

# page one

HARCOURT BRACE COLLEGE PUBLISHERS

## I N S I D E

**Who Is Our Customer?**  
Page 2

**Spotlight on Telesales**  
Page 5

**Be Web Wise**  
Page 6

**Unseen Benefits**  
Page 7

## HB ON TOP OF PRESIDENTIAL ELECTION

Just as political waters swirl around the national election, Harcourt Brace is awirl with activities to publish the results in an up-to-the-minute American Government textbook.

In the eighth edition of the Cummings and Wise text *Democracy Under Pressure*, the authors plan to include analysis of the Clinton/Dole showdown in time for spring classes. That means finishing the manuscript days after the election so the textbook is on campus bookstore shelves by late December. That's fast by any standards.

"Cummings and Wise is unique because they didn't start writing the book until January of the year it would be published so it would have very current material," says Senior Acquisitions Editor David Tatom.

The sped-up process has compacted editorial and production work.

"Publishing a government textbook during an election year and covering that election—which we do and our competitors don't—requires more cooperation between departments, more detailed planning, and more flexibility in doing things differently," says Debra Jenkin, Production Manager. "Production, Acquisitions, Development, and Permissions must work closely together through the entire project, instead of each department doing its work in sequence."

## TEXTS POLL-WATCHERS WILL LOVE

To Senior Project Editor Charlie Dierker, the concentration on a political science text at this election time brings an interesting merger of life and work. "Every day's evening news has me thinking about how the latest reports from or about Iraq, Whitewater, Dick Morris, Hillary, or the FBI files case might affect the upcoming election and thereby affect the late stages of production. As it is, the authors are almost constantly wanting to add new material or revise the old with the most up-to-the-minute coverage."

"It will all make for a more timely and marketable product, but it does create regular headaches along the way," he says.

Why such timing? One reason is that David Wise is a former journalist obsessed with including the very latest election news in the book, says Mr. Tatom.

"A look at the campaign will be strewn throughout the book. And things tend to be issue-oriented, driven by personalities currently in the headlines."

Work is also underway so that another political science text will be equipped with an election update in a shrinkwrapped kit. It is Kelman's *American Democracy and the Public Good*.

## PUBLISHING AMID POLITICS

An example of the unique nature of publishing political science texts, the Kelman text has stirred curiosity over the two words in the title—"Public Good." According to Mr. Tatom, some feel the term paints the book as liberal, others figured it to be an economics book and still others thought the words meant it had a utopian approach.

"What we tried to sell was not that it took a position that government always serves the public good, but that the book asked the question for each chapter topic, 'Does government serve the public good?'" Mr. Tatom says.

Harcourt Brace has a relatively young political science list, but has a stalwart standard in Cummings and Wise, which was first published 25 years ago and is the fourth best-selling text for its discipline in the market. With the timeliness of the next edition and the updates due out for our other texts, Harcourt Brace is poised to come away from the elections a victor.

So when you go to the polls on November 5, remember that your vote is one for the textbooks.

— STEVE FREEMAN, SALES ADMINISTRATION DEPT.,  
FORT WORTH



Authors Milton Cummings and David Wise





## the president's view TED BUCHHOLZ

### THE MORE YOU KNOW....

Every now and then, I'll meet someone at a party or gathering from another industry who will ask, "Who is your customer?"

I take a deep breath before responding, "Whereas we sell to college bookstores, instructors decide on the text, college students actually buy the book (sometimes with other peoples' money), and all this forwards the goals of higher education."

"So who is your primary customer?" Without a pause, I reply, "Well, because the professor tells the bookstore which book has been adopted, our sales representatives persuade the professor to select our text over competitors' offerings."

This is where a barrage of questions can come, such as:

- "Who controls the outlets?"
- "How many instructors are there and how do you keep in contact with them?"
- "If you don't know your customers, can you really address their needs?"
- "How do you make sure students buy your book, a used book, or any book once they are adopted?"
- "Do students have to buy a book? Why don't colleges force compliance?"
- "Why are books so expensive?"
- "Won't technology eliminate printed books?"
- "Will industry consolidation create an oligopoly?"
- "Will Microsoft take over your industry?"

It is at this point in the conversation when I suggest a drink.

For years college publishers have said "content is king" and "market knowledge is key." The third leg of the "core competency" stool is knowledge of our customers.

This information about our customers is another way to gain competitive advantage. Information about instructors, the books they use, their propensity to change, the ways market segmentation occurs, and where they look for information and help in teaching and research will allow us to approach them in a more focused and efficient way.

Information about our bookstores and other outlets can help us decide how to work with chains, independents, wholesalers, and non-traditional outlets to our advantage.

Information about students will give us a better understanding of pricing issues, as well as the effect of customization, kits, coursepacks, and multimedia on their perceived value of educational materials. Because of technological change, we face the opportunity to deal with students directly. But do we know how to approach them? We have taken for granted these "end users" until recently when, at alarming rates, they decided not to buy new or used books.

Limited funding and increased competition have changed the environment for colleges and universities. We are approaching them as customers with potential course, department, or campus-wide "solutions." Colleges are open to ways to reduce costs of teaching and learning, as well as ways to better meet the educational and vocational needs of their students.

So if this is important, what do we do? We begin to value this customer information as much as our intellectual property rights and our precious knowledge of markets. We develop ways to collect this information and use it strategically. We build information systems and databases that support sales, marketing, and editorial activities. Our recipe for growth now includes content, market knowledge, and proprietary information about our customers.

We know that the answer to the cocktail party question "Who is your customer?" is more complex for us than in some industries. Knowing more about our varied customers gives us an ability to better meet their needs, allows us to take market share from our competitors, and expands our business into non-traditional markets.

P.S. Everyone has seen computer screen savers. The largest screen-saver company, Berkeley Systems (flying toasters), was slow to recognize they were not really in the screen-saving business but in the "real estate" (on the computer screen) and advertising business until a competitor beat them to the punch.

This begs the question, "What business is Harcourt Brace in?"

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Story ideas or comments should be sent to Steve Freeman, via email address "collegenews," or sent c/o Harcourt Brace College Publishers, 301 Commerce St., Suite 3700, Fort Worth, Texas 76102. Volunteers are encouraged to join the staff.

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Terri House, Kerri McCallister,  
and Kathy Ferguson



Some of the staff members from Team Two include, from left to right: Sandra Lord, Shana Lum, Terri House, Steve Freeman, Carol Wada, and Vicki Whistler.



# footnotes

## HURRICANE'S FURY REORDERS THEIR DAYS

Hurricane Fran which whipped up on the Carolinas the first of September caused a few College employees to play survivalists for awhile.

Product managers **Craig and Lisé Johnson** battened down the hatches at their home in Wilmington, NC, where the eye of the storm hit. "Many people evacuated from the coast—we, of course, are much too foolish to do the sensible thing," Craig says.

While 115-mph winds caused heavy damage to their neighborhood, they had no real damage, but were without electrical power for three days.

"Interestingly enough, the phone never stopped ringing," Craig adds. "We confirmed prices for the College for Financial Planning, decided to sponsor papers for the Eastern Finance Meeting, and answered any number of sales representative requests during the storm."

Sales Rep **Leigh Deal** worked right up to the storm's arrival, first in Burlington when the storm hit, then in Greensboro, then Gbo where schools were closed. She worked around the inconveniences of contaminated water, fallen trees blocking roads and traffic light outages.

Meanwhile, Troy's office manager, while a good deal inland from the coastal upheaval, was the target of a little chiding from her office mates since she shares the name of the tumultuous storm.

"Yes there were barbs," says **Fran Talken**. "And the ones I heard were said in a kidding manner . . . I think."

—STEVE FREEMAN

## INSIDER READING

With the holidays coming, you might have some free time for pleasure reading. For some non-caloric, non-fat "mind candy," try *The Bestseller* by Olivia Goldsmith (1996, HarperCollins), a fun and funny inside view of trade publishing in NYC. It's pure fiction, but you'll recognize and chuckle at some of the parallels to our own business.

You may know Ms. Goldsmith. She's the author of *The First Wives Club*, recently made into a major motion picture.

—SHANA LUM

## FORT WORTH PICNIC: NON-STOP TILL YOU DROP!

Plenty of hopping, running, eating, bouncing, throwing, playing and visiting took place at the Fort Worth office's second-annual Family Picnic on October 6. Approximately 315 attended this year's event at Lockheed-Martin Recreational Park and participated in various sports and attractions before enjoying a barbecue dinner and recognizing prize-winners of various contests. New events this year included the Velcro Wall and Sumo Wrestling.

(PHOTOS BY SANDRA LORD)



The potato-sack race draws various youngsters hoping to win the prize.



Dreaming of a homer, Frank Lucio pulls back to knock the softball out of the field during the softball competition. Roger Gawlitta, husband of Kelly Gawlitta, drew double duty as umpire and catcher.



Little Kiara West takes granddad David West, husband of Lois West, for a walk around the park.



Shana Lum goes up for the hit in one of the several spirited volleyball games.



Jane Poncetti draws for prizes.





## the bottom line RAY VALES

### BUDGETS ARE COMMITMENTS, PROMISES TO BE KEPT

Each of us in our various positions affect College Division's financial success. Each of us should be congratulated for a successful third quarter (May through July) and successful August. Sales have exceeded budget while operating expenses were less than budget.

As I mentioned in my first column, the improved financial results are consistent with a change in College Division's culture over the past three years. A good example of this change in thinking was our August sales meeting in Fort Worth. Did you know the expenditures for this meeting were not in this year's budget? This spring when the question was raised as to holding the meeting, we as a team felt strongly about holding it.

However, we also recognized that budgets are like commitments or promises by the College Division to our company—promises which should not be taken lightly when made and, once taken, honored as serious commitments.

All the individuals involved in this decision were ready to

sacrifice other expenditures. It was not strictly a sales budget issue. As a result, all areas—Editorial, Production, Marketing and Administration—gave up future expenditures in order to fund the meeting and meet our collective financial commitment.

We are now completing our fiscal year (ending October 31) and the question has been raised as to whether we can spend on other unbudgeted activities since we are running ahead of budget in sales and operating income. These requests are thoughtful and represent activities such as travel, promotion and samples that will benefit future years.

While we are running ahead of budget in both revenues and operating income, we are not that far ahead when we recognize sales and profits from the sale of Political Science and Public Administration titles acquired during the year which are not in this year's budget. Also, sales and profits from our early release titles will not be as strong as they were last year. As a result, the achievement of our commitment—the budget adjusted for the acquired lists results—is not a “slam dunk.” Thus, our management team has not approved these requests. We will respond as we achieve our commitments.

I look forward to working as a member of the team with you. It is a pleasure because our group works as a team, has outstanding players and is in a culture that recognizes financial goals are very important.

They are promises we intend to keep.

— RAY VALES, SR. VICE PRESIDENT, CHIEF FINANCIAL OFFICER

## bits & bytes

Send your questions about computer software, hardware or the Internet via e-Mail to “collegenews,” and look for the answers in the next edition of *Page One*.

**Q** After I put in my password on my new Power Macintosh to log into the network, I get a dire warning a few screens later that my password will expire soon, and must be changed. My old Mac popped up a place to enter the old and new passwords automatically for me whenever this was necessary, but I can't see that on my new one. Help!

— FRUSTRATED MAC USER

**A** Here is a case of newer hardware and software providing a regression of functionality. On the newer Power Macs, the only place you can update your password is at the chooser screen, after you enter your name and password. (All of this appears several screens before you get the impending warning of grace login doom.) Click the “Set Password” button, instead of the default “Log In” button, after you key in your secret password, and you will see the “old password, new password, new password again” screen.

Computer developers have a special name for bugs like these. They're called “product features.” And should you find yourself locked out by this, or experience any other weirdness, please feel free to contact any of the College Information Technology staff for help with your problem.

— MARK HICKS, COMPUTER SYSTEMS ENGINEER



Acquisitions Editor **Jo-Anne Weaver** holds **Katelyn Marritt Weaver**, 10 months, a Chinese girl she adopted through the International Adoption Agency after an 8-month process that included the new mother's trek to China to bring the child home. Female children are frequently given up for adoption in that country due to political and cultural pressure to limit family size. Several Harcourt Brace friends were part of the “Welcome Home” gathering at D/FW Airport when the mother and daughter arrived.

(PHOTO BY MARY GOETZ, MARKETING)



### HOLIDAY PARTIES

Fort Worth – December 18

Philadelphia – December 6

Troy – December 6



## Spotlight ON

**CAROLYN JONES**  
Supervisor for Telesales Reps

**WHAT IS IT LIKE BEING A . . .  
TELESALES REPRESENTATIVE?**



No two calls are the same, and we don't read from a scripted presentation like the people who call you trying to sell siding or home improvements. With that out of the way, let's discuss what does a Telesales representative do.

Like field representatives, we begin each day with a list of professors to call and sales objectives to meet. Our sales calls contain all the steps of a field call—beginning with rapport-building and ending with asking for the business. But while our job description is basically the same as that of a field rep, there are some distinct differences that make securing business exclusively over the phone extremely challenging and exciting.

Since we don't visit the bookstores or have any eye contact with professors, we use every tool available to keep our names and textbooks in the professors' minds. For instance, we rely on our listening skills to open doors and secure information needed to get the adoption. This, in turn, helps us establish relationships and rapport with bookstore managers, professors, teaching assistants,

secretaries, and sometimes even campus security guards if they answer the phone and can give us needed information.

We not only rely on the phone, but we also use e-Mail, which the professors seem to really enjoy. Since we do work out of an office, professors can usually reach us quickly, and we often get adoptions simply because we are so accessible.

Often our days are hectic and frustrating. We compete for business just like field reps because our customers still have reps from other publishing companies calling on them. To help us compete, the Marketing Department provides us with information about the competition and material to mail and create interest.

One thing I like most about Telesales is the support I receive from my fellow team mates. A total of six reps work in the Troy office, and two more work out of their homes, so we often bounce ideas off each other to secure adoptions or come up with some great idea to capture business. Since we are such a competitive lot and work so closely together, sometimes the competition among us gets "ugly," albeit in a constructive way, but we do all know how and when to direct our energies to beat back the real competition.

Each Telesales representative is assigned between 95 to 120 schools to cover. (Field reps cover 10 to 17 schools with frequent campus visits.) That means time management can be our biggest challenge.

Telesales offers a place to experiment, to take risks, and to develop new ideas relevant to our unique sales environment. For me, Telesales has been a place that I can be enthusiastic about my job and its ever-challenging possibilities. It's a place for me to grow.

## THE SOFTSIDE

**If I were a musical instrument, I'd be . . . a trumpet so I could hang around Wynton Marsalis**

People may not know

. . . I had a break down this summer when my son started driving

My pastimes include . . . singing, reading, and just

being a true diva

3 people I admire are . . . my parents, my husband and (Telesales Rep) Donna Fletcher

My

favorite movie is . . . "Passion Fish"

Wise Words I live by are . . . "There is no free lunch."

Idea of a perfect

evening . . . Is this a family publication?

Favorite meal . . . anything Mexican

If I could live anytime and any

place, it would be . . . Harlem during the Harlem Renaissance when music, literature and art ruled

My pet peeve is

. . . gossip and pettiness

My favorite HB textbook is . . . Weston's "Essentials of Managerial Finance"

## Harcourt history

### 75 YEARS AGO

In its third year of operation, Harcourt Brace acquired the American rights to *Queen Victoria* by noted biographer Lytton Strachey. By the year's end, 50,000 copies had been sold and the book is still in print today. Sinclair Lewis' *Babbitt* was published following his highly successful book titled *Main Street*, published in 1920. Lewis won the Nobel Prize for Literature in 1930. Noted author Virginia Woolf signed to publish with Harcourt with *Monday or Tuesday*. More than 30 of her books are still in print today.

### 50 YEARS AGO

In 1946, Harcourt Brace published *Animal Farm*, George Orwell's famous political satire. Orwell was a British author, but Harcourt was the first to sign for publication in the U.S. His controversial book is required reading today for most high school and college students.

### 25 YEARS AGO

Holt, Rinehart & Winston published former President Lyndon B. Johnson's memoirs, *The Vantage Point*.

### 5 YEARS AGO

General Cinema of movie theater fame acquired HBJ. In 1993, the earlier company name of Harcourt Brace & Company was restored and General Cinema Corp. changed its name to Harcourt General. (FYI: General Cinema founder Philip Smith opened the first motion picture theater 75 years ago this year. A total of 194 General Cinema theaters are in operation today.)

—TERRI HOUSE, DEVELOPMENT EDITOR, HARDCOURT BRACE



## BE WEB WISE

"The Web." You've probably heard of it. It's kind of a big buzz-word these days. Why all the fuss?

The Web helps people get and give information via computers. It's a place where you can research an actress's work, look up baseball stats, talk to your friends or people you've never met, preview new music, even order clothes. Sounds great, right? But ...

### What can it do for us in college textbook publishing?

First, it can help us reach current and potential customers more quickly and efficiently with detailed information on our products and programs. In fact, the first step for our online services group and for all other college publishers is to put the full list of publications on the Web — basically to put catalogs online. But as Online Services Director **Robb Linsky** warns, we must do more than simply dump our sales manuals on the Web. A table of contents, a pretty picture of the cover, and a list of features is fine for starters, but it won't keep customers coming back to the Web site. The Web's fluidity will.

### What does the Web offer "Joe Professor"?

The fact that the Web can and does change hourly allows us to provide value-added material for professors and students fairly easily, quickly, and inexpensively. New tax laws? Ground-breaking biological discovery? Major political events? We don't have to wait for the next publishing cycle or plan for a nine-month production schedule to give our customers the newest business data, the latest research, or the freshest examples from today's headlines.

### How do we get there from here?

The development of this value-added material requires input from Editorial and Marketing leaders, authors, and sales reps to create fun and useful information like content and real world updates, teaching tips, links to related Web sites, games, contests, new exercises, and ancillaries to download. It's this constant newness—the hooks—that will keep browsers visiting our sites and, as Robb hopes, will allow the sales rep to get his or her foot in the professor's door and lead to book adoptions.

**David Gibson**, Webmaster and another lead player in our Web initiative, and Robb consider these enhancements "Stage 2" of their Web development. These additions could be reality by early February 1997.

### How could the Web change the way we deliver the goods?

As an electronic medium, the Web offers us the quickest and often least expensive way to deliver content. You can readily imagine the potential for distributing free ancillaries. We save the production, manufacturing, inventory, and distribution costs of non-revenue-generating products by placing them on the Web site for professors to download directly to their computers. And if Editorial receives a finished ancillary on diskette from the author, that IM or data set can be on the Web site in a few days or less.

"The professors really love the idea of being able to find this stuff on the Web," says **Charlie Watson**, sales rep in Virginia. In fact, the potential is so inviting that all business cards printed for reps in the future will include the Web address for the Harcourt Brace homepage.

### Could the Web replace our traditional means of doing business?

Eventually, College could be positioned to have our own "Web bookstore" where students or other customers can place orders for books and ancillaries. With this ability and all product information online, will we need people to win adoptions, answer phones,

take orders, or ship materials? Of course we will. Remember that the CD-ROM hasn't replaced the printed book. The same will go for the Web. This doesn't mean we won't be experimenting, but people still like to deal with people. And the advantages described above show the Web is only a tool to generate and maintain interest in our core products.

### How much attention should the Web receive?

That's a question answered almost daily by Marketing, Editorial and Sales Managers who are starting to feel the results of our continued emphasis on the Web as a sure way to generate business and who appropriate resources accordingly.

"It's hard to know just how many resources we should allocate for the Web," says **Pat Murphree**, Vice President and Director of Marketing for Harcourt Brace. "But what we do know is that the Web is becoming a major marketing channel as well as a prime resource for faculty and students in the educational process. We have no choice but to make sacrifices in other areas to remain competitive in the Web arena."

We see how the Web can be used to our advantage, but how crucial is it to our success? David explains that the Web "is an opportunity to advance our competitive standing in the marketplace, and ... our failure to do so would damage our market share."

Our sales District Manager for the New York area, **Geoff Seeger**, agrees. "More and more faculty are utilizing the Web to stay in touch with colleagues in other parts of the country as they share information of a research nature, a teaching nature, or just 'stuff' they've heard. They find it more reliable than the mail and less time-constraining than the phone. In short, they are relying on the Web to keep them in touch. Therefore, it's advantageous to us to tap into that communication network so that we can provide them with a neat, clean, and in most cases relatively anonymous way of staying on top of what's new in our arena."

Although all college publishers are basically at the same stage right now with online catalogs, the addition and expansion of the Web for college textbook publishing projects is about to increase exponentially. Just think that last year at this time the Web wasn't a factor; today it is a necessity. Its possibilities are unlimited, which is both exciting and daunting. Robb and David even liken the Web race among publishing as going to war, but a war that we are poised to win with our initiative, planning, and creativity.

— SHAMA LUM, MARKETING, FORT WORTH

## Good News about HBCP and the Web

- During the week of Sept. 30 through Oct. 7, some 6,325 visits were made to the College Web site by education providers, with the bulk of those from domestic sources. That number is not a true representation of single potential customers because visits to various Web pages log more than one "hit," but the number is a rough gauge of visitors. Of the 6,325, Holt logged 172 visits, Harcourt Brace had 669, Saunders had 629 and Dryden scored 4,855, leading the pack in the amount of content on the Web.
- The January sales meeting could be the time that all rep computers are outfitted with the necessary software to access the Web. That installation might also be delayed.
- Robb and David are ready and willing to travel for sales presentations.
- Online Services will have its own pages in future issues of the Pocket Pub to publish Web addresses, brief project descriptions, and debut dates.