of Coimbra (31 institutions), from the Municipal Library of Coimbra (Biblioteca Municipal de

Coimbra) and from the Public Municipal Library Pedro Fernandes Tomás – Library of Figueira da Foz (Biblioteca Pública Municipal Pedro Fernandes Tomás). The database includes 13 754 names of publications.

The catalogues had been made by two members of CUP a few years ago, who used the legal deposit requirement and the whole process lasted 2 years. The publications became more accessible since the General Library of the University of Coimbra is one of 10 repository libraries of copies in Portugal (cf. <http://www.bprmadeira.org/site/index.php/deposito-legal>). The Public Municipal Library Pedro Fernandes Tomás got included in the work process because Figueira da Foz is the hometown of the former director of CUP, who held the post for 16 years.

Although the Catalogues date back to 1774 until 1934, the oldest publication in the list is from the middle of the 17<sup>th</sup> century because of lack of systematization in the primary stages of the publishing house and also because of the interruptions of the activity.

Some mismatches in the data of the catalogue appear due to the fact that the practice of the legal deposit only started being implemented around the middle of the 19<sup>th</sup> century and also because the electronic information systems of the Libraries did not exist until 1970's.

The catalogues of the publications of CUP, both, of the General Library of the University of Coimbra and the overall Catalogue of CUP 1774 – 1934, are currently in Adobe Portable Document Format (PDF) format. This format makes the search possible through the Optical Character Recognition (OCR) technology. The OCR is also being applied to the digitised publications. Using the search field in Adobe PDF document, the two catalogues, each one at a time, were being verified.

The publications already digitised that existed in the folder of CUP by October 2011 included 177 books. The digitisation process of the books had been done by the employees of CUP (mainly by the pre-press person Mickael Silva) and downloaded from the Internet Archive.

The Internet Archive is a non-profit organization with the objective to build an Internet Library of historical collections in digital format. Founded in 1996 and located in San Francisco, USA, the Archive has a large database of not only publications, but also audios, moving images, software and archived web pages (cf. <http://archive.org/>). The main part of the publications digitised come from the different libraries of the USA, mostly libraries of different universities. The Internet Archive is trying in the future to have as many as possible historical publications available in digital format.

The publications of CUP found in the Internet Archive are a consequence of the academic and scientific collaboration between universities. The books of CUP from the period of 17<sup>th</sup> – 20<sup>th</sup> century, which ended up in the libraries of American Universities, were digitised and published in the Internet Archive, mostly, with the funding of the American Universities. The folder of CUP of the books already digitised includes the copies from institutions such as: the University of Michigan Libraries, the Library of Toronto University, the University of Oxford Library, the Library of the University of California and the John Carter Brown Library (Brown University). These are mostly not just the libraries, but historical, scientific, documental research centres. The stamps with the logotypes of the institutions, the library stickers or special notifications regarding the rules of the libraries can be found on the pages of the original books digitised.

During my work assessment both catalogues were compared with the list of the books already digitised in the folder of publications of CUP. In the Catalogue of the General Library of the University of Coimbra (around 4000 books) 27 books from CUP were already digitised. In the whole database Catalogue of the Publications of CUP (13 754 books) the number of the books digitised found was 84. The books from the folder that do not appear in any of the two lists are 80. This means that these books do not appear in the legal deposit database and at the moment CUP's access to these publications is through digital format.

The verification of the publications in traditional and in digital form serves for an efficient organisation of the database, which systemizes the sources of information according to their type. Most of the older publications that have copies in paper are still too valuable or rare to be available to the public and therefore can only be reached by using digitised books. The update of the list of publications already digitised allows CUP to be planning the future strategy of digitisation.

## **2.2 Book Launch – a cultural event**

No matter how good and noteworthy a book is, it might very easily get lost in the market without a well done marketing strategy. There are around 15000 new titles published in Portugal annually (data from DGLB – *Direcção Geral do Livro e das Bibliotecas* on 2012/06/01) and all of them attempt to find their way to the reader. Thus the readers are naturally disorientated with such a vast supply. The introduction of a book to the target public is

crucial, since correctly categorizing a publication makes a visibility easier for it to be researched (Hill, 2009: 73).

As a book is a specific cultural product and a result of an intellectual activity, it performs a distinctive communication process. For the dialogue between the author and the audience to be created, both parties have to be introduced. This is where the book launches enter. When well organised, they become an important cultural event. The cultural events focus on culture, encourage creativity and self-expression and promote discussions about the subject (Audi, 2008). The encouragement and stimulation of debates is relevant for the development of academic literature and knowledge.

Another important aspect of the book launches is exposure. In many launches both the name of the book and its author are unknown. This happens mainly in the fields of specific literature, otherwise known as non-popular literature to which academic publications belong. As the community can already have certain expectations in identifying a publisher, the brand of the publishing house plays a key role for connection.

It is wrong to think that book launches are events for selling books. Some of the readers that attend the launches already have the books and are eager to get them autographed. This is one more argument to stress the cultural basis of the book launches and not the economical one. Even if a possibility to acquire a book is always provided during the events, the key purpose is to expose the author and to activate the communication (Hill, 2009).

Book launches gather together specialists in the area, so the interchange of experience and knowledge becomes possible. The events are usually open to everybody. This creates great opportunities for the public to engage with the latest tendencies of contemporary academic publishing.

However, the unique features of this kind of literature may create an obstacle for dialogue between the book and the reader. On the one hand, the complexity of the literature reduces the public attendance of the book launches and the popularity of the academic publications. On the other hand, it educates the readers and does not let the quality decrease. Academic and educational literature is being kept apart from fiction and maintains a certain circle of readers. Even if they do not correspond to the mainstream, book launches often play an important integrating role by showing to society the general tendencies of the academic world.

### **2.2.1 Advertising the Book Launches**

The publication of a book is a momentous event for the author, the publisher, the collaborators and the readers' community. The willingness to organise a book launch is usually a choice of the author. In Coimbra University Press the date, the location and the circumstances of every book launch has to be discussed with the publishing house. The responsibilities of CUP during the launches include having a representative to make a keynote speech on behalf of CUP, which is usually held by the director, and also to ensure the possibility to purchase the publication. The other crucial responsibility is to disseminate in advance the information of the book launch.

8 launches occurred in CUP in the period of September 2011 – January 2012 (cf. pp. 16-18).

One of the work assessments in which I participated was the promotion of book launches digitally. The promoting process included posting the news in the social networks together with the websites of CUP and of the University of Coimbra and spreading the information through the mailing lists of CUP.

After the date and the place of the launch are settled with the authors, a press release and an invitation have to be created. Writing a short text about the book and the author is often committed to the trainees and the design of the invitation is the responsibility of the infography and multimedia staff (Carlos Costa). The image of the book cover is usually used in these communications.

#### **2.2.1.1 In the websites of Coimbra University Press and the University of Coimbra**

The information about the event is first posted in the website of Coimbra University Press (cf. [http://www.uc.pt/imprensa\\_uc](http://www.uc.pt/imprensa_uc)). Attention and accuracy is needed for the texts that will be available to the public to ensure correct information and orthography. The textual information about the launch together with the details about the book itself and the authors is posted along with the book's cover image and it appears in the *News (Notícias)* section of the website (See Figure 1).



Figure 1. An example of news about the book launches posted in CUP website.

(Source: [http://www.uc.pt/imprensa\\_uc/noticias/psicologia/](http://www.uc.pt/imprensa_uc/noticias/psicologia/))

The section maintains the layout of the website as well as of the website of the University of Coimbra (UC).

The promotion of the book launches raises interest in the event, because the information reaches the target public. Information becomes available for people interested in academic literature – visitors of the online bookstore (*Livraria online*).

The request to share the information in the news section of the website of the University of Coimbra is sent to the person responsible for the content management of the website. The information is copied from the website of CUP. To assure that the news will appear and capture the public's attention the dissemination of information has to be done in advance since there is so many news to be highlighted within the academic community.

### 2.2.1.2 Invitations to the mailing lists

Marketing policies, no matter in what form, perform better when interest is shown in the potential client. Invitations, even if not personalised, encourage curiosity about the event and highlight the organiser's objectives. Unlike a post in mass media, an invitation sent to the mailbox of a person calls deeper attention. Also the information spread by known institutions is treated with higher confidence by the client. Every promotion of the book launch is being focused on the area that the book belongs to, so the mailing list is chosen strategically.



The contact lists of Coimbra University Press are grouped in several mailing lists:

the staff of CUP (the present team, the former team members);

Editorial Board of CUP;

Chancellery of the University of Coimbra;

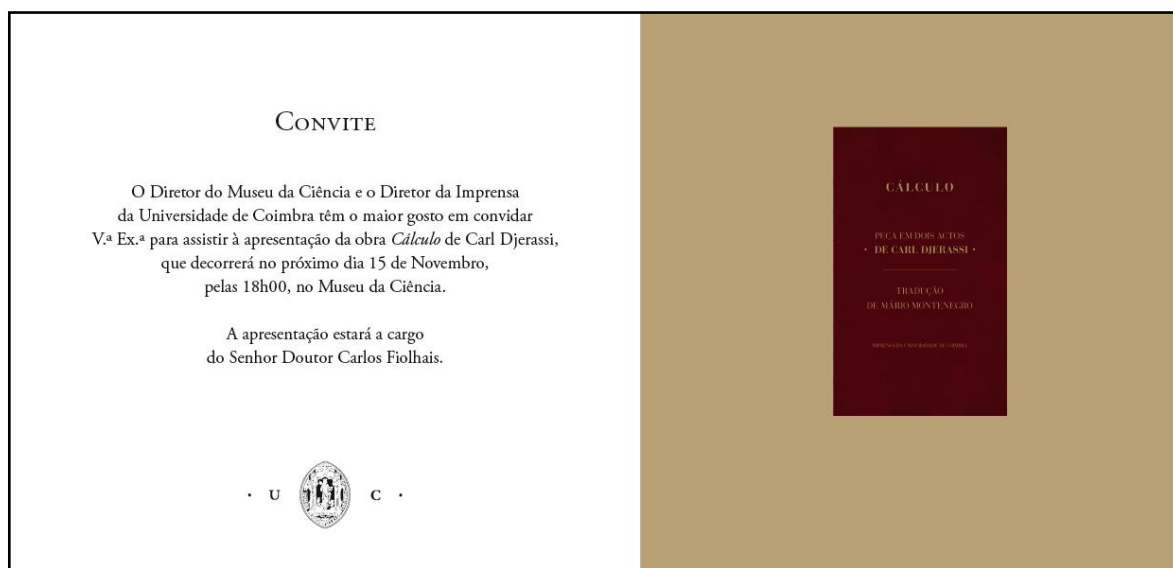
Administration of the University of Coimbra;

the list of authors of CUP;

the Alumni of the University of Coimbra.

In the case of the Administration of the UC further dissemination of information within the departments is also expected.

The process is carried out using the *Microsoft Outlook* software attaching an invitation (See Figure 2). See an example below:



**Figure 2.** An example of an invitation of CUP: book launch of “Cálculo” by Carl Djerassi.

(Source: Coimbra University Press)

Cristina Pinto, the press agent of UC, helps to spread the information beyond the University environment. The invitation (in two formats: JPG and PDF), the press release, the cover picture and the information about the collection, which the book belongs are sent to the press agent. In this way, information is shared with the mass media.

However, because of the immense flow of varied information and the significant number of events among the academic community, the book launches sometimes go unnoticed and only draw the attention of the specialists in the area.

### 2.2.1.3 In the social networks

In 2004 the concept of *Web 2.0* appeared, which highlighted the natural changes that the web in general had been going through. Tim O'Reilly, the founder of an American media company *O'Reilly Media*, summarized these changes as a transformation of a user from a receiver to also a supplier. In other words the new user is a “prosumer”, i.e. a consumer who also produces information (Lloyd, 2009). The social networks are one of the consequences of this transformation. In short, social networks are spaces of unlimited sharing and communication and together with other *Web 2.0* technologies (blogs, social bookmarking, search engines, etc.) they are becoming a significant part of business, marketing and social media.

Coimbra University Press, being conscious of the impact of social networking today, has an account with two of the most popular: *Twitter* and *Facebook*. (See Figure 3)



Figure 3. CUP in the social networks: the page on Twitter (on the left) and Facebook.

Both are mainly used to post the news about recent publications, book launches or other events. The technology also permits the internet users to choose the online account of CUP as their favourite. This allows the expansion of the circle of clients and collaborators. My responsibility was managing the information in the social networks regarding the cultural events of CUP.

*Twitter* is used by CUP to post short (140 characters) messages, informing about book launches. Due to the limited space, the information about the events has to be extremely reduced, so the priority is given to the date, the location and the name of the book being

launched. The news would usually represent the following structure: “Terá lugar no dia 14 de Dezembro, pelas 18h30, na Livraria Almedina Estádio, o lançamento do livro "Eça de Queirós: riso, memória, morte" ” (posted on *Twitter* on 2011/12/12).

Short messages of *Twitter* function as an informative detail with no personalization or intervention of the publisher itself (it is different from sending an invitation). However, the concentrated information has higher probabilities to capture the attention of the target audience.

The technologies of *Facebook* are now being more used in CUP due to a large circle of users and of easier accessibility. The page has an institutional profile, which is different from a personal profile. The page of CUP can be added to the list of the favourites, but not to the list of friends, because it functions as a page and not as a personal account. The main activity of CUP is described as “university publisher” in the *Facebook* page of CUP. 4 750 *Facebook* users have marked themselves as fans of the page (data taken 2012/04/16, 18:31 UTC).

This social network is used to post news about recent publications, future events and book launches.

It is also useful for the exchange of comments and impressions and to maintain contact with readers, authors or other publishers. The unlimited space makes it easy to share the news and these may be illustrated with images (book covers) or logotypes, which increases their visibility. The text that is used has salutation and end notes. The information provided about the event also has a short description of the books and authors.

The linguistic and graphic characteristics of *Facebook* increase the users’ curiosity and shows detailed information.

Taking part in social networking is truly beneficial for CUP as it provides it “with a space to work out identity and status” (Boyd, 2008: 120). As already mentioned, the publications of CUP do not correspond to fiction or to popular literature in general, so it is crucial to maintain the circle of interested public. The publishing house has been making important steps for the integration in the academic and scientific community by using these social networks.

In this case, seemingly more feedback and interaction from the public would be expected. The reflections and opinions about the publications could be shared online. According to Weber in *Plug Your Book: Online Book Marketing for Authors, Book Publicity Through Social Networking* (Weber, 2007: 16), it is word of mouth that can make a book really successful.

Besides creating bonds between the readers, the authors and the publishers, this would indirectly give the publishing house ideas for the future projects.

### 2.2.2 Discussing the attended book launches

Seven book launches of Coimbra University Press were attended during the period of the internship. The book launches were:

*Psicologia das Organizações, do Trabalho e dos Recursos Humanos* by A. Duarte Gomes.

Date: 2011 October 3<sup>rd</sup>

Place: Faculty of Psychology of the University of Coimbra, Coimbra.

*Impressões sobre Música Portuguesa, Panorama, Criação, Interpretação* by José Eduardo Martins.

Date: 2011 November 3<sup>rd</sup>

Place: National Museum Machado de Castro, Coimbra.

*Cálculo* by Carl Djerassi.

Date: 2011 November 15<sup>th</sup>

Place: Science Museum, Coimbra.

*A Popularização da Cultura Republicana* by Lia Ribeiro.

Date: 2011 November 23<sup>rd</sup>

Place: *Almedina* Bookstore, Coimbra.

*Estudos do Século XX n° 11*

Date: 2011 December 13<sup>th</sup>

Place: Academic Theatre Gil Vicente, Coimbra.

*Africa Nossa. Império Colonial na Ficção Cinematográfica Portuguesa (1945-1974)* by Jorge Seabra.

Date: 2012 January 9<sup>th</sup>

Place: Cultural Centre Dom Dinis, Coimbra.

*TerraVita Sadia* by Maria Helena Henriques and Maria José Moreno.

Date: 2012 January 26<sup>th</sup>

Place: Centre *Ciência Viva Rómulo de Carvalho*, Coimbra.

Several generalisations can be made about CUP book launches, based on impressions obtained from attending these 7 events.

Greater interaction with the audience at the book launches is directly proportional to curiosity being raised about the publication. The interaction can be expressed in:

- Additional cultural elements – as in the case of the book *Impressões sobre Música Portuguesa, Panorama, Criação, Interpretação*, where the author performed a piano recital.
- Using the place of the launch as an integrative element – as in the case of *TerraVita Sadia* – a children’s book, that deals with popular science issues. The book was presented in the interactive centre of scientific awareness Centre *Ciência Viva Rómulo de Carvalho*.

Or the book launch of *Psicologia das Organizações, do Trabalho e dos Recursos Humanos*, which was organised in the Faculty of Psychology of the UC.

Among all the launches occurred during the period, the last three were the ones that had the highest number of participants. Such attendance was due to curiosity about the book itself, to the name of the author (authors) and their connections.

The book launch of *TerraVita Sadia* was the one that provoked most interaction, as there occurred severe discussions. *TerraVita Sadia* is published in two versions: for children and for young adults. It also has Braille edition. The book deals with the issues of human behaviour in the natural world and raises the questions of ecology. *TerraVita Sadia* belongs to the collection *Descobrir as Ciências* of Coimbra University Press, which, at the moment, includes 5 books of eco literature for young readers. The Centre *Ciência Viva Rómulo de Carvalho* had been chosen as the place for the launching because of the book’s profile and the fact that the authors, Maria Helena Henriques and Maria José Moreno, are professors in the area. The main purpose was for the audience to interact through science.

The Centre *Ciência Viva Rómulo de Carvalho* is adapted for children activities, has coffee service and a large supply of scientific publications to read. After both authors delivered a

speech, the audience was curious. The usual questions were raised: the idea of the book, similar publications of the authors, etc. Many questions on the blind edition were also asked.

From a cultural standpoint the book launch was a success. It encouraged debates, reading and awareness of the issues.

The audience could purchase the books at a promotion price during the event and the authors were eager to have the books autographed.

It is advisable to arrange appropriate speakers to stress the role of the book for the (academic) community and the value for the area. Prof. Dr. Delfim Ferreira Leão, the director of Coimbra University Press, usually opens the book launches with an inspiring greeting and expresses his appreciation on behalf of the publishing house. As mentioned before (cf. p. 10), the image of the publisher performs a crucial communicative role between the book, the author and the public. Specialists in the field who are acquainted with the book are invited by the author to give their own perspective. For example, Prof. Dr. Carlos Fiolhais, a full professor at the Department of Physics of the UC, took part in the presentation of the scientific play *Cálculo*; Prof. Dr. Vítor Neto, professor of modern and contemporary history of the Faculty of Humanities of the UC participated in the presentation of *A Popularização da Cultura Republicana*. The invited speakers offer deeper scientific interpretations of the book for the public and cooperate with the author in terms of credibility. The book launch of *Cálculo* is also a good example of a science-culture interaction, since the launch was later followed by a theatre play based on the book.

The book launches of Coimbra University Press already discussed show how important these events are for the increasing awareness of academic culture. Despite moderate attendance (the numbers vary from 7 to more than 40 people in the audience) the launches achieve a communication goal. This is an advantage for the author's name and works; for the readers' discovery and widening of horizons; and for the publisher's brand name and the catalogue as well as the circle of communication. The benefits for the community are the promotion of reading and literacy as well as giving room for self-expression.

### **2.3 Publishing contracts**

Considera-se de edição o contrato pelo qual o autor concede a outrem, nas condições nele estipuladas ou previstas na lei, autorização para produzir por conta própria um número determinado de exemplares de uma obra ou conjunto de obras,

assumindo a outra parte a obrigação de os distribuir e vender. (Título I, Capítulo III, Secção I, Artigo 83.º)<sup>2</sup>

A publishing contract is a commercial contract and has three main distinctive points: distribution, reproduction and the sale of the publication. A contract has to be in a written form to be valid; it also has to mention the number of editions, the number of copies and the price of the publication.

The publishing contracts of CUP meet all the legal requirements, are easily comprehensible and normally take up to 4 pages. A publishing contract has the following structure: in the first part the parties: the publisher and the author, and the name of the book are mentioned; the 2<sup>nd</sup> Clause talks about the number of editions, number of the copies and a possible reediting of the book; the 3<sup>rd</sup> Clause deals with the obligations of the author in terms of the originality of the book and respecting the deadlines and loyalty to the publisher; the 4<sup>th</sup> Clause is for the obligations of the publishing house. They include the responsibilities of the inherent expenses, respecting the copyright, involving the author in the process of the creation of the physical book, promotion of the book and handing the agreed number of copies to the author; the 5<sup>th</sup> Clause deals with the price of the book and the fee for the author. The 6<sup>th</sup> Clause, which deals with the permission/restriction given by the author for the sale of the book in digital format, was the target issue of this work assignment and will be discussed in more detail below. The 7<sup>th</sup> and the 8<sup>th</sup> Clauses talk about the possible changes of the contract; the 9<sup>th</sup> Clause refers to the *Código do Direito de Autor e dos Direitos Conexos*; the 10<sup>th</sup> Clause states the final considerations. After the 10<sup>th</sup> Clause the whole contract is signed by both parties.

The work, regarding the publishing contracts, involved verifying and correcting the 6<sup>th</sup> Clause of the contract:

2. ...Compromete-se também o Autor, em igualdade de circunstâncias, a dar preferência a esta última, e bem assim a não autorizar, sem o consentimento expresso da Casa Editora nesse sentido, a reprodução ou edição, total ou parcial, da obra por qualquer outro meio susceptível de permitir a sua utilização, nomeadamente através de suportes informáticos ou processos electrónicos.

3. O Autor autoriza a divulgação da obra através do Google Books onde serão reproduzidos excertos descontinuados de capítulos, nunca excedendo 30 % do total da obra.

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<sup>2</sup> Código do Direito de Autor e dos Direitos Conexos, *Diário da República*, 1.ª série – N.º 64 – 1 de abril de 2008.

4. O Autor autoriza a venda da versão digital da obra através da livraria on-line ou de outra plataforma de venda de conteúdos digitais. (from Cláusula 6<sup>a</sup>)<sup>3</sup>

The presence of the works of Coimbra University Press in the digital world is regulated by the order IUC/2345/09 “*Obras em suporte digital*” (See Appendix 1). According to the commitment, the publisher makes available 30% of publications in *Google Books* database. (Only excerpts of the book are displayed, never a complete body, to encourage the acquisition of the works.) One of the purposes of CUP in creating this order is the commercialization of the books in digital format through the online bookstore (*Livraria online*) of CUP. The PDF file format is used to facilitate the search and to avoid the risk of mutilation by third parties. The system of the online bookstore makes the payment process easy with the *Paypal* technology, manages the stocks and is environmental friendly. The order IUC/2345/09 assures the 10% fee for the author of the price of the PDF document, which naturally turns out to be cheaper than the publication in paper.

Recently, the contracts allow the commercialization of the books not only through the online bookstore, but also through other platforms of digital publications.

The work assignment included verification of 227 publishing contracts of IUC from the period of 1999 – 2011. From these contracts 8 expressed the author’s restriction for the sale of the book in digital format and 84 had no reference to the subject. The rest of the contracts (135 contracts) stated the author’s permission. Of these 135 contracts 62 refer to the order IUC/2354/09. This means that the commercialization of the book is permitted through the online bookstore. The rest 73 contracts express the permission of selling the book in various digital platforms, as shown above in Cláusula 6<sup>a</sup> (cf. p.19). Two contracts were modified with the addition of Cláusula 6<sup>a</sup>, which permitted the digital book distribution.

The fact that almost 60% of the contracts allow the distribution of the publications in digital form shows clearly the awareness of the importance of the availability of a book in digital space. The authors are conscious of the role of technology in the promotion of a book.

On the other hand, concerns with violation of copyright, as well as the supportive attitudes to traditional reading, keep some authors away from entering the digital book market. The authors, whose contracts do not yet make reference to the subject, might have not been informed or have not made the decision, since the documents are always being updated.

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<sup>3</sup> Publishing Contract of Coimbra University Press.



Keeping a written registry of the digital distribution allowance helps Coimbra University Press to plan the activity in the digital book market and to cooperate with the authors to respect their interests.

## 2.4 Quality control

According to ISO 9000<sup>4</sup>, quality is a “degree to which a set of inherent characteristics fulfils requirements”. The idea of quality management as a tool of business development dates back to the beginning of the 20<sup>th</sup> century and is being implemented successfully today. Total Quality Management theory is based on three main principles which are:

- Satisfaction of the needs of the customers;
- Constant improvement of the products and processes of the organization;
- Involvement of the staff to the process of the improvement (Vanagas, 2004).

In the case of Coimbra University Press, as in every commercial publishing house, it is both, the reader and the author, that must be satisfied with a final result – a book. From the several concepts of quality there are three that can be directly applied to a book: quality as zero defects, quality as correspondence to requirements and standards; and quality as customer satisfaction (Vanagas, 2004). The quality control has to be organised to assure the functioning of this whole process.

ISO 9000 defines quality control as a “part of quality management focused on fulfilling quality requirements”. The requirements in the case of a book, as a final physical object (excluding the part of the contents and just focusing on physical features), have to do with printing as well as with a graphical and aesthetical quality.

Since CUP collaborates with various printing-houses, the quality of the final project often becomes an unpredictable factor. The risk is higher when the collaboration happens with an unknown printing-house. There are cases when the final quality of the book does not pass the control carried out by CUP staff. It may be the result of the miscommunication of the parties, of lack of experience or of the technological issues.

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<sup>4</sup> ISO 9000: 2005 Quality management systems – Fundamentals and vocabulary.

When the new books arrive from a printing-house they are carefully inspected for flaws. The trainees of CUP had an opportunity to participate in various activities of quality control.

The process of quality control of the book *Ritmos do Jardim Botânico da Universidade de Coimbra* (See Figure 4) will be described in a more detailed way.



**Figure 4.** The cover of “*Ritmos do Jardim Botânico da Universidade de Coimbra*”.

(Source: [http://www.uc.pt/imprensa\\_uc/catalogo/outros/ritmos](http://www.uc.pt/imprensa_uc/catalogo/outros/ritmos))

More than the average number of physical flaws was found during the primary verification of the *Ritmos do Jardim Botânico da Universidade de Coimbra*. Since an official report to the printing-house had to be prepared this led to a deeper investigation and analysis of the flaws. 258 copies of the book were verified. Several types of defects were noticed during the process of quality control.

The flaws found were (See Appendix 2):

**Errors of cut and creases of the pages.** The imperfections of the edges are noticed easily because of the small format of the book (dimensions: 150 x 220 mm; number of pages: 118). Pages of 201 copies had paper overhang – a result of a defect of the cutting machine. Paper creases were found in the majority of pages of the book, making the thickness of the book increase disproportionately.

**Dirt on paper.** The excess of glue or extraneous ink was noticed in some pages and was not aesthetically pleasing; 253 copies in total were found with this flaw.

**Composition errors.** The horizontal lines of the left and right pages in some of the text parts were not of the same height. It could be easily spotted because of the rectangular shape of the photographs. Sometimes the text line was also with a different height due to the

unequal cuts. The random flexures had made the flaps to have a different width; 247 copies of the total had composition errors. The flaps of the cover were not symmetric in 156 copies.

**Lack of drying.** Due to the high number of photographs that accompanied the text a lot of ink was used on the paper of the book. As a consequence the paper turned slightly wet. The lack of drying time left marks on the clean spaces of some pages. The marks created the illusion of duplication of the text. All the 258 books inspected had at least one example of this flaw.

**Printing errors, imperfection in the quality of colours.** Many of the pages that have a solid background had traces of other colours. The chromatic unity of the background got destroyed. The tone of the traces was usually similar to the dominant colour, which was disturbing for the eye of the reader. All the copies inspected were flawed.

**The “grain effect”.** The most common problem of the pages with a dark background was the “grain effect” – many tiny spots of a lighter colour on the page. The flaw was noticed in 253 copies.

**Finishing.** Since the book serves as a type of album, the pages with the photographs are covered with a layer of varnish to increase the brightness and highlight the colours. The finishing touches were flawed in 253 copies and the pages were pale.

*Ritmos do Jardim Botânico da Universidade de Coimbra* can be considered a small album, which describes the life cycles of the plants of the Botanical Garden of the UC, so the graphical and aesthetical quality plays a main role in communication and representation. Naturally, the attention is focused on the colours and contrast of the photographs and on the state of the paper. The flaws found during the quality control process were relevant enough for the books to be returned to the printing-house.

All 258 copies were inspected and numbered (See Appendix 3). A table was created and the flaws were classified into different groups. It allowed to register the particular flaws found in every copy. The work assignment was carried out by 3 trainees, who later had to sign the report. The report with the conclusions of the quality control was prepared together with the photographs of the flaws in order to return the books to the printing-house.

The strict quality control in this case ensures a supply of a well-structured product, which in fact keeps the readers and the author satisfied. The participation of the team members is important to improve the overall functioning of the office, become aware of the need for work quality and come up with possible solutions for development. The structural

guidelines are also beneficial to both parties: the publisher as well as the printing-house for future improvement.

## 2.5 Digitisation of books

Contemporary society is referred to as information society, because the creation, diffusion, use, manipulation and accessibility to information are significant economical, political, and cultural activities. Information technology enters here as the means and marker of this whole integration. Books, as a means of extension of the knowledge and memory of humankind have already entered the digital world at high speed.

The debates about the future of the traditional paper book are borderless, but, according to Zaid in *So Many Books* (Zaid, 2004: 52), the truth is: “we want books to be democratic objects, to be read by everyone, to be everywhere accessible, but we also want them to continue to be sacred”. The “sanctity”, in this case, involves the respect for the book as a cultural object considering the continuing role of reading and of the book itself during the history of humankind. The awareness of the limited nature of physical space to store the knowledge and information makes more and more institutions, especially the ones related directly with storage of books, turn to massive digitisation.

Coimbra University Press as an academic publisher wants to contribute to the promotion of scientific culture and, according to the director, Prof. Dr. Delfim Ferreira Leão, the project named *Pombalina* was created to honour the prime minister Marques de Pombal (1699 – 1782), a source of inspiration in the foundation of Coimbra University Press.

The *Pombalina* platform forms a part of the UC *Digitalis* project (See Figure 5). It is a global project of the University of Coimbra that has the responsibility to disseminate digital contents with the intention to organize an interchange of knowledge for economical, social and cultural development. The *Pombalina* platform is a digital storage of books not only connected directly with the publishing activities of Coimbra University Press, but also representing other publishers, mostly within the University environment (for example, *Centro de Estudos Clássicos e Humanísticos* and *Centro da Literatura Portuguesa*). The platform also includes valuable works in the public domain, and therefore it is becoming a space for the scientific and cultural dissemination of the Lusophone world in general.

The access to the *Pombalina* platform is open to the University community within the connected institutions.

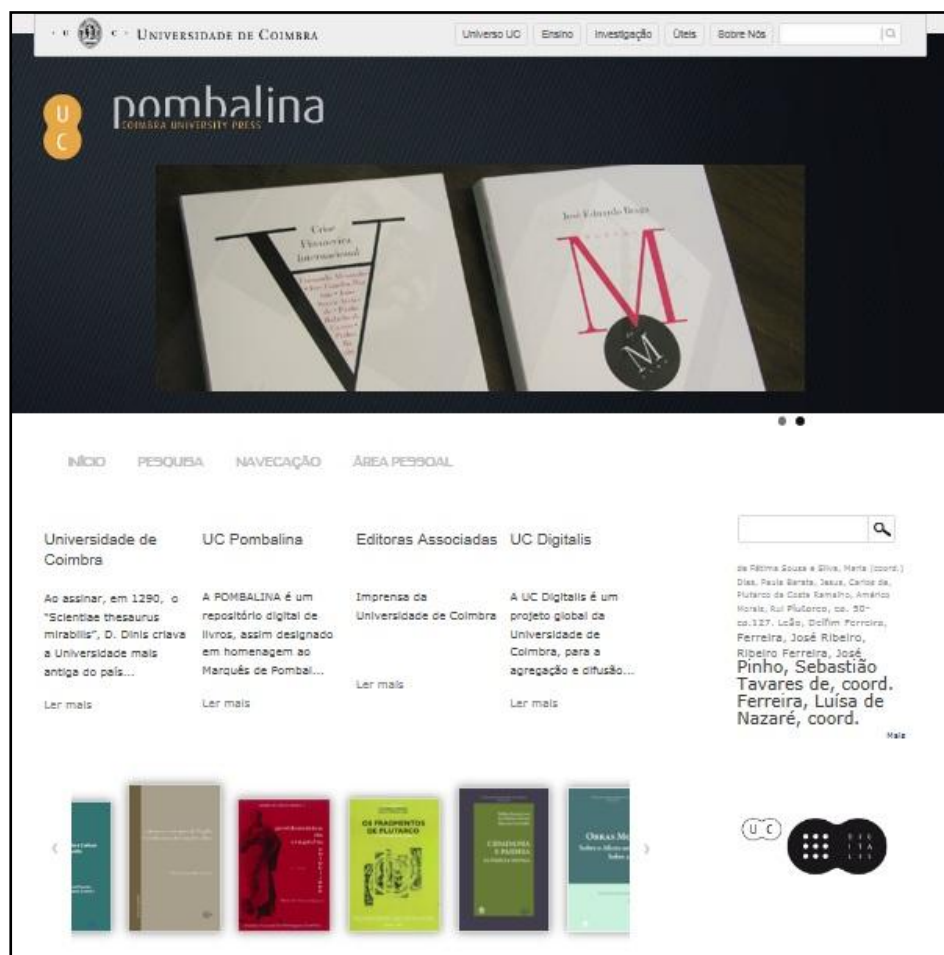


Figure 5. The Pombalina platform

(Source: <http://digitalis.uc.pt>)

1001 eBooks are planned to be included in the *Pombalina* platform in the initial stage. A list was made of 700 antique works to be digitised, some of them dating back to the 18<sup>th</sup> century.

The criteria for selecting the publications were the following:

- Accessibility – the books that had their paper copies in the funds of the General Library of the UC were selected first.
- Interest and significance of the book – the persistent value and the relevance of the works to modern society and their contribution to scientific and cultural investigations were considered.
- The author – all the works of famous authors got selected to ensure their preservation.

- Number of pages – to speed up the opening of the *Pombalina* platform the books with less pages were selected for the primary stage of digitisation.

These criteria are not definite because they only apply to the initial stage of the platform. The process of digitisation will continue, to get all the publications of CUP available online.

The UC *Digitalis* also includes UC *Impactum*, a digital platform for periodicals.

The digitisation of approximately 100 books was proposed for each of the trainees of CUP. After the selection of the publications to be digitised, done by the director of CUP, the digitisation was the primary technical step for the platform to be created. Later the digitised books will have to be formatted and uploaded to the system.

The General Library of the University of Coimbra is the place where the digitisation process was carried out by the trainees. With the collaboration of the staff of the library the first part of the 700 publications was collected and prepared to initiate the work. The room Belisário Pimenta (1879 – 1969), a historian and publicist, who offered his personal collection of publications to the library, was chosen for the scanning process.

The equipment used for the digitisation is a scanner *e-Scan DigiBook* (See Figure 6), a product of *i2S Group*<sup>5</sup>.



**Figure 6.** The scanner “*e-Scan DigiBook*” used in the process of creating the *Pombalina* platform.

(Source: [http://www.i2s-digibook.com/produits.asp?IDPAGE=77&sX\\_Menu\\_selectedID=left\\_BC60CF75](http://www.i2s-digibook.com/produits.asp?IDPAGE=77&sX_Menu_selectedID=left_BC60CF75))

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<sup>5</sup> The *i2S Group* is a European company, founded in 1979 that today specializes in digitisation of cultural heritage resources, industrial production monitoring and the development of innovative digital vision solutions. The business unit responsible for converting the resources of cultural heritage into digital is *i2S DigiBook* (cf. [http://www.i2s-bookscanner.com/pageseditos,44,left\\_DA321150,i2s,digibook,group.html](http://www.i2s-bookscanner.com/pageseditos,44,left_DA321150,i2s,digibook,group.html)).

The policy of *i2S DigiBook* for preserving and adding value to cultural heritage objects within these kinds of publication corresponds to the policy of CUP for the preservation and promotion of scientific culture. Because of its solid experience over several years and its strong spirit of innovation, *i2S DigiBook* offers a complete product line to the customers. Besides the scanners, they also offer the software, technical support, training, consulting and a remote maintenance. The *e-Scan DigiBook* itself is designed for large scale works, such as archives, libraries, corporations, governmental organisations, etc. therefore this device has several distinctive advantages:

- Respect for the original works because of the non-aggressive lighting and because of the protection for the bindings and covers;
- Ease of comprehension and usage;
- Ergonomic and user-friendly because of the comfort;
- High productivity;
- Interface with other devices;
- Reliability and technological resistance.

The presence of qualified human resources is as significant as that of high quality, modern technology, in order for the process to be well performed.

As an example, the Internet Archive states that the conditions for accepting volunteers of book scanning include: being comfortable with repetitive motion, conscientiousness and detail-orientation to work, having reasonable computer skills and a basic knowledge of digital files and digital cameras. Personal characteristics as determination and capability to work individually are required. Decent physiologic qualities are needed to be able to stay in a sitting position for a few hours and to lift possibly heavy books. Moreover, accuracy and ability to gently handle precious publication collections is requested. A love of books in general, as well as a strong will to contribute to the world's largest digital open source library is a great advantage (cf. <http://archive.org/about/archivejobs.php#vol>).

Students of Publishing Studies are suitable to perform the book digitisation, because of their motivation and comprehension of a book as the focus of investigation. On the other hand, global tendencies towards digital information turn the activity to be a way of investing in the future. Therefore the trainees of CUP were enthusiastic and eager to carry out the proposed task, contributing to the promotion of scientific reading.

A relaxed, inspiring atmosphere and certain necessary factors were prepared for the task. Breathing masks and gloves were given to protect from possible allergies or health disorders caused by dust, mould and bacteria that are likely to accumulate on old books. The gloves also served for protecting the books due to their fragile nature caused by time. Also a letter opener was provided to slit uncut pages of books.

Probably the most exciting part was exactly the acknowledgement that many of the copies to be scanned had never been read and opened before. The trainees had to be careful and gentle with the antique publications while slitting the pages because of the fragility of the paper. The pages could not be damaged in order to protect the content.

The scanner *e-Scan DigiBook* turned out to be simple to use. It is designed with the intention to imitate the real process of reading, so the process involved flipping the pages at a certain speed to avoid corrugation. The scanner has two scanning modes: automatic and manual. Though the automatic mode saves time and energy, the short amount of time given to turn the page increases the risk of failure. On the other hand, the manual mode implies touching the screen each time before scanning a page, but it is safer in terms of quality. Accuracy and attention were needed to avoid mistakes. After a book had been scanned it was marked on the list of the books selected. In order to avoid confusion, the name of the person who scanned the books and the corresponding date were recorded.

Each book digitised was placed in a separate folder of the portable hard disc with the name of the book to facilitate further treatment. The formatting had to be done later by the pre-press staff to correct the marks and the shadows left on the scanned pages or the illegibility caused by the contrast of paper. The OCR system was applied for the eBooks to enable search options.

More than 30 antique publications of Coimbra University Press were digitised in a period of about two weeks. The number of pages in the books varies from 80 to 350 pages. All the books were digitised in the greyscale regime, since none of them had colourful illustrations. However many were, in fact, highly illustrated and rich with graphic elements. The books that were digitised had been published between the years 1895 and 1934 (this last date marks a pause in the activity of CUP).

One finds it difficult to generalise about the content of the digitised books, since only a part of all the books was explored. However it is clear that the publications are of academic and scientific nature and represent a broader cultural knowledge. There are various biographies of famous scientists or culture activists (e.g. Gil Vicente, Jerónimo Osório, Louis



Pasteur); different types of medical and oenology manuals; analysis of diverse works and theories (e.g. lyrics of Camões, letters of the king D. Pedro V); various descriptions of journeys, including routes and maps (e.g. trips to India, trips to Brazil). Generally a lot of scientific material is attached to the publications. There are also examples of practical books with certain regulations or rules (e.g. privileges of foreigners in Portugal, language rules) and even poetry books (Sainte-Beuve, Camões). Despite the fact that most of the books scanned were originally in Portuguese, works translated from French and English were also found.

The difficulties that occurred during the task were due to technological details. Although the usage of *e-Scan DigiBook* is rather effortless, indeed, the scanner performed certain dysfunctions because of the workload and the intense regime. This interrupted the work rhythm slightly. Also because of the fragility of the objects and the imperfections of the antique binding technologies, some books were not easily placed on the scanner and did not sit flatly. Despite that, the task was being completed with a lot of motivation.

Archiving is crucial for the cultural conservation of the academic writing found in the books. The goal is raising accessibility and public awareness and at the same time preservation of the material. This is why these valuable antique publications are being brought to light using library funds in making them available in digital format. The idea can be referred to the philosophy of the oldest digital library Project Gutenberg, created in 1971, in the United States of America.

It was initiated by Michael Hart (1947 – 2011) at the time a student at the University of Illinois, who is titled as a creator of the first ever eBook. Basically, the United States Declaration of Independence was typed. Project Gutenberg today has more than 39000 eBooks available (cf. <http://www.gutenberg.org/>).

The Project is free and is run by volunteers. Despite the undeniable advantages and innovation brought to the book world, the Project is sometimes criticized for being less rigorous in content, since there are works that had been typed in manually. Also many of the books have poor layout to make it suitable for different formats. The modifications and linguistic corrections done to update the grammar and the spelling complicate the search of original language usage. However, what is to be highlighted indeed about the Project is the encouragement of “creation and distribution of eBooks” (Michael Hart) as well as the fighting for literacy and reading in general, together with the inspiration provided for multiple future projects.

Coimbra University Press shares similar virtues. The *Pombalina* platform has several production standards. First, the collection of books is of scientific-academic nature, so the disproportion of the diversity of the typology does not come into play. Also, since all the publications are scanned there are no mutations of the content. As for the graphical and aesthetical part, much care is taken to correspond to the professional level of book design of CUP.

To conclude, the antique publications of Coimbra University Press are sought to be restored in order to promote further discovery and recognition and to be treated with respect. The popularity and relevance of these publications in the information society can be proportional to the demand for knowledge, scientific curiosity and history as a pathfinder of future progress.

## **2.6 Systematization of the sales data**

Keeping a track of the sold production is one of the crucial elements to supervise the position in the market of a company. Sales accounting, as one of the financial accountability rates, is a significant index for the company itself as well as for the legal financial institutions.

The whole sales cycle includes several stages (Kalčinskas, 2007: 112):

- taking and registering the orders;
- confirmation of the sales on loan;
- shipping the goods purchased;
- making out the invoices and registering the sales;
- registry of the discounts and refunds;
- registry of payments;
- debt management.

Account-keeping in Coimbra University Press is usually done by the secretary responsible for invoices, Catarina Salgado. I had an opportunity to participate in the sales cycle, the stage of making out the invoices and registering the sales, in particular. The task was to systemise the data of the sold publications in the period of 2006 – 2009, using the information of the invoices and the sales registered. The final objective was to complete the sales statistics of CUP between 2006 – 2011.

The documents listed below are the archived invoices that were used to complete the statistics.

**Invoices of CUP** (*IUC Factura*) (See Appendix 4) – commercial documents of CUP that indicate the products (publications) or the services, sold or provided to the client, together with their quantity and the price. The necessary data of the invoice is the following:

- A unique reference number and series number of the document – found in the upper right corner of the invoice (*Factura N<sup>o</sup>*).
- Date of the invoice, found below the reference number.
- Juridical data of the seller (CUP) – found in the upper left corner of the document. The data includes: the logotype, value added tax (VAT) identification number, the full name of “Coimbra University Press” and the address.
- Juridical data of the client, found in the upper right corner, below the date. The data includes: the VAT identification number of the client, the full name and the address.
- Description of the products/ services (in the case of CUP, the names of the publications), with the quantity purchased and the unit price.
- The discounts. CUP applies 20 % discount for official entities; 30 % discount for the academic community of the University of Coimbra and 45 % discount for the authors of CUP when purchasing a book from the bookstore or directly from the publisher.
- The VAT being charged. (The VAT applied for books is 6% since July 1<sup>st</sup>, 2010; the former sales had a VAT of 5%. [cf. *Portal das Finanças*]).
- The total sum to be paid.
- Payment terms and delivery terms.

The invoices of CUP prove that a publication has been sold, but do not prove any payment. This is common with legal entities.

**The cash sales of CUP** (*IUC Vendas a Dinheiro*) (See Appendix 5) – commercial documents usually issued to the final customer on the moment of the immediate payment. The structure is similar to the one of the invoice, but the payment terms and the delivery terms, as well as the discount field, are omitted. The confirmation of the supply on the spot is proved with a phrase on the bottom left: “*Os artigos foram colocados à disposição do cliente em...*”

with the same date as the date of the document. Cash sales of CUP are used for selling books through the *Online Bookstore*, directly in the premises of CUP or during the book launches where the bargain happens instantaneously.

**Invoices of Coimbra Editora** (*Factura Coimbra Editora Limitada*). *Coimbra Editora* as the distributor of the publications of CUP provides the invoices that state the numbers of the publications of CUP sold every half-year.

Since the invoices are archived in an organised manner it is easy to access them, however certain difficulties occurred during the work task provided.

Confusion arose because of the different book titles. The handwritten names are shortened in the invoices and cash sales of CUP – for example, in some cases the first article was omitted to save space and time and in other the article remained. This complicated the search of a book in the list. Also, the omission of the number of an edition makes it necessary to check the date of an invoice to make sure which edition is being registered. To avoid mistakes a good acquaintance of the overall catalogue of CUP was needed.

The systematization of the sales data permitted a spotlight on the most sold books and gave an insight into the tendencies and demand of academic publishing in general.

### **2.6.1 The books most sold in 2006-2011**

The three most-sold books each year since 2006 will be highlighted and discussed in an attempt to point out the tendencies of the demand of academic publishing.

#### **Year 2006**

**3010 copies** – *Ortopedia e Traumatologia. Noções Essenciais* (Adrião Proença and collaborators).

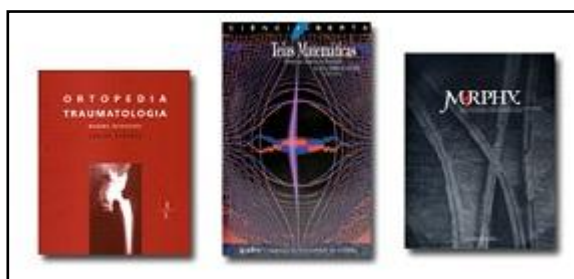
The book is a manual written in a clear and efficient way and is highly illustrated to help the study process of medicine students. An invoice of CUP was made out of 3000 copies for the Faculty of Medicine of the UC for educational purposes.

**693 copies** – *Teias Matemáticas – Frentes na Ciência e na Sociedade* ( coord. Maria Paula Serra de Oliveira).

The book deals with the significance of the complex mathematical instruments in different areas of life of the society. All the copies were acquired by the Department of Mathematics of the UC.

**371 copies** – *Murphy* – *Revista de História e Teoria da Arquitectura e do Urbanismo, nº1* (Paulo Varela Gomes and Maria Helena Barreiros).

It is the first number of this magazine devoted to architecture, which also deals with urbanism and the history of art. 53 copies were sold in the launch of the magazine, mostly bought by students of the area. The biggest part of the publications was sold by the distributor during the first semester of 2006.



**Figure 7.** *The top-selling books of CUP in 2006.*

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

## **Year 2007**

**889 copies** – *Curso de Imagiologia Clínica (DVD)* (Filipe Caseiro Alves, Pedro Belo Soares and Paulo Donato).

The course of clinical imaging with comprehensive theoretical material, practical exercises and self-evaluation forms in a DVD format was bought mostly by the Faculty of Medicine of the UC for educational purposes, using the invoices of CUP.

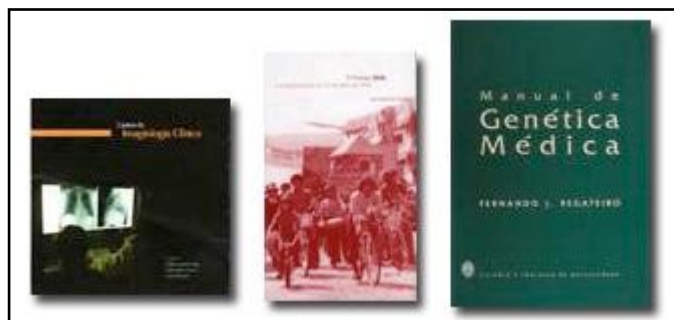
**367 copies** - *O Processo SAAL e a Arquitectura no 25 de Abril de 1974* (José António Bandeirinha).

The book analyzes the process of SAAL – *Serviço de Apoio Ambulatório Local* (Local Ambulatory Support Service) as a type of a post-revolutionary architecture.

**342 copies** – *Manual de Genética Médica* (Fernando J. Regateiro).

The manual aims to deal with the most critical areas of the contemporary genetic science, raising discussion and building specific knowledge. Topics such as the history of genetics,

DNA and mutations, cellular and molecular bases of heredity, the cancer genes, etc. are included. The book was one of the top-selling books in the distributor's bookshops during the year 2007.



**Figure 8.** *The top-selling books of CUP in 2007.*

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

## **Year 2008**

**4080 copies** – *Curso de Imagiologia Clínica (DVD)* (Filipe Caseiro Alves, Pedro Belo Soares and Paulo Donato).

The 4000 units of the DVD were acquired again by the Faculty of Medicine of the UC in 2008.

**2980 copies** – *Aspectos Práticos da Avaliação do Dano Corporal em Direito Civil* (coord. Duarte Nuno Vieira and José Alvarez Quintero).

The book intends to establish and evaluate the competence in the field of body damage as far as a table for civil law is concerned. The authors' reflections draw the attention not only of lawyers, but also of those interested in the complex expert evaluation of personal injury in civil law.

**575 copies** – *Ortopedia e Traumatologia. Noções Essenciais* (Adrião Proença and collaborators). 500 copies were acquired by the Faculty of Medicine of the UC for educational purposes.



**Figure 9.** *The top-selling books of CUP in 2008.*

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

## **Year 2009**

**1308 copies** – *Psicoterapia Institucional: memória e actualidade* (Bráulio de Almeida e Sousa).

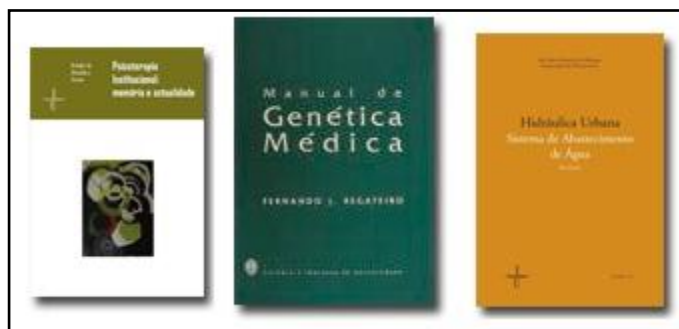
The book introduces a collection of texts related to the historical and contemporary features of the movement of the institutional psychotherapy and its methodology. The Faculty of Psychology and Education Sciences of the UC acquired 1300 copies.

**808 copies** – *Manual de Genética Médica* (Fernando J. Regateiro).

As in the year 2007, in 2008 the highest number of the publications sold (776 copies) was in CUP distributor's book shops.

**669 copies** – *Hidráulica Urbana. Sistemas de Abastecimento de Água* (José Alfeu Sá Marques and Joaquim José de Oliveira Sousa).

The text presents issues related to the analysis of hydraulic infrastructures of Urban Hydraulics, specifically, the systems of public water supply. Mathematical methodologies together with general characteristics and legal information are introduced. The highest number of copies (264 copies) was acquired by the Faculty of Sciences and Technology of the UC and some more copies (239 copies) were sold through the distributor's book shops during the first semester of 2009.



**Figure 10.** *The top-selling books of CUP in 2009.*

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

## Year 2010

**4020 copies** – *Saúde Mental* (Manuel João Quartilho).

The work highlights the theme of mental health as a factor of overall well-being. It also discusses destabilization and the determinants of the positive mental health, individual and public, in terms of prevention and promotion.

**1818 copies** – *Energia em Sinfonia* (Maria Helena Henriques and Maria José Moreno).

It is one of the few publications of CUP for children, which plays the role of promoting scientific knowledge and deals with environmental issues. The significance of the efficient usage of energy, solar and wind energy, for the harmonious functioning of nature is pictured in a playful form in this particular book. 1649 copies were purchased by the town hall of Macedo de Cavaleiros, which also cooperated in the publishing of the book.

**801 copies** – *Religião e Diálogo Inter-Religioso* (Anselmo Borges).

The book brings out the question of the dialogue among different religions as a factor of stability and world peace. The definition of religion and the changes of its role are also introduced.





**Figure 11.** The top-selling books of CUP in 2010.

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

## Year 2011

**6007 copies** – *TerraVita Sadia Infantil* (Maria Helena Henriques).

**4007 copies** – *TerraVita Sadia Juvenil* (Maria José Moreno).

The book with two different editions: for children and for young adults belongs to the *Descobrir as Ciências* collection with the goal of raising public awareness. The publication deals with the issues of human behaviour in the natural world and raises questions concerning ecology as well. The majority of the books were purchased by schools and popular science centres for educational purposes.

**626 copies** – *Empreendedorismo: do conceito à aplicação, da ideia ao negócio, da tecnologia ao valor* (Pedro Manuel Saraiva).

It is the first publication in Portuguese that successfully develops the overall concept of entrepreneurship, the transition of a simple idea to a successful business, and the will to seek for something new as a way of life. The book was enthusiastically purchased by individual readers through CUP and the distributor, as well as by various institutions.



**Figure 12.** The top-selling books of CUP in 2011.

(Source: [http://www.uc.pt/imprensa\\_uc/](http://www.uc.pt/imprensa_uc/))

Let us now look to the top-selling books of Coimbra University Press of 2006-2011 according to statistics of the annual sales.

The five most sold publications in 2006-2011 were (in descending order) (See Table 1):

**6007 copies** – *TerraVita Sadia Infantil* by Maria Helena Henriques.

Language: Portuguese

Year of publishing: 2011

Number of pages: 40

**5427 copies** – *Curso de Imagiologia Clínica (DVD)* by Filipe Caseiro Alves, Pedro Belo Soares and Paulo Donato.

Language: Portuguese

Year of publishing: 2006

**4253 copies** – *Saúde Mental* by Manuel João Quartilho.

Language: Portuguese

Year of publishing: 2010

Number of pages: 128

**4007 copies** – *TerraVita Sadia Juvenil* by Maria José Moreno.

Language: Portuguese

Year of publishing: 2011

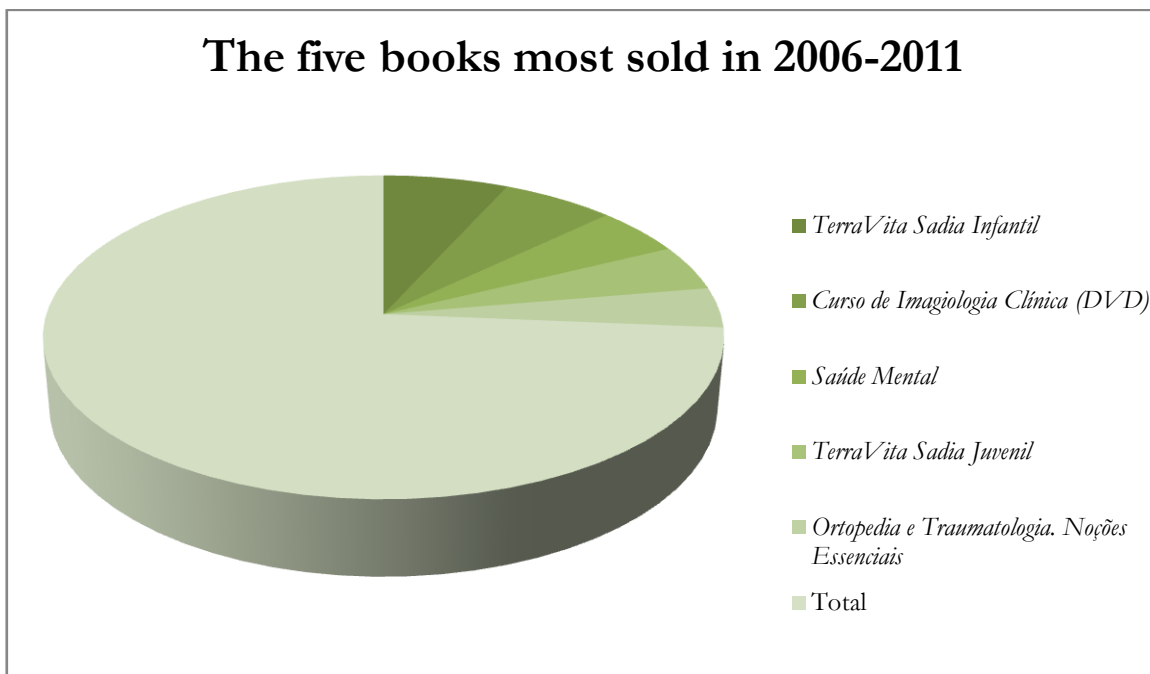
Number of pages: 46

**3532 copies** – *Ortopedia e Traumatologia. Noções Essenciais* by Adrião Proença and collaborators.

Language: Portuguese

Year of publishing: 2006

Number of pages: 424



**Table 1.** *The five books most sold in 2006-2011.*

The books most sold in recent years represent 4 different types of publications:

- textbooks and manuals (*Ortopedia e Traumatologia. Noções Essenciais*);
- DVD records (*Curso de Imagiologia Clínica*);
- children's eco literature (*TerraVita Sadia Infantil*, *TerraVita Sadia Juvenil*);
- pocket books of popular scientific, social, cultural issues (*Saúde Mental*).

The future publishing strategy projects and marketing strategy for Coimbra University Press will be discussed according to the statistics in the following part of the report (cf. pp. 41-51).

#### **Other comments on the statistics**

Although the dominant language in the publications of Coimbra University Press is Portuguese (all five books in the top-selling list are in Portuguese), there are also books in English, Spanish, French and Mirandese. Specifically, the book *Cuontas de la Dona Tierra* by Maria Henriques, Maria José Moreno and A. M. Galopim de Carvalho from the collection *Descobrir as Ciências*, written in Mirandese, had the highest rate of sales among the publications

in other languages during the period of 2006-2011. 370 copies were purchased, mostly by legal entities in bulk. The greater demand of the book could be explained by the popularity of the theme, science literature for children, together with the actuality of the ecological issues. On the other hand, it is a form of protection and raising awareness of Mirandese language.

Talking about the date of publishing, the novelty effect in the market usually determines that a book peaks in its demand in the year of publishing. However, this does not affect the academic manuals or simple textbooks that are sources of reference and provide stable scientific information.

### 3. The future publishing strategy

The publications in greatest demand allow future publishing strategy projects. According to the sales statistics there are currently 4 popular types of publications in CUP: the textbooks and manuals; DVD records (multimedia products); children's eco literature and the pocket books of popular scientific, social, cultural issues.

A process that can allow Coimbra University Press to concentrate its resources on the greatest opportunities to increase sales and achieve competitive advantage could be seen as a simplified marketing strategy. A market environment model (See Figure 13) will be used to discuss the current situation and the potential opportunities for growth of CUP.



**Figure 13.** *The marketing environment of Coimbra University Press.*

Keeping in mind the proposed model I would like to:

- discuss the marketing environment of CUP;
- identify opportunities of CUP by using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis;

- discuss market segmentation and positioning;
- discuss the marketing strategies using the marketing mix.

### **3.1 The marketing environment of Coimbra University Press**

#### **3.1.1 Overview of the academic publishing market**

The academic publishing market has been changing rapidly, mostly because it has been going digital more quickly than the other publication markets. Universities and institutions of higher education are responsible for gathering, creating and providing knowledge and the same strategy is applied to academic publishers. The digital space makes the dissemination of the knowledge easier.

One of the characteristics of academic publishers is that they are generally not flexible to the market changes. The publishing policies of universities are based on educational, scientific and cultural publications. More than this, the authors of these publications are usually professors or investigators of the university and this restricts the variety of the publications. However, there are external factors that affect the market of academic publishing. The financial and economical situation, the changes in reading habits, technology and paper stock are just a few examples.

Another important detail is that it is difficult to compete directly in the academic publishing market. Usually a certain university community tends to buy books from the publisher of that university. The exception is books of more popular literature. So, even if it is rather limited, the competition of the brand name, the supply, the quality and the satisfaction of the needs of the clients occurs in the market of academic publishing.

Coimbra University Press has a stable position in the market, because of its large experience and its brand name. However, the rivalry in the market is becoming stronger due to the economical situation, so it is crucial to strengthen the position.

#### **3.1.2 The macro-environment**

The model of PESTEL (Political, Environmental, Social, Technological, Economic, Legal) analysis is applied when doing market research and it divides the influence of the macro-environment into six types. It is a useful strategic tool for the understanding of the

market growth, business position and direction. The PESTEL analysis combined with the factors of the micro-environment and internal drivers, can help to identify the opportunities and threats in a SWOT analysis.

The PESTEL analysis of Coimbra University Press:

**Political factors.** The University of Coimbra is a state university, so it is directly connected with all the political decisions regarding higher education. The changes (changes of the administration, budget, human resources, etc.) in the University affect directly Coimbra University Press.

**Environmental factors.** The eco-culture and environmental-friendly ideas are getting more popular. Besides, paper, as raw material for publishing is getting more and more expensive. The focus on eco literature for children and entering the digital market are great opportunities for CUP.

**Social factors.** The changes of the reading habits affect the publishing business directly. It is difficult for academic literature to compete with popular literature. For this reason the publications similar to the collection *Estado da Arte*<sup>6</sup> are attractive products for the public. Also the interest in children's literature and the curiosity about children's books published by academic publishers should be taken into consideration.

**Technological factors.** We know that the publishing business is going digital, so strengthening the position in the digital space is fundamental. The development of the technologies also implies a higher quality of the publications, both digital and in paper. The supplements, such as CD or DVD, can increase the demand of publications. Also the role of social networks has to be more implemented in dissemination of information and brand advertising.

**Economic factors.** The overall economic situation influences any business. Inflation, population wealth and purchasing power affect the book trade opportunities, since reading is not considered to be one of the basic needs. Also the tax system, especially the VAT influences the book price.

**Legal factors.** The copyright and intellectual property policy has an effect on the publishing business. Therefore, the authors are concerned about the violation of copyright,

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<sup>6</sup> *Estado da Arte* is a collection of pocket books of contemporary scientific, artistic, social and cultural issues for wide audience.

especially in the digital space. Another important issue, regarding academic publishing, is illegal photocopies.

All of these factors of the macro-environment affect the strategic development of CUP. The key factors that are most likely to change are technological, because of the rapid changes in the market of digital publishing and multimedia products. They are also the factors that will have the greatest impact on the decisions, together with the social (the reading habits) and political (strategy of the University of Coimbra) factors.

### **3.1.3 The micro-environment**

#### **3.1.3.1 Competitors**

The direct competitors of CUP are the Portuguese academic publishers. They all try to capture the attention of the academic community from different universities and institutions of higher education in the country. An association that brings together these publishers is called APEES (*Associação Portuguesa de Editoras do Ensino Superior*). The Association was created in 2006 with initiative of Coimbra University Press, and it has now 13 members: (cf. <http://www.apees.pt>)

*Edições Universidade Fernando Pessoa;*

*Editora Lusíada;*

*Imprensa da Universidade de Coimbra;*

*Imprensa de Ciências Sociais – Instituto de Ciências Sociais da Universidade de Lisboa;*

*Instituto Politécnico do Porto;*

*Universidade Aberta;*

*Universidade Autónoma de Lisboa;*

*Universidade Católica Editora;*

*Universidade de Aveiro;*

*Universidade de Trás-os-Montes e Alto Douro;*

*Universidade do Minho;*

*Universidade Nova de Lisboa;*

*U. Porto Editorial.*



Although all of the members of APEES are active participants in the academic publishing market, only 9 have a publishing house as an individual institution (e.g. Coimbra University Press).

Since all the publishers mentioned above are a part of an educational institution, they have similar publishing policies. Most of the publications belong to scientific, cultural, artistic, educational areas. Other books are also published, but usually they are a minority. It is possible to acquire the books online in the websites of all the publishers. However, the market of eBooks in some cases has not been explored yet.

Some observations and comments on the competitors<sup>7</sup> of CUP will be made to identify the current situation and opportunities using a SWOT analysis (See Table 2).

| <b>Strengths</b>   | <b>Weaknesses</b>  |
|--|--|
| Diversity of the catalogue;<br>Stable publishing policy;<br>Quality of the publications; | Divided structure of the publishing house;<br>Small digital market share;<br>Short time in the market. |
| <b>Opportunities</b>   | <b>Threats</b>   |
| Digital market;<br>Foreign markets;<br>Cultural activities;<br>Information society.      | Change of reading habits;<br>Scarcity of raw material;<br>Legal regulations;<br>Competition.           |

**Table 2.** *A SWOT analysis of the competitors.*

The analysis shows that the direct competitors of CUP have a good supply of academic literature for big audiences, the publications cover various areas and the publishers already have a circle of customers. However, there are cases when a publishing house is rather recent (less than 10 years of activity) and does not have an easily identifiable brand name yet. Sometimes this happens because a publisher has several different active publishing units (various university departments). The analysis also demonstrates that the publishers are very likely to increase digital market shares in the future.

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<sup>7</sup> The competitors that were analysed included only the publishers from universities and with relevant publishing productivity.

### **3.1.3.2 Printing-houses**

Coimbra University Press collaborates with various printing-houses due to the system of public tenders. Some of the printing-houses already have great experience while others are quite recent. The technological capabilities and the human resources are also not equal. So the quality of the printed books varies. Quality control is always organised whenever the books arrive from a printing-house. CUP takes the risk to collaborate with new printing-houses and ensures proper communication to maintain the high standards of graphic design and the final quality of printed products. The respectable place in the market and the brand image are used as a guideline and stimulation for work.

### **3.1.3.3 Authors**

The authors could be referred as the intellectual “suppliers” of the publishing business. Thus the manuscripts can be considered as prime material for books. As we know, CUP works with authors, who are professors or investigators in the University of Coimbra, that contact the publishing-house. The required standards of academic literature determine also a good level of text editing. Good communication and collaboration between the author and the person responsible for text editing is needed here. Also the final physical features of the publication must always be discussed with authors. A significant growth of the awareness of the copyright is noticed. This is crucial while entering the digital market, where the violation of copyright is more likely to happen.

### **3.1.4 The internal environment**

The current situation and the overall picture of CUP are presented in the first parts of the report (cf. pp. 3-6). The 4 main types of publications of CUP at the moment indicate the current tendencies of business.

A SWOT analysis (See Table 3) will be used to identify opportunities of CUP.

| <b>Strengths</b>  | <b>Weaknesses</b>  |
|---|--|
| Experience;<br>The brand name;<br>Diversity of the catalogue;<br>Stable publishing policy;<br>Quality of the publications;<br>Digital platform. | Small team;<br>Limited marketing areas.  |
| <b>Opportunities</b>  | <b>Threats</b>   |
| Digital market;<br>Lusophone market;<br>New technologies;<br>Children's eco literature;<br>Pocket books;<br>Trainees' programs.                 | Change of reading habits;<br>Tax system;<br>Legal regulations;<br>Competition. |

*Table 3. A SWOT analysis of Coimbra University Press.*

A SWOT summarizes the results which have emerged from examining the marketing environments. This analysis shows that CUP should keep strengthening its position in the digital market, which would also allow entering international markets. New technologies should be used to promote new publications, events and the brand name. Also the multimedia products should become supplements for educational material. Other products with good opportunities are the pocket books and children's eco literature. A solution for reducing the workload can be the trainees' programs.

### **3.2 Market segmentation and positioning**

According to sales data of CUP, 4 separate target audiences should be defined. The segmentation of the market ensures that the marketing strategies meet particular needs of customer groups. First the different groups are discussed:

- Students, professors and researchers. The audience of the university community has to be maintained and has to receive proper attention, since it is the most loyal audience. As mentioned before, readers usually prefer the publications from their home university because of easier accessibility and because of the brand. According to the statistics of the sales data the biggest quantities of the manuals and textbooks were bought exactly by the institutions of the UC.
- Other institutions. Other educational and scientific institutions, not only in Coimbra, acquire CUP books for educational purposes. They usually buy textbooks, manuals and books with multimedia products.
- Individuals with a broader culture of reading. Some publications of CUP are also for people that are not connected with the academic life, but are interested in the topics of modern science, culture and art.
- Children and young adults. Children with better reading habits and young adults are the target audience of the collection *Descobrir as Ciências*.

Market positioning is creating an image in the minds of the target market and organising the way in which the products are communicated. This means to identify a market niche for the 4 most in-demand types of publications of CUP using traditional marketing strategies.

### 3.3 The marketing strategy

A marketing strategy is a process that can allow an organisation to concentrate the resources on the greatest opportunities to increase sales and to achieve a sustainable competitive advantage (Baker, 2008: 27). It can also be seen as an overall way to manage the activity and perform in the market. The present situation, the future vision and the strategy of CUP will be based on theory of marketing tools.

The set of controllable marketing tools that the organisation uses to produce the response it wants in the target market is called the marketing mix (Stankevičienė, 2006: 36). The traditional **marketing mix** is commonly known as 4Ps and consists of 4 elements: product, price, place and promotion. A differentiated targeting approach, in other words, differentiated marketing, will be used for the 4 different target segments.

The components of marketing mix are:

**Product.** When people pay for a book, as for every product, they do not actually pay for the tangible object but for the benefit it will provide. The joy of reading and discovering, the knowledge and the experience are what make books special. They are all similar, but every single of them is unique. The **manuals and textbooks** of CUP already have a brand name and they are the publications that CUP has always been associated with. This corresponds to the main activity of CUP – raising scientific and cultural awareness. Almost every year there is at least one textbook or manual that enters the sales top-list. The information in the books is of a persistent value. This allows the public to see the books as a trustable source of information and reference. **DVDs** and other multimedia products can add significant variety to educational literature, since they visualise the material and allow a certain interaction with the reader. Specific fields, like medicine, are impossible to imagine without well-provided visual aids. Technology makes the combination of a complete theoretical and practical material possible. The **pocket books** of popular scientific, social, cultural issues deal with popular issues of contemporary culture, art and science and are written in a simple language. At the same time they maintain an educational function, because the authors are recognized specialists from the University. Besides that, the books all have a clean and aesthetic layout. The collection *Descobrir as Ciências* turned to be a great success. For this reason CUP is ready to continue publishing **children's eco literature**. This special literature shares the academic knowledge with young readers in a creative and catchy way. Besides, children's books often become family books. They perform an educational role and raise awareness of environmental issues. The brand name and the overall image of the publisher already give an idea of the quality of these books.

**Price.** A price is inelastic in the academic publishing market. An increase of demand, usually, does not reduce the price. The pricing strategy used in the market is competition based, because it is set according to the prices of the competitors. The important factors that can be considered in the pricing strategy are the discounts (20 % discount for official entities; 30 % for the academic community and 45 % for the authors of CUP and other discounts, for example when buying in big quantities) and the sales (for example, during the book launches, the book fairs, on special academic and cultural occasions related with the University, etc.).

**Place.** The books of CUP need to be seen, so they need good distribution channels. CUP has to consider academic bookstores, specific bookstores, bookstores of children's literature

and, of course, the digital space (such as *Wook* and also distributors in the Lusophone world) as their channels. This selective distributor strategy excludes the biggest distributor chains of the country, because they are not convenient for the target markets to access. The big distributors have an immense amount of different popular literature and this is what most of the people seek for in the shops of the major bookstore chains or supermarkets. The publications of CUP are of different nature and would get easily lost in the supply of the big distributor channels. Participation in book fairs, not just of the academic literature would be very beneficial for CUP.

**Promotion.** Promotion arouses potential consumer's interest in the product, compares it with competitors' product and helps to make a choice. Promotion of the publications of CUP is important to increase awareness of academic culture. The public relations tools such as book launches, press releases, conferences, seminars or book fairs and events perform well this function. The book launches also bring the community together and promote the reading culture in general. Electronic media and social networks have immensely helped this process and they have to be continued to be used even more actively. Also the digital platforms contribute to the dissemination of scientific eBooks. The whole promotion policy of CUP has to be connected with the University of Coimbra. The image of CUP as the publisher of the culture of one of the oldest universities in Europe has to be promoted.

The 4P factors are to be combined or mixed in appropriate proportions so as to achieve the marketing goals. The strategy of CUP in general terms could be called **market penetration** strategy, because it focuses on increasing market share in existing markets with existing products. The strategy should be used to gain competitors' customers, to attract the non-clients and to convince the current audience to read more publications of CUP. This can be achieved by offering more detailed and high quality manuals and textbooks, adding multimedia products, making special discounts on book purchases, actively promoting the publications and the cultural activities and participating in academic events.

The marketing strategy for children's eco literature and the pocket books can be classified as **market development**, because, in this case, it is a new market that CUP is entering with these products. The market development strategy entails expanding the potential market with new customers and getting the current customers that are not buying at the moment. The current customers already have a relationship with CUP and may be predisposed to expand it by trying different publications. The new products have to become available in the places that

are familiar to the current readers, e.g. the bookstores with CUP production, the online bookstore, the book launches. Promotion through various channels should also be organised. Communication with the public plays a significant role. The new customers should be attracted by cultural activities and participation in various events, which would allow them to get to know the brand name.

Coimbra University Press, that has a solid brand, great human resources and a very diverse supply of publications, has all the opportunities to increase sales, satisfy the clients and achieve competitive advantages using the marketing strategies.





## Conclusion

Coimbra University Press plays a unique role in the Portuguese academic publishing market. Its name is easily recognised because of its long history and the quality of the publications. Although being a small publishing house, it is extremely dynamic in its activity and work, so trainees are able to collaborate efficiently.

The conditions of the internship, presented in this report, can be evaluated as excellent. There were different types of tasks and work assignments proposed, which encouraged the professional development. The desire to permanent improvement was inspired by a pleasant work environment.

The fact that I did not have enough competences to collaborate in certain tasks such as proof-reading or writing press-releases, which requires a solid knowledge of the Portuguese language, allowed me to explore other areas. It was a pleasure to be responsible for CUP public relations and to manage the social networks as well as advertise the book launches. The book launches demonstrated that books occupy a special place in wider society, and show how important communication is and how crucial the role of the publisher is in this process.

The quality control and the work with the publishing contracts required attention and concentration, thus they involve maintaining good relationships with other participants of the publishing market. CUP takes care of the copyright of its authors, especially in the digital sphere. The concerns about graphic design and the final quality of books require good communication with the printing-houses.

Participation in the creation of the *Pombalina* digital platform allowed discovering curious details about antique publications and the world of eBooks. It became clear that contemporary publications as well as written heritages have to be digitised in order to be preserved. Contributing towards raising public awareness of scientific culture was a great motivation.

Systematization of the sales data was the most complicated and repetitive task, however it made me aware of the tendencies of the contemporary academic publishing market and to highlight future opportunities. CUP should keep focusing on textbooks and manuals, multimedia products such as study guides, children's eco literature and pocket books with popular scientific and culture issues. The current audience should be introduced to the new types of publications while the non-customers of CUP have to get acquainted with the brand first.

Coimbra University Press is ready to face the challenges of the future publishing market and to strengthen its position not only in Portugal, but in the wider Portuguese-speaking world as well. A respectful brand name, the experience and the remarkable staff are excellent means to achieve this.

The internship in Coimbra University Press provided me not only significant professional growth, but also considerable cultural and personal development.

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## Appendices





Appendix 1. The order IUC/2345/09 “Obras em suporte digital”.



Exmo (a) Senhor (a),

Coimbra, 07 de Setembro de 2009

IUC/2354/09

*Assunto:* Obras em suporte digital

A Imprensa da Universidade de Coimbra (IUC) está empenhada em valorizar a sua presença no mundo digital. Como forma de divulgação das suas obras, a IUC disponibiliza actualmente cerca de 30% das mesmas no *Google Books*, nunca procedendo à reprodução de capítulos completos, mas apenas a excertos, com o intuito de divulgar e incentivar a aquisição das obras.

De momento, um dos objectivos é a comercialização das obras em suporte digital, através da livraria *online* da IUC. Apostaremos no formato PDF, que permite ao utilizador efectuar pesquisas em todo o documento, não existindo qualquer risco de deturpação dos conteúdos por parte de terceiros. Acrescem ainda as vantagens de haver uma maior comodidade no que diz respeito ao envio das publicações e ao pagamento, que é efectuado através do sistema *PayPal*. A gestão de *stocks* é facilitada e melhorada e o ambiente é ainda protegido, uma vez que não se verifica a utilização de papel.

Relativamente ao pagamento dos direitos de autor, este continuará a ser efectuado tal como tem acontecido até ao momento. Ou seja, a percentagem continuará a ser de 10%, neste caso recaindo sobre o preço de venda do PDF (que é, obviamente, mais baixo do que o do livro convencional). Gostaríamos de saber se V. Ex.<sup>a</sup> considera existir algum inconveniente nesta situação ou se está de acordo com esta política, que visa aumentar as vendas e a promoção das obras editadas pela IUC.

Com os meus cumprimentos,

O Director,

*João Gouveia Monteiro*

(João Gouveia Monteiro)

**Appendix 2.** *Some of the flaws found in “Ritmos do Jardim Botânico da Universidade de Coimbra”.*



**Errors of cut and creases of the pages**



**Composition errors**




**Dirt on paper**

Appendix 3. The table with the flaws found in “Ritmos do Jardim Botânico da Universidade de Coimbra” (1 of 8 pages).

LISTAGEM DE ERROS • RITMOS DO JARDIM BOTÂNICO

| Nº Livro | Capa/ Contracapa | Miolo    |          |           |               |                |           |                  |
|----------|------------------|----------|----------|-----------|---------------|----------------|-----------|------------------|
|          | Erro de Corte    | Arcaísmo | Montagem | Impressão | Vinco e corte | Fundo com grão | Sujeidade | Falta de Secagem |
| 1        | X                | X        | X        | X         | X             | X              | X         | X                |
| 2        | X                | X        | X        | X         | X             | X              | X         | X                |
| 3        | X                | X        | X        | X         | X             | X              |           | X                |
| 4        |                  | X        | X        | X         | X             | X              | X         | X                |
| 5        | X                | X        | X        | X         | X             | X              | X         | X                |
| 6        | X                | X        |          | X         |               |                | X         | X                |
| 7        | X                | X        | X        | X         | X             | X              | X         | X                |
| 8        |                  | X        | X        | X         | X             | X              | X         | X                |
| 9        |                  | X        | X        | X         | X             | X              | X         | X                |
| 10       |                  | X        | X        | X         |               | X              | X         | X                |
| 11       |                  | X        | X        | X         | X             | X              | X         | X                |
| 12       |                  | X        | X        | X         | X             | X              |           | X                |
| 13       |                  | X        | X        | X         | X             | X              |           | X                |
| 14       |                  | X        | X        | X         | X             | X              | X         | X                |
| 15       | X                | X        | X        | X         | X             | X              |           | X                |
| 16       | X                | X        | X        | X         | X             | X              | X         | X                |
| 17       |                  | X        | X        | X         | X             | X              | X         | X                |
| 18       |                  | X        | X        | X         | X             | X              |           | X                |
| 19       | X                | X        | X        | X         | X             | X              | X         | X                |
| 20       | X                | X        | X        | X         | X             | X              | X         | X                |
| 21       | X                | X        | X        | X         | X             | X              | X         | X                |
| 22       | X                | X        | X        | X         | X             | X              | X         | X                |
| 23       | X                | X        | X        | X         | X             | X              | X         | X                |
| 24       |                  | X        | X        | X         | X             | X              | X         | X                |
| 25       |                  | X        | X        | X         | X             | X              | X         | X                |
| 26       |                  | X        | X        | X         | X             | X              | X         | X                |
| 27       | X                | X        | X        | X         | X             | X              | X         | X                |
| 28       | X                | X        | X        | X         | X             | X              | X         | X                |
| 29       | X                | X        | X        | X         | X             | X              | X         | X                |
| 30       | X                | X        | X        | X         |               | X              | X         | X                |
| 31       | X                | X        | X        | X         | X             | X              | X         | X                |
| 32       | X                | X        | X        | X         | X             | X              | X         | X                |
| 33       |                  | X        | X        | X         | X             | X              | X         | X                |
| 34       | X                | X        | X        | X         | X             | X              | X         | X                |
| 35       |                  | X        | X        | X         | X             | X              | X         | X                |

Appendix 4. An invoice of Coimbra University Press.



**UNIVERSIDADE DE COIMBRA**  
Contribuinte N.º 501 617 582

**FACTURA N.º 3700**

|                  |            |
|------------------|------------|
| DATA DE EMISSÃO  | 16/02/2006 |
| CONTRIBUINTE N.º | 501263989  |

Faculdade / Serviço Faculdade de Engenharia de  
 Morada R. Oliveira 49, 300-295 UN. Coimbra

**3004-531 COIMBRA**  
3000 205

Requisição N.º \_\_\_\_\_

Cliente N.º \_\_\_\_\_

Exmo.(s) Sr.(s)

Delcídes Almeida, S. A

R. do Carmo, 102 - 2.º

3700-161 COIMBRA

| CÓDIGO | DESIGNAÇÃO                        | QUANTIDADE | PREÇO UNIT. | DESC. % | %IVA | VALOR    |
|--------|-----------------------------------|------------|-------------|---------|------|----------|
|        | Teoria Algor. Teoria Combinat     | 3          | 10,93       | 4,5     | 2%   | 32,72    |
|        | Organização em Tópicos            | 3          | 10,20       | v       | v    | 30,60    |
|        | Exerc. Resolvidos                 | 2          | 10,93       | v       | -    | 21,86    |
|        | Algebra Linear Teo. Matrizes      | 1          | 20,58       | v       | -    | 20,58    |
|        | Produtos de um Zóclo              | 1          | 7,80        | v       | -    | 7,80     |
|        | Journal de la Geometrie           | 19         | 10,91       | v       | -    | 450,69   |
|        | Geometria Moderna                 | 6          | 19,15       | v       | v    | 115,50   |
|        | Manual Geometria Moderna          | 142        | 13,00       | v       | v    | 1.567,00 |
|        | Geometria Simplicia               | 15         | 13,75       | v       | -    | 206,25   |
|        | Geologia de Engenharia II         | 3          | 9,43        | v       | -    | 28,29    |
|        | Áreas Naturais e Acqui. Antropica | 14         | 9,43        | v       | -    | 160,76   |
|        | Simulacros de Polimeros           | 9          | 11,52       | v       | v    | 103,40   |
|        | História da Engenharia            | 9          | 8,86        | v       | -    | 80,74    |
|        | Biometria                         | 90         | 9,63        | v       | -    | 848,43   |
|        | Matrizes e suas Aplicações        | 6          | 5,00        | v       | v    | 31,42    |
|        | Matrizes em Mecânica Estrutural   | 7          | 9,43        | v       | v    | 65,99    |
|        | Controlo das Estruturas           | 14         | 5,14        | v       | -    | 71,96    |
|        | Controlo Estrutural               | 8          | 2,02        | v       | -    | 20,24    |
|        | Teoria das Estruturas Plásticas   | 3          | 6,17        | v       | -    | 18,51    |
|        | Modelos de Plásticos              | 62         | 3,92        | v       | -    | 243,04   |
|        | The Practice of Mechanics         | 22         | 10,70       | v       | -    | 565,72   |
|        | Módulos e Problemas de Física     | 9          | 41,60       | v       | -    | 374,40   |


|                |                     |        |                |           |          |
|----------------|---------------------|--------|----------------|-----------|----------|
| LOCAL DE CARGA | INCIDÊNCIA I. V. A. | TAXA % | VALOR I. V. A. | LÍQUIDO   | 6.891,19 |
| DATA           | 6.891,19            | 5%     | 244,56         | DESCONTOS |          |
| HORA           |                     |        |                | LÍQUIDO   | 6.891,19 |
| LOCAL DESC.    |                     |        |                | TOTAL IVA | 244,56   |
| DATA           |                     |        |                | TOTAL €   | 5.130,75 |
| HORA           |                     |        |                |           |          |

TIP. CLÁSSICA - Júlio Moraes da Carvalho - Coimbra - Cont. 171 917 548 - Aut. de 28-4-87 - Proc.º 202 F

Appendix 5. A cash sale of Coimbra University Press.

vise ✓

Venda a Dinheiro N.º 68208



UNIVERSIDADE DE COIMBRA

3004 - 531 Coimbra  
Contribuinte n.º 501 617 582

Nome Franco Alberto Dias da Cruz

Morada Rua José António Freitas Gonçalves, 25

Localidade Apêzede AO, 9000-311 Funchal

Contribuinte n.º 176 515 742

Faculdade / Serviço livraria da Imprensa de U.E.

| Quant. | DESIGNAÇÃO   | Preço    |       |
|--------|--|----------|-------|
|        |  | Unitário | TOTAL |
| 1      | Aspectos práticos da avaliação do dano corporal em Direito Civil | 24.00    | 24.00 |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        |  | .        | .     |
|        | Portes: 3,00 €   | .        | .     |
|        |  | .        | .     |

Data, 14 / 10 / 2008

OS ARTIGOS FORAM COLOCADOS À DISPOSIÇÃO DO CLIENTE EM 14 / 10 / 2008

Sub-total ..... 24.00

IVA incluído à taxa de 0 % ..... 1.20

TOTAL € ..... 28.20