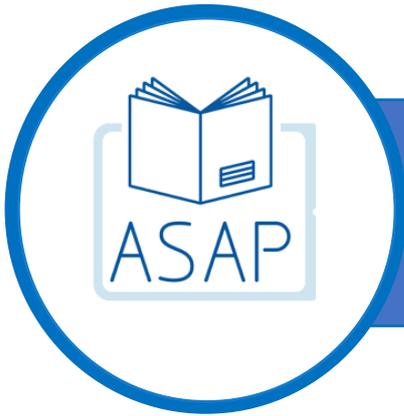




Co-funded by the  
Erasmus+ Programme  
of the European Union



# Anticipatory Skills for Adapting the Publishing Sector

## References

Agreement 2016-2992/001-001  
Project n. 575884-EPP-1-2016-  
1-IT-EPPKA2-SSA

## R2.3 NEEDS ASSESSMENT SURVEY TEMPLATE

WP2 DEFINING SECTOR SKILL SHORTAGES/NEEDS AND ECVET STRATEGY





## Project information

Project acronym:	ASAP
Project title:	Anticipatory Skills for Adapting the Publishing Sector
Agreement number:	2016 – 2992 / 001 – 001
Sub-programme or KA:	KA2 Sector Skills Alliances
Project website:	<a href="http://www.erasmus-asap.eu">http://www.erasmus-asap.eu</a>
Authoring partner:	Federation of European Publishers
Version:	3.0 (final)
Date of preparation:	12.02.2017

### Document history

Date	Version	Author(s)	Description
02.12.2016	1.0	Enrico Turrin	Questionnaire first draft
16.12.2016	1.1	Enrico Turrin	Integrations, incorporation of comments
10.01.2017	1.2	Enrico Turrin	Integrations
11.01.2017	1.3	Enrico Turrin	Integrations, editing
13.01.2017	2.0	Enrico Turrin	Restructuring, editing
12.02.2017	3.0	Enrico Turrin	Integrations, editing, final version

With the support of the Erasmus+ Programme of the European Union.  
The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## **R2.3 Needs Assessment Survey Template**

### **Introduction**

This questionnaire was designed to assess the current skills and competences scenario and needs in the publishing sector in the target countries of the ASAP project, as well as the landscape and potential role of vocational training. Its contents were revised by a group of experts coordinated by the Federation of European Publishers.

The survey template was adapted to the specificities of the professional profiles related to the areas of the production supply chain (Production - Design - Distribution and sales - Editorial - Marketing and publicity). It consists of multiple choice and open-ended questions.

More information on how it was administered and on the replies received is available in deliverable R2.9 *Synthesis Report - Mapping of Competences and Skills Needs Assessment in the Publishing Sector*.

**LINK TO THE ONLINE VERSION:**

<https://www.surveymonkey.co.uk/r/ASAPproject>



## **Introduction to the survey**

By completing this survey, you will help us identify the skills needed to work in the publishing industry and analyse how these skills have changed because of the digital transition. Your answers will also help us understand how publishers have adapted to these changes.

The time to answer the questionnaire is approx. 10-15 minutes.

The first part presents a number of skills that can be relevant at different levels to identify the professional profiles needed in the publishing industry.

You will be asked:

- A) to assess the importance of the various competences listed with a score from 1 (not important) to 5 (very important);
- B) to indicate "when this competence is needed", i.e. which competencies are essential since the beginning of the job and which can instead be developed later, by choosing the options "At the beginning" or "At an advanced career stage";
- C) whether and to which extent this competence exists in the company where you work.

In the second part, you will find both open questions and multiple choice questions whose answers will help provide additional information on the transformations and needs that the publishing industry is facing.

Your responses will be aggregated with those of all the people we interview, in order to highlight the needs in this area.

Thanks for your valuable contribution and for the time you are devoting us!

Technical knowledge, skills and competences – Publishing-specific	
The critical path and range of publications	<ul style="list-style-type: none"> <li>• Publishing journey from commissioning authors to publication</li> <li>• Range of publications available (formats, genres)</li> </ul>
Editorial processes	<ul style="list-style-type: none"> <li>• Capacity to manage commissioning (briefing editors, proof-readers, illustrators, artwork and photography, etc.)</li> <li>• Editorial capacities (copy editing, proof reading, indexing, etc.)</li> <li>• Managing relationship with authors</li> <li>• Monitoring markets, distribution circuits, clients</li> <li>• Typography, pagination</li> <li>• Managing images, illustrations</li> </ul>
Production processes	<ul style="list-style-type: none"> <li>• Production and printing techniques and technology</li> <li>• Quality, safety, environmental standards</li> <li>• Costing different types of works</li> </ul>
Sales, marketing & publicity processes	<ul style="list-style-type: none"> <li>• Understanding trade partners such as bookshops, libraries, schools, universities, online distributors</li> <li>• Understanding markets, market trends, distribution circuits</li> <li>• Marketing strategies and techniques</li> <li>• Sales strategies and techniques</li> <li>• Communication and promotion techniques</li> <li>• Engaging with social media and influencers, interacting with readers</li> <li>• Strategy for e-commerce and digital sales</li> </ul>
Rights management, digital processes	<ul style="list-style-type: none"> <li>• Deal structures and rights management with authors (fees, advances, royalties), licensing copyright (territory copyright, translation rights, etc.)</li> <li>• Digital rights</li> </ul>
Publishing systems and software	<ul style="list-style-type: none"> <li>• Using software and specialised programs for the publishing sector</li> <li>• Production process of digital books and content</li> </ul>



Data management	<ul style="list-style-type: none"> <li>• Creating, maintaining, applying metadata and improving quality</li> <li>• Analysing market and sales data, extracting and presenting relevant information</li> </ul>
Design	<ul style="list-style-type: none"> <li>• Devising an average consensual style that is agreeable to several markets and cultures</li> <li>• Using specialised publishing and design software</li> </ul>
Legal knowledge	<ul style="list-style-type: none"> <li>• National and EU elements of commercial and labor law, contract law</li> <li>• Copyright law, copyright contract law</li> </ul>

General skills (relational, interpersonal, soft skills)	
Stakeholder management (identification, expectations, tailored information)	
Communication (clear, confident, flexible – including technical)	
Public and interpersonal relations	
Commercial negotiation	
Language skills	<ul style="list-style-type: none"> <li>• Language(s) in which the company publishes (including grammar, orthography)</li> <li>• Specialised English</li> </ul>
Critical reading, text comprehension	
Office management	
Administration, management, human resources	
Working independently	
Problem solving	
Team working	

For every competence listed, we will ask three questions: how important the respondent finds the competence (rated 1-not at all to 5-very important); at what stage of the job this competence is needed (rated 1-at the beginning to 5-at an advanced career stage); and to what extent



the competence is already present in the respondent's company (or in the publishers they know about, in the case of training and service providers) (rated 1-not at all to 5-fully present).

### Questions

- Are any relevant competences missing from the previous list according to your experience? *Please indicate which ones*
- What kind of profiles do you mostly need in your company? *Please indicate which ones*
- Have the professional profiles in your company changed due to the shift to digital? *Please select "not at all", "a little", "to a certain extent", "to a large extent", "radically"*
  - Space for further comments
- If yes, have you hired new people or requalified the existing personnel? *Please select "only hired new people", "mostly hired new people", "a mix of both", "mostly requalified existing personnel", "only requalified existing personnel"*
- Are the skills listed above covered by current publishing training systems? *Please select "completely", "to a large extent", "to a certain extent", "only partially" or "not at all"*
  - What are the main skills and competences currently not covered by existing training systems?
- Have you had difficulties in hiring/requalifying personnel? What kind of? *Please select "yes" or "no"; if "yes", please select "lack of qualified candidates", "lack of requalification opportunities", "lack of resources to provide requalification", "lack of resources to hire new personnel", "other (please specify)"*
  - What kind of skills and competences are most difficult to find? *Please indicate which ones*
- Where do you look for people to hire? *Please select "higher education sector (universities, etc.)", "vocational education and training sector", "specialised agencies", "open job vacancies", "other (please specify)"*
- Where do you look for requalification opportunities? *Please select "higher education sector (universities, etc.)", "vocational education and training sector", "internal training", "other (please specify)"*
- Have you increased your level of outsourcing due to the shift to digital? *Please select "yes" or "no"; if "yes", please explain why: "too difficult/costly to internalise the new tasks and competences", "new tasks and competences are too far from our core activity", "satisfactory available supply of services from third parties" or "other (please specify)"*



## About the respondent

At the beginning of the questionnaire, we'll ask some information about the respondents:

- You are a
  - Publisher
  - Professional training provider
  - Service provider
  - Other (please specify)

[for non-publisher respondents, we may want to adapt the open questions, changing “you” with “publishers” and thus asking third parties their opinion about what publishers do; in that case, there’s no need for them to continue with the questions about the respondent; if the respondent is a publishers, the questions continue as below]

- In which sector? (choose all that apply)
  - Consumer books
  - Children’s books
  - Educational
  - STM
- How many people do you employ?
  - 1-5
  - 6-10
  - 11-25
  - 26-50
  - 51-250
  - >250
- How many titles do you publish per year?
  - 1-5
  - 6-10
  - 11-25



## Anticipatory Skills for Adapting the Publishing Sector

- 26-50
  - >50
- Do you publish digital books?
  - Yes
  - No