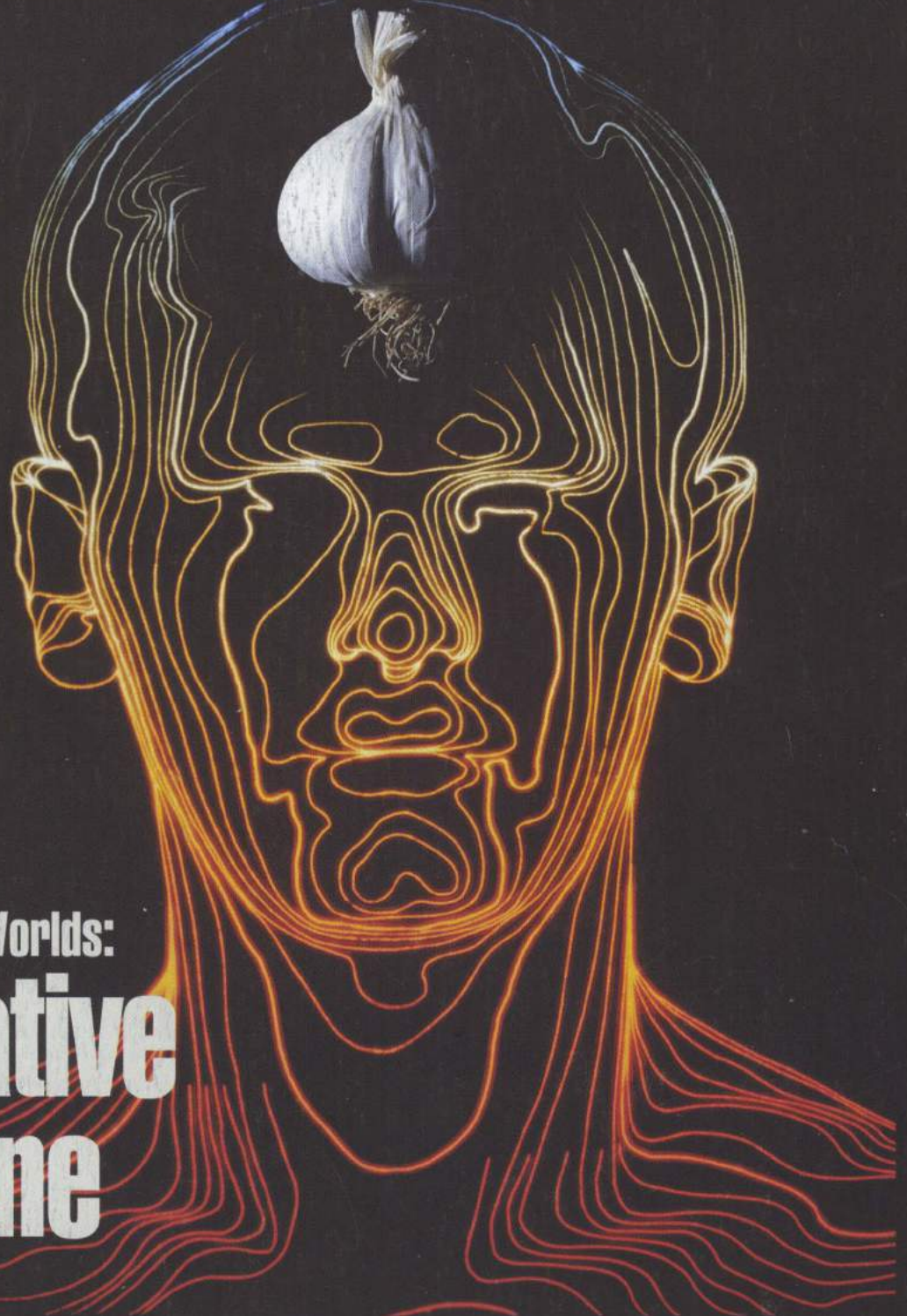


# es

WORLD



The Best of Both Worlds:  
**Integrative  
Medicine**

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**Final Issue**  
see page 4

# Contents

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EXCERPTA  
MEDICA

- 3 **Foreword**  
Improving Ourselves
- 4 **From the Editor's Desk**
- 4 **Bulletin Board**  
Stamp of Approval  
New Drug Database Easier for Springhouse  
Rust Never Sleeps: Active Library on Corrosion 2.0
- 6 **Cover Story**  
The Best of Both Worlds: Integrative Medicine
- 9 **Electronic Bytes**  
The Endless Unicode...
- 10 **Profile**  
Gavin Howe: It's down to the people...
- 12 **Reed Elsevier Business**  
Who's on Top: Changes at Reed Elsevier
- 15 **Company Business**  
Easier Web Publishing with DEJAVU  
Designer Services at the Physics BUTIQ
- 18 **ES After Hours**  
Fish Tales
- 20 **Features**  
Confined to Quarters in the French Quarter  
Days Out Are In Again
- 22 **Snapshots**  
Paris Romance  
Kathryn Wayman: Swimming with Sharks  
Dream Team  
Jean Paul Verdijk's Heart and Soul
- 24 **Podium**  
Polymer Poetics  
Useless Information  
Not a lot of people know that...
- 26 **People File**  
Transitions  
Milestones
- 28 **General Management Team**

# IMPROVING OURSELVES



*New Year's greetings  
from Derk Haank.*

Dear Colleagues,

First of all I would like to wish you all the best for the new year, both privately and in your work.

Last year ended with quite a few changes and new appointments. In my opinion we now have the right structure and the right team at Board level to get on with the work. One of the newcomers, Gavin Howe, features in the profile in this issue and I am sure our new finance director, Martin Mos, will introduce himself in the future.

The new Board will not be short of work and I am sure that applies to all of you. The challenge will be to continue the discussion on what and how we are doing and agree on ways to improve. The discussions in the Zenger Miller training sessions have made it clear to me that not only does a lot need to be done but also that we have many motivated people with an opinion on how to further improve our service to authors and readers. I am certainly committed to using these internal resources. Maybe 1999 can be the year in which we use fewer outside consultants. I am sure we can do it ourselves! ■

Derk Haank



# From the Editor's Desk

**T**his January issue marks the last issue of *ES World* in its current form. After nearly 14 years of being published for ES staff worldwide, we are putting *ES World* on hold while new developments unfold.

Similarly to the process many of our journals have been undergoing, the communications at ES are slowly, but surely, going electronic. First, *ES World* left physical paste up behind about five years ago and went to computer aided design, then within only about two years from its launch, *ES Today* made the transition to the Intranet and is now published in both paper and electronic form ([www.intranet.nl/estoday](http://www.intranet.nl/estoday)).

Now it's time for greater focus on Intranet. With this medium, we can communicate across the company more quickly than through the pages of *ES World*. We can share work processes and tools. In fact, there are units within ES that have been making use of Intranet for some time, as can be demonstrated within the Secondary Publishing Unit or IT Operations. It's a tool that more and more departments are using and the demand is sure to grow.

I am trading in my editor's red pen to help assure the success of the Intranet at ES. Part of my charge will be to make sure that information on the Intranet is presented clearly and logically. We have a lot of knowledge and experience in this company and with the power of the Intranet behind us, we can share that strength across departments, across teams, across projects and across the globe. There will be a place on the Intranet to find tools to do your work better, information on the organization, its people and products, policies and procedures that span all our locations, data, global job postings, news and ideas.

There's even a bit of space reserved on the Intranet for fun. I'm not kidding. In early stages of planning for the Intranet project, we brainstormed about making space on the Intranet just for fun - for sharing births, marriages, transitions and maybe a "for sale" section.

But it's going to take some time to develop the tools that will make the Intranet work. We've also got to pull together all the information that exists on some 50-something smaller Intranets at ES (yes, at last count we had over 50 "Intranets" at ES!), and organize it so it's easier to find what you're looking for. A steering committee, headed by Hiske Gerbrandy, group HR director, has been in place since July to start guiding the Intranet efforts. A project team that will carry out the work, managed by Rieks Moleman from Cap Gemini, is being assembled as this issue of *ES World* goes to press. So, although I'm leaving *ES World*, I'm going to get busy... with the global Corporate Intranet! ■ **Kimberly M. Beckwith, Corporate Communications, Amsterdam**

For comments and questions on Intranet development please contact me at [k.beckwith@elsevier.nl](mailto:k.beckwith@elsevier.nl). For other internal communications, please contact Natasha Gunn at [n.gunn@elsevier.nl](mailto:n.gunn@elsevier.nl).

## Stamp of Approval

**A**hmed H. Zewail, an editor of Elsevier's prestigious journal *Chemical Physics Letters*, has something in common with Elvis and Princess Diana. His likeness is on a stamp, an honor bestowed on him by his native country, Egypt, for his professional success.

Professor Zewail is known worldwide in the chemical physics community for his work in developing the field of femtochemistry, where chemical reactions are followed at speeds of just hundreds or tens of femtoseconds. To give you an idea of what this means: one femtosecond ( $1 \times 10^{-15}$  seconds) is to a second as a second is to 32 million years! Zewail is the Linus Pauling Professor of Chemistry, and professor of physics and director of the NSF Laboratory for Molecular Sciences at the California Institute of Technology in Pasadena, California. ■ **MM**



## New Drug Database Easier for Springhouse

Springhouse has a new tool that will make updating its drug handbooks easier and offer opportunities to develop new products for niche markets. It's the Drug Information Database. "This is the first area within Springhouse that's building and using a content database to update existing products and create new ones," explains Donna Carpenter, publisher of the Drug Information Unit.

The Drug Information Database will contain most of the content from the Springhouse line of drug handbooks, including the best-selling *Nursing Drug Handbook*. As titles are updated or new products are created, staff members will use the database to compile drug monographs that contain the latest information. Ensuring that the database remains up-to-date is the job of staff pharmacist Lisa Truong, PharmD.

Carpenter says the Drug Information Database also offers the chance

to develop new drug information products for niche markets. For example, she sees an opportunity to use it to develop customized electronic products for small markets with highly specialized needs.

The database will also become central to the company's custom publishing efforts, managed by Sean Sheehan. "For hospital formulary, we could develop a handbook based on those specific drugs," Carpenter explains. "Or we could produce a newsletter aimed at the customers of a particular pharmaceutical company. The database will offer lots of opportunities to serve custom needs like these."

The task of designing the database and directing the project fell to the team of Ann Barrow, Joe Clark, Andy McPhee, and Andy Nusbickel. The group worked closely with a software development firm contracted to handle the actual programming work. ■

## Rust Never Sleeps: Active Library on Corrosion 2.0

If you are looking for something that has to do with corrosion, and you can't find it in the Active Library on Corrosion (ALC), it is probably not worth knowing anyway. Such is the comprehensiveness of this CD-ROM product, published by Elsevier Science in conjunction with the National Association of Corrosion Engineers (NACE International). ALC was Elsevier Science's very first hypertext product and was first released in 1992, the 'dark ages' of electronic publishing. Originally the product was meant as an R&D tool, but its content grew so quickly that it was decided that there must be some commercial potential. Today legions of corrosion engineers and scientists, as well as students, find ALC a valuable tool in their everyday working lives.

Throughout the years ALC has been regularly updated and on 11 November in the Amsterdam Overmolen building, Patrick Jackson presented the first copy of ALC 2.0 to the compiler, Professor W.F. Bogaerts, an international authority in the field of corrosion. Together with K.S. Agema, V.T. Thuy and J.H. Zheng, Professor Bogaerts put together the product and was also responsible for some of its original content. Version 2.0 of ALC has a completely new user-friendly interface, allowing for searching and browsing of among others things, books, journals and graphics. ALC 2.0 contains a staggering 400% more content than its predecessor and the new 'web button' is the product's link to the Internet. It is likely that this latter feature will be expanded in future versions.

The long road ALC, and electronic publishing in general, has travelled can be illustrated by looking at ALC's user manual. Today it is a handy little booklet, whereas in the past it consisted of a 250-page volume in

which the authors had to explain to their readers the concept of things like hypertext. Technology still progresses, and dozens of authors, engineers, publishers and scientists from inside and outside Elsevier will continue to work on ALC. ■ Michiel Nijenhuis, ScienceDirect, Amsterdam



Professor W.F. Bogaerts with ALC 2.0.

# The Best of Both Worlds INTEGRATIVE

**“Your request to advertise Integrative Medicine in the New England Journal of Medicine is appreciated. However, all advertising requests to the Journal must go through an approval process. Unfortunately, the New England Journal of Medicine is unable to publish your advertisement...”**

**W**hile the *New England Journal of Medicine* rejected the journal's ad, another equally prestigious publication, *Journal of the American Medical Association*, did not.

*Integrative Medicine* was launched in 1998 as a quarterly within the Clinical Medicine publishing division headed by Paul Weislogel, vice president/publishing director (now publishing director for *Medicine, US & Pacific Rim*). “This year has seen all the excitement and challenges that go along with the launch of a new journal,” says Joan Parker, publisher of the journal in New York. By October 1998, *Integrative Medicine* had already topped 1000 paid subscriptions and, “we look forward to another successful year of publishing *Integrative Medicine* in 1999.”

#### Controversial Origins

According to the journal's aims and scope, the mission of *Integrative Medicine* is to “promote health and healing by integrating the best concepts and techniques of allopathic, alternative and complementary medicine.” The editors and contributors recognize the value of many traditional and holistic therapies that have been ignored by conventional medicine, and they want to encourage the thoughtful, scientific consideration of these therapies. The goal of the journal is not to discredit conventional medicine, but to integrate conventional and alternative therapies to provide more and better treatment options for patients.

Prior to the launch, Elsevier Science Inc. in New York signed a contract with Andrew Weil, MD, a prominent and provocative figure in American medicine, to be editor-in-chief of the new journal. (See sidebar for interview with Dr. Weil.)

Harvard-trained Weil, the director of the Program in Integrative Medicine at the University of Arizona College of Medicine, is a popular lecturer and the author of several best-selling books, including *Spontaneous Healing* and *8 Weeks to Optimum Health*. He has been described as “the alternative-health guru who rose to fame challenging the establishment” (*New York Times*, August 24, 1997).

Not all descriptions of Weil have been so kind. A past editor of the *New England Journal of Medicine*, in a newspaper interview, had this to say about Weil's notion that orthodox medicine can be strengthened by integrating allopathic, alternative and complementary

medicine: “I resent well-educated people exploiting irrational elements in our culture, and that's what he's doing.”

Weil is unquestionably a media celebrity, having appeared on radio talk shows and television. He also hosts the “Ask Dr. Weil” Web site ([www.drweil.com](http://www.drweil.com)), which receives more than 2.5 million hits a month, reflecting the escalating interest in complementary and alternative health systems.

“Paradigm shifts do not come easily in medicine, and the rise of Integrative Medicine represents such a fundamental change,” wrote Weil in the journal's inaugural issue. “Most doctors still believe that the mind has no significant effect on physiology... The very real success of modern, technological medicine continues to allow many doctors to ignore the great healing traditions of other cultures and to turn their backs on the low-cost, low-tech remedies provided by nature.”

#### Filling a Gap

Two trends - exponential growth in unconventional medical practices and fundamental changes in health care delivery - highlighted the need for an ongoing publication that examines the safety and efficacy of all approaches to health. As the leader of a distinguished international editorial board, which



**Joan Parker, publisher for *Integrative Medicine* as well as ES's growing ophthalmology program.**

# Worlds: MEDICINE.

## An Interview with Dr. Weil

*Dr. Weil has been called the international medicine man of the late 20th century. His vision of the hospitals of the future are spas where people can be educated in the principles of healthy living and therefore rely less on health professionals.*

*A botany major and Harvard Medical School graduate, Andrew Weil, MD, is Clinical Professor of Internal Medicine and Director of the Programme in Integrative Medicine at the University of Arizona. He is the author of six bestselling books and hosts the "Ask Dr. Weil" Website. Dr. Weil is also editor-in-chief of the scientific journal, Integrative Medicine.*

"I think that the rise of scientific medicine, which began at the end of the last century, created such enthusiasm for technology that we turned our backs on nature and on all of the low tech, inexpensive interventions that are now becoming so popular. Now, that line of evolution is leading us into a blind alley - and the limit is economic.

"I prefer the term integrative medicine to alternative medicine because the latter suggests that you are replacing conventional medicine. Integrative medicine suggests that you are trying to combine different systems.

"I draw most inspiration from the Hippocratic tradition - using food as medicine; looking at environmental influences on health. I also respect the traditions of botanical and mind-body medicine and manipulation, which I take directly from osteopathic medicine. Traditional Chinese medicine, Ayurvedic and Native American medicine also have their place.

"My aim is to try to raise the level of knowledge about health and healing among the general public as well as in the medical profession. People must understand that conventional medicine is best suited to interventions in established disease, especially serious disease. For prevention and for the management of routine ailments, an integrative approach is better.

"There is a great deal of scientific information out there already. It needs to be collected and made available to interested doctors. In many cases conventional physicians are simply unaware of the existence of that information, especially in the botanical area. In *Time* magazine last May, a physician from the UCLA was quoted as saying, 'All garlic does is give you bad breath.' That is an uninformed statement. An academic textbook was published last year about the medicinal effects of garlic. There are papers documenting its ability to lower cholesterol and blood pressure, thin the blood, and work as an antibiotic. Good scientific studies.



**Dr. Andrew Weil**

"Up until now, the people who have the money, the facilities and the inclination to do research, have not been interested in these subjects, there have been no incentives to study them. That is only now, gradually beginning to change as the economic importance of these other therapies is becoming so great.

"Practitioners of alternative medicine regularly get attacked for using anecdotal evidence. If you look at herbal medicine at the moment, case presentations or stories of success with herbal remedies are discounted as being anecdotal, but case

reports of toxicity from those remedies are gleefully seized on and disseminated in the medical and popular press.

"I read HRH the Prince of Wales' report on integrated health care where he recommends that orthodox complementary and alternative medicine might work more closely together. I think this initiative is a major step. In the United States no national leader has come forward to call for the medical profession to move in that direction. When I was in England last May my impression was that although consumer use of alternative medicine is high, the medical establishment is not yet in as much trouble as it is in the US, so it retains greater control. In the US the economic disarray is so great that medical institutions, medical schools and physicians are desperate for new ideas. There is professional openness which has not yet developed in the UK.

"I am a great believer in scientific method. In fact we have a strong research component at our programme. Reactions to the integrative movement are generationally influenced, with older physicians more likely to react defensively, feeling their authority is being threatened. When ideas and practices come along that they didn't learn, it is very easy for them to reject them.

"I would call myself an open-minded sceptic. I am willing to entertain any hypothesis but then I want to see proof. I think that many of the people who call themselves sceptics with regard to alternative medicine are really closed-minded sceptics, who have already made their minds up.

"In the US, the worst of the opposition is a group of these people called the National Council against Health Fraud, known popularly as the "Quack Busters". They say everything is quackery. They mention botanical medicine in the same breath as astrology. They have just begun publishing a journal called the *Scientific Review of Alternative Medicine*. It comes across as polemical, not scientific." ■ **Natasha Gunn, Corporate Communications, Amsterdam** (see the Science Channel debate *Integrated Medicine* (archives): [www.sciencechannel.nl/](http://www.sciencechannel.nl/)).

includes Richard Horton, editor of *The Lancet*, Weil is ensuring that *Integrative Medicine* fills this gap in current literature.

"The revolution that is building is being fuelled by two great forces affecting medicine," wrote Weil in the inaugural issue. The first is the economic collapse of conventional medicine due to escalating costs, which, in turn, are due to over-dependence on expensive technology. The second is the worldwide consumer movement toward natural and alternative therapies. "Together these two pressures are irresistible," Weil penned. "In response, medical institutions, however slowly and painfully, are opening to ideas and practices that up to now have been considered beyond the pale."

Alternative therapies, treatments and devices cover a wide range of approaches including herbal remedies, manual healing practices (including chiropractic), dietary supplements, acupuncture, homeopathy and naturopathy. Those and other techniques are evaluated, and peer-reviewed, within the pages of *Integrative Medicine*.

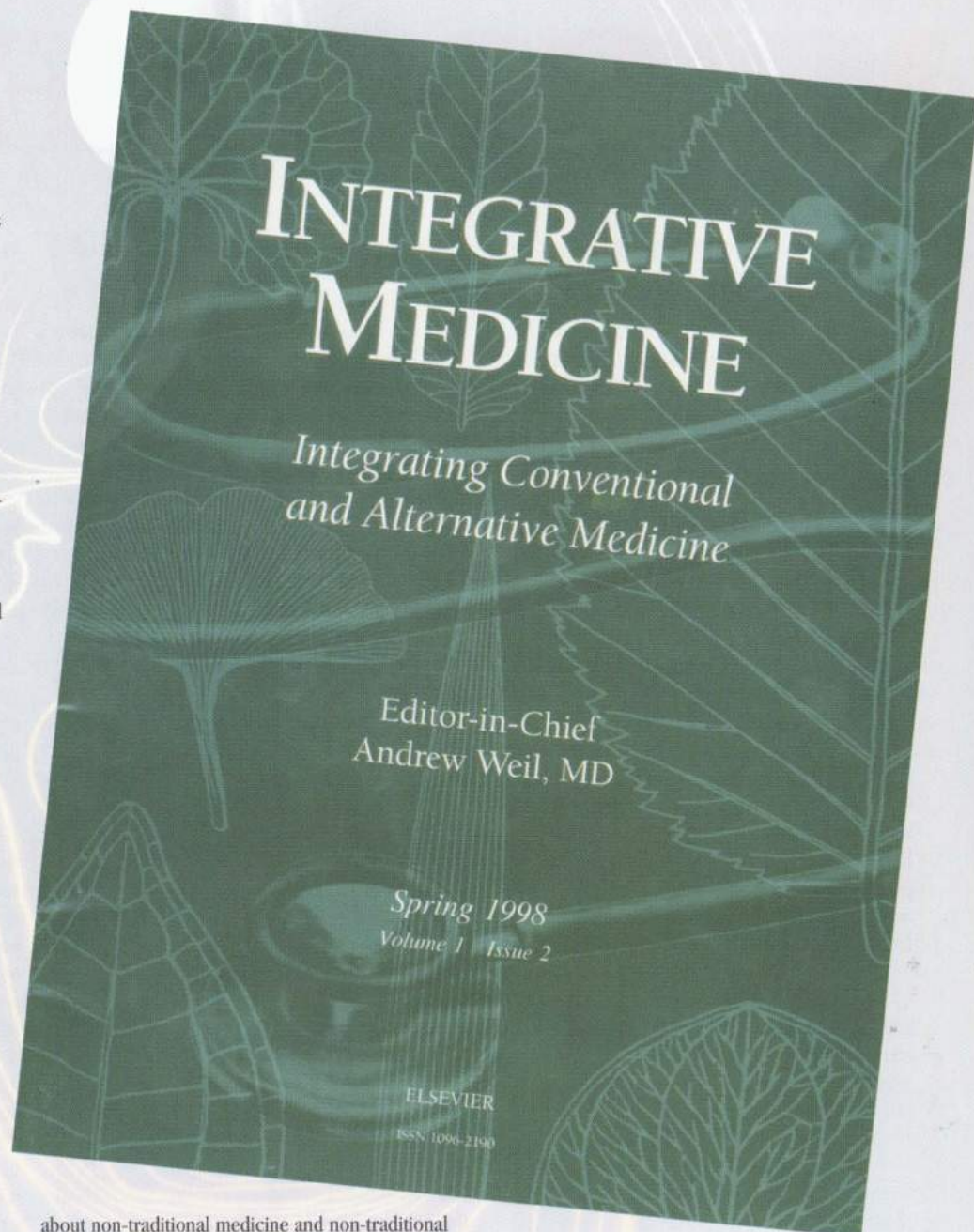
Original articles in the Winter edition included "Homocysteine, Vitamin Deficiency and Prevention of Arteriosclerosis" and "Integration as Community Organizing: Toward a Model for Optimizing Relationships Between Networks of Conventional and Alternative Providers." Horton wrote an essay entitled "The Last Battle: Medicine's Struggle with Complementary Therapy."

### Charting a Course

The journal is geared toward health care professionals, but consumers were the driving force behind its creation. And specifically, American consumers, who are demanding that their physicians answer questions about alternative treatments.

"This is so culture-bound because in other countries in the world, what is considered normal may be considered alternative in the U.S.," says Parker. "The Federal Drug Administration has upheld that in order for something to be sold as a drug, you must show both safety and efficacy. You must show that it works. Other industrialized parts of the world have as their standard that the drug must do no harm. That is a very different standard."

The more than 1,000 health care professionals and librarians who have already signed up represent those individuals who are being faced with questions



about non-traditional medicine and non-traditional treatments. *Integrative Medicine's* goal is to provide them with a peer-reviewed evaluation of the best concepts and techniques of traditional and alternative medicine.

Given the growing attention to alternative medicine, it's not surprising that Elsevier Science found it riskier not to launch this provocative new journal than to launch it.

"It represents an attempt to document a new direction in medicine, and as such, it has an impact on all of us because we are all consumers," says Parker. ■ **Mary Martens**



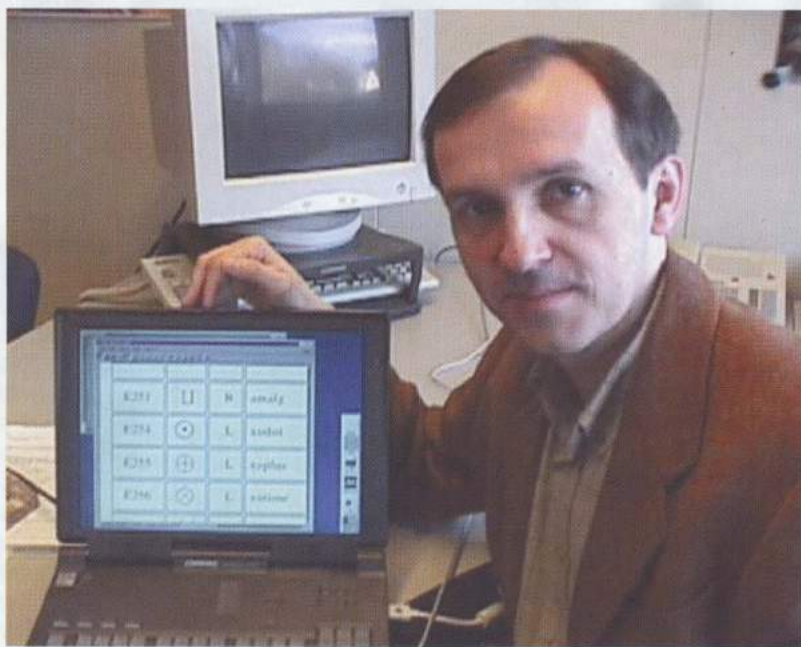
# The Endless Unicode...

**N**ico Poppelier, team leader in the new IT and Business Development Department, Physical Sciences: Engineering division, is heading up a project entitled STIX (Scientific and Technical Information eXchange). The project, which involves several publishers including Elsevier Science, aims to create a set of fonts containing all the symbols necessary for STM (Scientific, Technical and Medical) publishing and to make them available to the world at no cost.

An important step towards this goal is the creation of a proposal to extend Unicode, "the international standard for information processing that includes all major scripts of the world" (source: The Unicode Standard 2.0). "There are literally hundreds of symbols missing from this standard. Most are mathematical, but numbers of chemical and phonetic symbols are also not included," says Poppelier.

The Unicode standard is published by the Unicode Consortium, a group of software and hardware manufacturers. It includes scripts for living and dead languages, as well as mathematical and technical symbols.

Poppelier, who holds a PhD in theoretical physics, is very familiar with the problems inherent in making mathematical notation computer-readable. "Mathematical notation, as used in mathematics and other fields of science, has a very complex history. The physical and chemical sciences all use



Dr. Nico Poppelier, searching for missing characters. (Photo: Tony Garcia)

mathematical notation to communicate ideas precisely and rapidly," he says.

When a publisher produces a paper document containing such symbols, anyone can read and understand them. The problem arises when documents are made available in PDF or HTML form. "We need to make sure that people have those fonts available," says

Poppelier. "Currently, fonts are adequate for mathematical notation up to the first years of university. What the STIX project is doing mostly benefits researchers."

There are, however, several complications. The definition of a character is unclear and the process of extending a standard such as Unicode (or its 'parent' standard ISO 10646) is slow and time-consuming.

The STIX project team hope that the majority of the missing characters they have found will make it into version 3.0 of Unicode. But that is not the end. "Some characters will not make it, and mathematical notation is not cast in stone. It changes over time," explains Poppelier.

After further meetings, the Unicode Consortium plans to forward the STIX proposal to the International Standards Organisation (ISO). An ISO working group will then discuss it at a meeting in March 1999. ■ **Natasha Gunn, Corporate Communications, Amsterdam**



Gavin Howe, chief operating officer.

# Gavin It's a peop

"I've been very fortunate, in that I've always had positions that have allowed me to do the things I'm really keen on," says Gavin Howe, who is the new chief operating officer of ES. Being interested in reading and words, as he puts it, Howe (44) started in publishing as a journalist and soon became editor of a magazine on yachting, which was and still is a hobby of his. "I think you have to enjoy your work and having fun is a fairly important part of work. If you don't enjoy it, that's very bad news," he says.

Talking about his education, Howe modestly calls himself 'not a great academic'. He mentions training in journalism and a PMD at Harvard Business School in 1992. The latter is a program for management development and Gavin was sponsored by Reed-Elsevier. "That's really it," he adds, "and I've also spent time at London Business School."

Always guided by what interested him, Howe has held a wide variety of positions. From the yachting magazine he moved to a position in marketing, in which capacity he joined Reed-Elsevier in 1982. He worked in the technology division and got involved in electronic publishing. In 1997 Howe became CEO/president of the Reed-Elsevier Technology Group. "It could be seen as a logical path," he says, "but I didn't sit down at twenty-one and decide that I wanted to be at ES." Logical or not, the constant in Howe's career is publishing, a business that's going

# Howe: Down to the ble

"through a period of quite spectacular change."

"In Internet, Extranets, and Intranets information is being disseminated in a whole range of different ways, which means that the information you're providing is quite different. It's not just a matter of putting a journal on the Web, but you're actually providing a whole surround of information that helps people make decisions or provides much greater search functionality, as is the case with science." Technology and the change it creates have always interested Howe, and he seems happy to talk about it, especially in relation to his new function. "In the case of the service provider products that Elsevier Science has, you're actually building a relationship with the user. We're getting more information about them, but we're also providing them with much more customized information than they ever would get from buying a journal or a specific service."

It's this change that will occupy Howe in his new appointment. "The job of Operations is to support the other four business groups of ES," he observes, and the creation of this new group makes perfect sense to him. "The new strategy's been very clear, but the implementation of that strategy requires a lot of work at this stage." The move from pure content business to a service provision business implies new skills to be learned and new functionality to be developed. "In that process," he continues, "having

the right people and the right teams is going to be absolutely crucial, because it's really down to the people. Ultimately they're going to be the determinants of success."

Howe thinks of his work in terms of getting the best out of others, rather than in technical terms. "I enjoy working with people who stimulate me, maybe brighter people, or people who have very different characteristics. I've met incredibly bright people, and sparking off people like that can be very rewarding." With a friend at Strathclyde University, he has been researching teamwork. "I'm very interested in teamwork and what motivates teams and what creates high performing teams. If you can work with a team, that can make an enormous difference. Much more difference than writing a report on your desk," Howe says.

Other people seem to matter a great deal to Gavin Howe. In talking about personal matters, he repeatedly asked me my opinion. He fondly recalled his former working relationships, and when I asked him how he thinks colleagues and employees perceive him, he replied: "I hope that people see me as someone who respects the individual." Discussing work in general, Howe, who's married and has three children, says that things have to be balanced. "My family is very important to me and I enjoy my leisure activities and family life as much as working hard. I am not a workaholic, and I don't think that's necessarily the way to achieve a lot." Returning to the

subject of teamwork he says that he doubts whether a workaholic in a leadership role is a good thing, "because perhaps they are not sensitive enough to the needs of people who aren't workaholics." Typically, he adds: "But if some people are naturally that way, then I wouldn't berate them for it." ■ **Michiel van der Ent**

## COO WHO?

Gavin Howe started as chief operating officer at ES on 1 December. As chief operating officer at ES, Howe will be responsible for the service organizations that support the scientific publishing process at ES. Howe will oversee Information Technology, Production, Corporate Marketing, Fulfilment & Distribution operations and the Social Sciences publishing group at ES. He also serves as managing director of the Kidlington office, where he is based.

# Who's on Top: Change

*Morris Tabaksblat,  
David Webster,  
Herman Bruggink and  
Nigel Stapleton  
talk to Bill Jamieson,  
Economics Editor  
of the Sunday Telegraph,  
about the forthcoming  
changes at Reed Elsevier:*

In August, Reed Elsevier announced that it would be replacing its current management structure, consisting of Dutch and English co-chairmen, with a unitary management structure headed by a non-executive chairman and a separate chief executive.

The new chairman, Morris Tabaksblat, who is currently the Dutch chairman of Unilever, will not be available until he retires next April. David Webster, a Reed Elsevier plc non-executive director since the merger and chairman of Safeway plc, has agreed to be interim non-executive chairman until then. Since neither Herman Bruggink nor Nigel Stapleton wishes to be considered for the new position of chief executive, an external search is currently underway. Pending this appointment, Bruggink and Stapleton will be undertaking the roles of co-chief executives.

## **New phase for RE group**

The new top management structure reflects a new phase for the Reed Elsevier group, with the bulk of business re-structuring now behind it. A unitary management model, with more defined lines of reporting and responsibility, is expected to bring greater focus on building brands in global markets. Reed Elsevier will be a sleeker machine: it has outgrown the bicycle built for two!

"A move to a unitary system has been under consideration since the original merger," explained Bruggink, "but dual control through the Executive Committee was the more appropriate structure in the initial years. For one thing, it gave assurance to Reed Elsevier's two parent companies that one side would not dominate the other. Now we are entering a new phase of development for the group, which will lead to the harmonization of the structure of the Elsevier, Reed International and Reed Elsevier boards, with a single non-executive chairman."

## **Changing market geography**

The evolving shape of the business underscores the need for this change. The company is increasingly dependent on the US market, which will account for

# ges at Reed Elsevier



**Herman Bruggink**

some 50 per cent of sales in the current year and between 55 and 60 per cent next year, following the integration of Matthew Bender and 50 per cent of Shepard's. "This does not rule out further expansion in Europe," stressed Bruggink, "but the group's profile is now more aligned to the geographic profile of the publishing and information market globally. It's no longer (if it ever was) an Anglo-Dutch business with overseas bits tagged on."

Following the switch to a unitary management structure, the company will continue to retain head offices in both Amsterdam and London but the new chief executive will be based at the group's operational headquarters in Victoria Street. "The search for a new chief executive is being conducted on the basis that it will be a London-based job," said Bruggink, "but at this stage a single head office is not envisaged." Eventually, a single legal structure for the par-



**Nigel Stapleton**

ent companies, and a single share quotation, may prove feasible if the Euro leads to convergence of European capital markets, although this is not expected in the near future.

## **Global business to continue**

Both Bruggink and Stapleton acknowledged that the decision to shed the dual management system had sparked concern about group focus. However, they both agreed that the strategic drive to build a global business will continue.

Said Bruggink: "There has been speculation about organizational change - about moving to a structure that focuses on country management, rather than on the hybrid product and geographic approach that we have at present. People should not be concerned about this. Any internal re-organization will be



**David Webster**

a matter for the new chairman and chief executive. The structure and the portfolio of the businesses are now what we wish them to be."

Turning to concerns about the company being in limbo, Stapleton refuted this. "There is not some great vacuum being created in which strategic or operational decisions are being held back. There are some issues that can be put on hold because they will be for the new chairman and the chief executive to decide. But we will be doing everything until then to ensure that the new chief executive gets off to a flying start."

And who will the new chief executive be? There has been press speculation about an American appointment, in the wake of recent US acquisitions. David Webster, who is heading up the six strong nomination committee overseeing the search, acknowledged this possibility: "There is an outside agency

# RE Chairman Answers Questions



*Morris Tabaksblat, RE's new chairman, due to arrive in April.*

Reed Elsevier's intention to develop as a global business is evident in the choice of the new chairman: Morris Tabaksblat, 61, currently chairman and chief executive of the Dutch parent of the Anglo-Dutch consumer products giant, Unilever. He has been with Unilever for 34 years, 14 as a main board director. Tabaksblat has held management positions in continental Europe, the UK, Spain, Brazil and the US where he was regional director for North America and chairman of Unilever United States, the holding company for Unilever's major US interests. He is also a member of the influential European Round Table of industrialists, and a vice-chairman of the US Conference Board. He joined the supervisory board of Elsevier in April of this year.

## *What attracted you to accept the chairmanship of Reed Elsevier?*

For me the challenge is to shape and develop an international business that has tremendous strengths and which has the skills and capacity of a truly outstanding international leader.

I find the business very interesting and admire and appreciate the group's talents and products. It is a challenge in view of the importance of new technology and adapting to technological change.

America is a market that moves faster than others, and it is particularly sensitive to technological changes. It is also a market I have long experience of through Unilever. This is one of the attractions of the new post. Reed Elsevier is internationally spread and concentrated on geographic markets that I know well.

## *What are you looking for in the new chief executive?*

He should be a good leader, able to deal with matters openly and impartially and have wide experience in international business. I also think it important that he should be entrepreneurial. I am looking for an ability to lead the company into new technology and technological change.

## *Do you envisage problems working out of two head offices?*

I am not anxious or worried about working out of two head offices. I have worked for Unilever, a dual office company, for 34 years! So long as you make sure the two offices do not duplicate each other, then there should be no problem. With electronic communication the physical location of offices is almost irrelevant.

## *What do you see as the immediate challenge?*

I appreciate that the company is not in an easy position at the moment. The announced changes have created a lot of uncertainty. In such circumstances the best thing is to concentrate on maximising the benefits of the company's superb portfolio and work on the strategy to build the business. The important thing is to focus on moving forward.

the publishing business", said Bruggink, "and I feel that a global chief executive role might not fulfil me personally." "However", he adds: "in the right circumstances and with the right team, I would be quite happy to stay with the business."

"I believe strongly in the company and in its future prospects," said Stapleton. "We are going to have to sell our products to many more people as electronic delivery moves the provision of information from the Library onto the user's desktop. Pricing and

marketing decisions are going to be still more central to the business. I don't believe that my background in finance and strategy fully matches the skills needed to lead the company through the next phase of development. I have decided that it would be sensible for me to discuss my position thereafter with the new chairman and chief executive after the latter is appointed."

The company's intention to develop as a global business is evident in the choice of the new chairman, Morris Tabaksblat (see box). Both Bruggink and Stapleton were keen to stress how fortunate Reed Elsevier has been to secure the services of such a well-respected international businessman. "Morris is very highly regarded for his excellent work at Unilever and for his highly successful chairmanship of one of the world's leading companies. He had a wide range of opportunities that he could have pursued after his retirement from Unilever," said Bruggink. "The fact that he decided to accept the Reed Elsevier position clearly demonstrates his belief in its long term development and success." Stapleton added: "Morris's depth of knowledge of the international business world will be invaluable as the company moves forward into the next century. It is also a bonus that he has such considerable experience of leading an Anglo-Dutch company."

"Until Morris takes over, it will be very much business as usual," said Webster. Currently there are bi-weekly meetings of all the Executive Directors and Bruggink, Stapleton and myself also have meetings on a bi-weekly basis.

## **Future outlook positive**

"This company has been transformed over the past five years as we have moved away from consumer to specialist publishing businesses," continued Webster. "The board's confidence in the future is reflected in the recent £1 billion purchase of two US legal publishing businesses - Matthew Bender and 50 per cent of Shepards." The strategic drive to switch from consumer-related business to specialist publishing operations was reinforced by the £860 million sale of IPC Magazines in January 1998 and the completion of the consumer books divestment in the summer.

Referring to the slide in the Reed International and Elsevier share prices, Stapleton said: "Confidence in the future has not been much in evidence across the stock market generally in recent months as prospects for company earnings in 1999 have been scaled down in the light of the deteriorating economic outlook since the Asia crisis. The stock market dislikes uncertainty, and the Reed International and Elsevier share prices have taken a beating, along with many other big name companies. This underscores the need to ensure that there is no delay in our timetable for moving to the new unitary management structure. However, we are confident that this transitional period will be smoothly completed and that Reed Elsevier can continue its successful development." ■ **Source: Reed Elsevier Corporate Relations, London**

which is undertaking a global search and the US is one of the places being considered," he confirmed. "The choice of chief executive will reflect the group's strategic requirements - someone with marketing and global experience is needed," he continued.

There are personal elements in the respective decisions of Bruggink and Stapleton not to stand for chief executive, although both are fully committed to the group for the foreseeable future. "I have a particular passion for dealing directly with publishers and

# EASIER WEB PUBLISHING WITH DEJAVU

**U**nique in the publishing world, DEJAVU (Designing Electronic Journals Again as Versatile Units) is truly a product of the electronic age. DEJAVU is designed to allow maximum customization of electronic journals with minimum stress, by combining ease of use with extreme flexibility.

In the mid 1990s, the desire to publish journals on the information superhighway led to development of *GeneCombis* and its clones. As more Elsevier Science journals were scheduled to go online, it became clear that a new way of publishing these journals was necessary. The strategy of writing separate, customized publication software for each journal was both time-consuming and counter-productive. The need for a new electronic journal publishing system was clear.

A search of "off-the-shelf" products proved fruitless - a complete system that satisfies the needs of scientific publishing on the Web does not exist. The decision to create a system for Elsevier Science's electronic publishing was made. A group was formed and work began on identifying the requirements for such a system and the components necessary to make it work.

Initially, the development team focused on creating a tool to convert SGML-coded source material into the Web's HTML format. In April 1996 work began on the Template-driven Article Conversion Tool (TACT) to accomplish this task. A year later, work was begun on the DEJAVU system, which was planned to use TACT and the building blocks it creates to present the electronic journal to the journal subscribers.

TACT and its run-time companion STEALTH (Serve-Time Evaluation of Arguments, Links and Templates in HTML), now form the nucleus of the DEJAVU system. TACT converts the source material into Web-coded output and STEALTH puts these parts together to create a custom presentation of the journal information. By utilizing HTML and Perl-coded templates, these two tools provide the flexibility that makes DEJAVU unique.

## Flexibility

At the core of DEJAVU design is the KISS (Keep It Sweet and Simple) principle. By taking advantage of open standards (widely agreed and therefore stable software protocols and formats), DEJAVU is incredibly flexible and powerful. Open standards allow new components to be added quickly without affecting existing functionality. This allows Web products built with DEJAVU to be able to react quickly to market changes or user demands.

DEJAVU accepts input from the Electronic Warehouse and converts the source material into HTML using TACT. By working in this way, the bulk of the conversion work is done before uploading to the customer servers, thereby making the most efficient use of available resources.

Among the current standard features found in DEJAVU are: full-text HTML including tables and maths; tables of contents; author indexes; keyword indexes; searching (in parts of or entire articles); reference linking; and use of thesauri and other classification schemes. Plans for more features are under discussion for future releases of DEJAVU. The latest version of DEJAVU (version 1.6) was released at the end of December.

DEJAVU is supported by comprehensive documentation and a four-day in-house training course. These give DEJAVU users (primarily production development department staff) a thorough grounding in HTML and basic Perl coding to allow them to begin using the system within a very short time. This sets DEJAVU apart from other Elsevier Science electronic publishing products, such as ChemWeb, which require specialist knowledge of several programming languages.

## The Future

As more products take advantage of DEJAVU, the publishing system itself will benefit from more input from system users and journal subscribers. New requirements, both market- and user-dictated, will lead to continual upgrades and improvements in all aspects of the DEJAVU system.

The recent reorganization of Elsevier Science has brought the DEJAVU project to a new home. Now a part of the Physical Sciences & Engineering business unit, DEJAVU will be used to publish the unit's journals on the Web in the future. ■ Submitted by the DEJAVU Development Team.

**Several Web products are currently under development by the Production Development Department using DEJAVU. They include:**

**CITE** (The Computational InTelligence Service Provider)

**NPE-2** (a replacement for the existing Nuclear Physics Electronic, one of Elsevier Science's oldest Web products)

**New Astronomy**

**ROCO** (Research On Cancer Online)

**and a number of other existing Web products**

# Designer Services

**A**t the beginning of November, Arie Jongejan, managing director, Physical Sciences and Engineering Division, and Rein van Charldorp, ES Group director of Production, approved an experimental project known as the "BUTIQ for Physics". This project, in the context of so-called Boutique Production,

aims to radically reduce the production time of three key physics titles, Physics Letters A, Physics Letters B and Optics Communications.

## "Boutique Production" - What is it?

Boutique is an unlikely word to be linked to the publication of scholarly journals, but, in fact, the concept of Boutique Production has been around in Elsevier Science for some time. Simply stated, it means that journals are given some special treatment, outside the standard production system, in order to meet special demands from the market place. These demands can include speed of publication, a specific aspect of quality, or special requirements of a society for whom we are publishing the journal. This special treatment usually involves these journals being handled by a team (the size of the team varying according to the size of the journals), and/or that some of the production services which are usually outsourced be done in-house. Such a service is referred to as a boutique.

Consensus has it that the term "boutique" was first coined in Elsevier New York, some 15 - 20 years ago. John Mancina, vice president for Production in NY, explained that this way of working came about because many of NY's clinical medicine titles are published for societies who have specific requirements for their journals. Also, many NY journals carry a great deal of paid advertising necessitating careful in-house coordination. Today, NY regards as a "boutique" title any journal that is either society owned, or has a lot of paid advertising, or one that in any way requires a special workflow (this applies to most of NY's 140 titles). In NY, Issue Managers handle all production responsibilities for boutique journals, from manuscript through dispatch.

In ES Oxford, the production of *Tetrahedron* is handled in a self-contained boutique environment by a team of eleven people, with plans to increase this number. In Lausanne, there are some 8 or 9 chemistry titles where certain elements of the production differ from the normal production workflow. With these chemistry titles it is not just speed of production that is important, but the quality of content and the handling of chemical formulae. And now there is "BUTIQ for Physics".

## Physics BUTIQ Q&A:

### *What does BUTIQ stand for?*

BUTIQ is not an acronym. It's just a catchy title for the Physics project that reflects the boutique nature of the specialized production process.

### *Was BUTIQ initiated in response to general dissatisfaction with present production times?*

A project like BUTIQ is a progression in the production process. In recent years, the centralization of production and the move towards an electronic production environment, with the introduction of the CAP (Computer Assisted Production) workflow, the setting up of the Electronic Warehouse, and the introduction of all the necessary standardization, has meant that our efforts have been mainly focused on company-wide developments. Now, with the basics in place, we can focus on the quality of service and become more responsive to the requirements of our markets. And for the physics market, for example, speed is of paramount importance. For other markets there are other aspects of quality that need to be met. Thus for a few important titles this might mean that they need to be handled by a special team, although those teams will still be making use of many of the production tools and standards now in place.

### *Is the idea of working in teams an attempt to go back to the way things were five years ago, the "Good Old Days", as some might refer to them?*

This is not the case. We couldn't go back to the "Good Old Days" even if we wanted to. And we don't want to go back, because the electronic production methods and standards now in place are vital to our future in publishing. Nor is it intended that "boutiques" will become the new way of publishing. Most of our journals will still be produced in the normal production workflow. It is just that we must accept that there are certain special cases that need special treatment.

### *What do people who might be working in the BUTIQ think of the idea?*

Those people spoken to were enthusiastic about working in such an environment and regard it as a job enhancement.

### *What of the normal production workflow? Is there a danger that people will move into BUTIQ and leave normal production depleted?*

Needless to say, normal production will maintain high priority, also with respect to timing and quality. Staffing will have to reflect these goals.

### *Are the added costs of this way of working justified?*

It could be that increased production costs are offset by increased gains in the marketplace, and the BUTIQ experiment will help us find the answer.



# at the Physics BUTIQ

## **"BUTIQ FOR PHYSICS" - THE DETAILS**

"BUTIQ for Physics" is a project proposed by Eefke Smit, deputy director Physics and Astronomy; Eef Voegelzang, production manager, ESSA (Lausanne), and Bart Wage, head of Production Development. The project, which involves close cooperation between Physics Publishing and the Production Department, aims to cut production times of the three journals involved, Physics Letters A, Physics Letters B, and Optics Communications, from up to 15 weeks to 5 weeks for printed versions and 5 days for Web articles. The Web versions of articles will be mounted on the Internet prior to their becoming part of a journal issue, and as single articles, are identified by a PII (Publisher Item Identifier) number.

This speed of production, for both printed and Web copies, requires a whole new working environment. A team of ten to twelve people will be brought together as one department to work only on these three titles. Team members will handle the articles from log-in through the various production stages to delivery to the Electronic Warehouse, etc. Each person will perform more than one task, e.g., someone responsible for log-in might also do the pre-edit. The speed of the operation will require maintaining very close contact with the journals' external editors and the authors, something which could pay dividends in the future.

Peter Berkvens has been brought in from his job as Head of Maintenance to fulfil the key role of BUTIQ manager, reporting to Smit and Martin O'Malley, general manager, Production Amsterdam. The project is to be phased in gradually, the preparatory phase involving such things as the selection of staff and suppliers, and the defining of copy editing tools, etc. Production of all three journals needs to be brought into the new department. Physics Letters A has to be made CAP-compatible with some urgency. Thereafter, the three titles will be streamed into the new system one at a time.

By mid 1999 all parts of the operation should be in place. Each phase of the project will be assessed, and conclusions will lead to new adaptations and improvements. Two of the main

points to be evaluated will be the success, or otherwise, of the multi-task environment, and the effect that greatly increased speed of production has on the market position of the three journals. In the meanwhile, it is hoped that there will be many short term advantages. Close, regular contact with the journals' outside editors could help iron out bumps in the production chain by, for example, editors being encouraged to submit manuscripts as they receive them and not as a batch. Simple to introduce, time-saving measures discovered in BUTIQ can also be implemented in the regular production system. ■

**Valerie Ainscough, Business Information Center, Amsterdam**



*Arie Jongejan, Eefke Smit, Peter Berkvens and Martin O'Malley work on the BUTIQ process.*

# Fish

**T**he rainy afternoon when I arrived in Bicester, just outside of Oxford, didn't promise much color. Leaden skies matched the way I felt at the end of a busy week - exhausted and drained. I walked into the Kidlington offices to meet Mike Hutchinson, Year 2000 IT Development manager. We were off to look at fish.

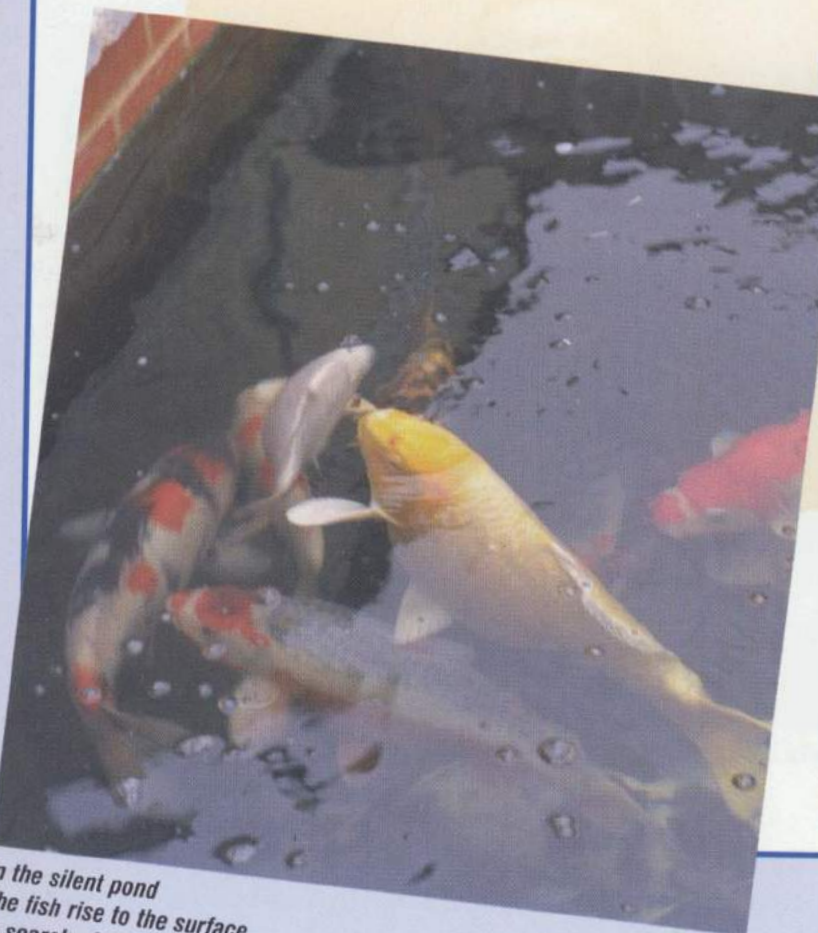
We climbed into Mike's green Jeep Cherokee and wound our way down dark, puddled roads to the Hutchinson Estate. Mike told me that he lives in an ancient and historic Cotswold property, amidst picturesque ruins and acres of rolling, green pastures. Well, Mike's a funny guy and the truth was too. He likes to tell "fish tales." In reality, Mike lives in a modest stone house in a nice residential estate about 20 minutes away from the ES offices. But modest is not a word I would use to describe the fish pond in Mike's back garden.

The fish are koi, kept in a pond which is of the dimensions normally associated with lap pools at the homes of the rich and famous. In fact, if Mike and his wife Sharon ever should decide to trade in their home for the fabled estate, the pond could be advertised as a swimming pool.

Mike started his koi collection about three years ago. An avid fisherman, who, rather ironically, fishes for carp (*Cyprinus carpio*), a cousin of his prized koi, he began to collect koi out of interest in their colors. He began with a small pool in a corner of the garden, but it soon became apparent that in order to house his growing school of fish, he was going to need to build a larger pond. The pond needed to be capable of handling up to 25 of the fish which can each reach up to a meter in length when fully grown.

Mike's wife wasn't too happy with the idea of having their garden torn up in order to accommodate an Olympic-size fish pond holding 5000 gallons of water which has to be pumped through a 1000 gallon, 30 foot filter system every hour. So they reached a compromise. Mike could build the pond of his dreams if he restored the garden.

Careful planning was one of the keys to building such a large pond. The planning included the dimensions, depth and decoration of the pond and a filtration system the size of a sewage treatment plant for a small town. "Keeping koi, is a delicate operation," Mike says. "They are very sensitive to water conditions. Fluctuations in pH and temperature have to be minimized and ammonia and nitrate (waste products) must be completely removed. Therefore, filtration is extremely important."



In the silent pond  
the fish rise to the surface  
in search of dinner



Man, fish, together  
Each nourishing the other  
In their different ways

# Tales

He started construction on the pond during evenings and weekends, but was put on hold by a back injury. Finally, after three months of work during the heat of summer, Sharon now has a lovely garden, and Mike has his pond.

I have to admit that I wasn't so sure that I could make much of a story about fish. I don't have an underwater camera or the skills of a Cousteau documentary maker, but Mike promised me a sensational show of koi tricks. So I arrived expecting koi jumping through fiery hoops or pulling around water-skiing frogs. Well, the fish were just swimming around the pond as fish do, but the colors were amazing and watching them glide through the dark pool is a calming experience.

Raising koi is not a cheap hobby. Mike buys most of his fish at auction and is proud to say he has never paid more than 350 pounds sterling for any one fish. Depending on the breeder, variety, color, size and quality of the fish, the fish can command anywhere from a few pounds to hundreds of thousands of pounds. "There are a lot of fish raised in Israel and England, but the Japanese are the best," he says.

When not tinkering with the koi pond (he recently completed a project insulating it for the winter), Mike mercilessly quizzes co-workers about koi trivia, attends meetings of the local koi club and visits shows and auctions where koi are sold. "I hope you don't make me sound like one of those funny people who goes around in an anorak, talking about koi all the time," said the hobbyist who is as concerned about his image as he is over the pH levels of the pond. I checked with Mike's ES colleagues to discover the truth: although it seems *everyone* in the office knows Mike as the koi man, his colleagues say they've never seen him in an anorak... ■ Kimberly M.

**Beckwith, Corporate Communications, Amsterdam**



*Detail of fishpond  
With the filtration system  
Hidden behind rocks*

JANUARY/FEBRUARY 1999



*Under dark water  
Two fish glide by each other  
Lighting the gray day*

esworld 19

# Confined to Quarters in the French Quarter

**B**etter safe than sorry, decided city of New Orleans officials in September. Because Hurricane Georges was threatening to wreak havoc on that *exquisite corpse* of a city, as Truman Capote called it, the Society of Petroleum Engineers (SPE) Annual Technical Conference and Exhibition was cancelled. In the end Georges missed the city by 100 miles.

About 10,000 people were to attend the conference, scheduled to begin on September 28. One of those people, Elsevier's Friso Veenstra, was denied his moment in the spotlight. Veenstra, a product manager for Applied Geoscience, was to accept the Gold Medal of Honor of Peter the Great at an awards ceremony. The U.S. section of the Russian Academy of Natural Sciences awards the medal for "contributions to publishing scientific literature."

Veenstra and ES colleague Anna Ypma, direct marketing manager, were at the conference

to promote Elsevier's *Journal of Petroleum Science and Engineering* and other relevant titles, to network with editors and authors, and to have an editorial board meeting for the journal.

Ypma arrived on Friday, September 25, and Veenstra arrived on Saturday, at which time their hotel clerk informed them that the conference had been cancelled due to the hurricane. That meant almost four days of holing up in the hotel while the city instituted a curfew for people who did not evacuate the city.

Veenstra's and Ypma's attempts to flee New Orleans were frustrated at every turn. The airport was closed. The bus and train stations were closed. There were no rental cars to be had. But, they made new friends during communal meals in the hotel's grand ballroom, regularly met for coffee and carrot cake, and watched the local news channels, which kept reminding viewers of the two hurricanes in the last 30 years that did

real damage to the city. They also showed footage of Biloxi, Mississippi, and Mobile, Alabama, two towns devastated by Hurricane Georges.

Also frustrating for Veenstra and Ypma, familiar with wind and rain from living in The Netherlands, was the fact that only three inches of rain fell on New Orleans the whole time. "In the last 30 years, they were surprised by two hurricanes that were stronger than anticipated, so now they are over-anxious," said Veenstra.

With 10,000 people expected to attend the conference, there was no possibility of re-scheduling the event. However, participants in next year's conference will receive a 40 percent discount on the booth fee, said Ypma. ■ MM

*Friso Veenstra and Anna Ypma, all dressed up for the conference that never was.*



# Days Out Are In Again

It's Friday morning, 10:16. So, what are the members of the Chemistry and Chemical Engineering department in Amsterdam doing creeping about in a huge greenhouse in Aalsmeer, all dressed up in combat gear, gun in hand, ready to shoot at anything that moves? Well, this is what you get when the infamous adventurer-cum-product manager Rocco van den Berg and Chemistry webmaster James Carne are allowed to co-organize the department's day out. This was not to be a day of rest.

The first part of the adventure was actually finding the venue based on the sparse details on the map we were given. After a briefing over a cup of coffee, we were kitted out, divided into two teams and, before we knew it, were in the middle of a war zone. Paint balls were splattering all over the place as publisher Patrick Jackson broke cover and was hit. Perhaps demoralized by the routing of their leader, his red team was quickly paintballed back into the coffee area. For those of you who have never experienced this, paintballs are gelatin capsules filled with water-based paint that break when they hit a target. Paintballs travel fast and hit hard, as a number of victims who were still nursing bruises after the weekend will testify!

Once everyone's adrenalin levels were topped up it was time for the next item on the

agenda, a visit to the Teyler's Museum in Haarlem. The museum is the oldest in the Netherlands and is famous for its collection of scientific instruments, assembled between 1784 and 1909. More than 400 pieces were collected in the 18th century, and more than 800 in the 19th century. The huge electrostatic generator dating from 1784 dominates the central gallery. It could apparently produce tongues of fire 60 centimeters long, with the static electricity produced stored in a battery of 135 Leyden jars. The apparatus was previously used within the museum in experiments in the fields of chemistry, magnetism and medicine, but is now unfortunately too fragile to demonstrate.

The museum is something of a museum in itself: for example, two pyramidal showcases constructed around 1803 for the display of rocks and stones are still used today. The geological collection comprises tens of thousands of specimens. In 1784, an important collection of Cretaceous (circa 65 million years ago) fossils from the St. Pietersberg area near Maastricht was purchased and can still be admired.

The museum also has 25 sketches from the notebooks of Michelangelo, whereas there are only five of these to be found in all the museums in the United States. The extensive collection of scientific books includes the earliest encyclope-

dia ever produced, but this is not on open display.

On our way out - after a light lunch in the canteen situated in the new light-filled, spacious wing of the museum - someone noticed a plaque on the wall announcing the museum's sponsors, one of which, fittingly, is Reed Elsevier.

Suitably fortified by culture and food we were now ready for some serious bowling. A couple of pros practicing in the neighboring lanes let us know how it should be done. Some of their individual scores corresponded to the collective scores of our three teams! After three rounds there was one obvious winner, Patrick Jackson. Or was it perhaps a politically correct decision on the part of runner-up James Carne to let our department head be star of the afternoon?

Drinks on the market square preceded the conclusion to our day: an excellent five-course meal at Haarlem's art deco restaurant, de Componist. We finally dispersed into the night, weary but well satisfied. It had been a long time since our last day out as a department and the organizers of the next will be hard put to equal this exceptional day. ■ **Derek Coleman,** Chemistry and Chemical Engineering, Amsterdam



Chemistry staff suited up and prepared to do battle.



Taking a break between battles (l-r) Gilles Jonker, Bing Wang, Huub Manten, Hanneke van Doorn.

## Paris Romance



ESME colleagues Mathieu Bellet and Sabine Colin were wed on 12 September. Sabine works in Human Resources and Mathieu is the webmaster for the French website of ESME (<http://www.Elsevier.fr>). They would like to thank colleagues and especially Catherine Lucet, who contributed to their honeymoon in the Bahamas.

## Kathryn Wayman: Swimming with Sharks

Kathryn Wayman made a promise to herself that she would travel the world before she was 30, and fulfill a lifelong dream to swim with sharks. "And not the kind you meet selling advertising space," she quips.

Wayman, now BioMedNet's worldwide advertisement manager splitting her time between London and New York, left her job as the international advertising manager for the scientific research journal *Nature* in January 1997. She spent 10 months travelling through Asia, Australasia and South Africa, celebrating her 29th birthday in February on the beaches of Ko Samui, an island off the coast of Thailand.

Her dream to swim with sharks came true in August, when she went diving in a thirty-foot-square area with about 25 Ragged Tooth sharks just off the coast of Durban, South Africa. "It's not as scary as you would think," Kathryn says. "They are very still, just lying around on the bottom of the sea or gliding silently past you. But you do get the impression that one eye is always on you, and you begin to wonder just when was the last time they had a decent meal!"

Achieving that goal is especially brave considering that two weeks were stolen from her in July after she broke her neck in a snow-skiing accident in New Zealand. "There was no permanent damage," says Wayman, "and I still went to South Africa after my stay in hospital, but I was in some pain. Breaking my neck really scared me and made me more homesick than I had been throughout the whole trip."

Wayman is ready to court the prospect of homesickness again, with a potential full time move to New York. She's also enjoying the excitement of working in the new media that BioMedNet represents. "It's much more immediate. We don't have the 150-year reputation of *Nature* behind us, but as BMN is the best Web site in its field, we are gaining our own, albeit young, reputation." ■ Mary Martens



Kathryn Wayman gets ready to scuba dive off the Whitsunday Islands on the Great Barrier Reef in Australia.



## Dream Team

Hiske's dream team, Mick van Gijlswijk (one arm visible), Olaf Schmitz, Leo Koning, Hiske Gerbrandy (global Human Resources director), Getty Bruens and Mente Nauta, won first prize at Elsevier Business Information's (EBI) volleyball tournament. EBI management was beaten 32-3.

# Jean Paul Verdijk's Heart and Soul

Jean Paul Verdijk, a PROMIS application manager based in Amsterdam, started playing music when he was 13. By the age of 15, he knew it was serious. "I never had to think about it," says the guitarist and lead vocalist for The Bluescatters, who last summer released their second CD. "Those things just happen. You make music, you like it...and I'm sure my background had something to do with it." Jean Paul's father and father-in-law are both painters and his mother-in-law is an actress. His son, Kit, aged 11, started banging around on the drums when he was six.

The Bluescatters are two years old, and have played all over Europe. They've also been asked many times to back Dutch and foreign blues artists, like Dave Hole. Their first CD, "Mean Mistreater" (November 1996), contains one-take recordings and some live recordings of the band, thereby embodying the band's ethos: "playing blues as we live and feel it by heart," says Jean Paul.

"Heart and Soul" was released in August on the Munich Records/Oldie blues label. It's a mix of contemporary and traditional songs influenced by King Alex, Hound Dog Taylor and Little Walter. Jean Paul's wife, Maschinka, inspired the majority of songs on the new CD. He dedicated his efforts on the CD to her and Kit and "all the people who...give others a second chance in life."

Jean Paul also commissioned lyrics for a song from an Elsevier colleague, Angus (Mac) MacCorquodale, who works on PROMIS. Jean Paul gave Mac the beat, and Mac came back with the lyrics to "Burning Baby's Blues." Naturally, Mac is a big fan of the CD. "Listening to it, you could be in a smoky club in the Mississippi delta," he enthuses. "It's a very authentic sound. JP's blues is as it should be, straight from the heart, with soul and balls."

Find out more about The Bluescatters via the band's homepage ([www.bluesscatters.home.ml.org](http://www.bluesscatters.home.ml.org)). And, Elsevierians living in Holland, keep your eyes peeled for their upcoming concerts. ■ Mary Martens



Jean Paul Verdijk's new blues CD, "Heart and Soul," was released in August.

# Polymer Poetics

The publication of Stephen Bradley's poem in the September/October issue of *ES World* inspired further poetical submissions. Norwich's Peter Tarrant requested a sample copy of *Polymer International* from John Wiley and Sons. The sample copy was duly sent and when Tarrant wrote back to confirm its receipt, Wiley proceeded to enter a second (unneeded) sample subscription in their database. After numerous attempts to get the situation corrected, Tarrant got tough and resorted to... poetry!

Thursday.

John Wiley & Sons Ltd. Baffins Lane, Chichester, West Sussex, PO19 1UD. UK

*Dear Sir,*

*The Past is gone, it falls behind,  
A wavefront e'er diminishing with distance,  
That is Time:  
Remaining, just the resonating chords of memory;  
Slow-failing, fading, save  
We reach for them, and pluck.  
The Future does not yet exist:  
The Now is All, O Wiley, and  
I bid you read me well, for  
We have yet again received  
Two copies of Polymer International.*

*Some time long gone, our Editor,  
Learned, wise, did make approach  
Requesting samples, boons, and sweet goodwill;  
And ye responded justly, and with open hands  
Did set our name within thy database.  
And then - Ai, Folly! Yet, how could we know? -  
We, this Company of Truth prospectors,  
Distillers of pure wisdom, pruners of the Grove,  
Did write back to Confirm.*

*And Lo!*

*Ye set our name within thy database again.  
Thus, in the Universal Now, we get  
Two copies of Polymer International.*

*Every Issue, Special Issue, Supplement  
And prepaid mailsbot enclosure doth repeat,  
Like beans, with dull predictability.  
A granite heart would break,  
An iron gut develop ulcers, to behold our plight.  
Dogged by the panting wolf-pack of Confusion,  
We cross-refer, back-bear, re-check;  
Our Tippex runneth out, and  
Our screens make peculiar reading.*

*Three times - Yea! Three times I wrote,  
And for acknowledgement, received  
Two copies of Polymer International.*

*O, wilt thou not delete? Strike out one record,  
Drain its fields, obliterate its ref?  
Please find attached the label that offends;  
And, though this is the Now that never ends,  
Yet in that non-existing Future, should  
This duplication be maintained, say I,  
The next one Rhymes.*

*Thou'rt warned.*

*Yours cordially,*

*P.J. Tarrant, Editorial Assistant*



## Useless Information

Some like to raise money for charity by inflicting relentless miles of pain on their bodies by taking part in 'Fun Runs'. Others like to bungee jump from great heights, and a few attempt to jump without a bungee, usually off the Niagara Falls. Staff at Elsevier Exeter prefer to exercise the brain, well, to be precise, that small section of the brain so finely tuned by the British Education system to delight in retaining useless bits of information and trivia.

We love quizzes whether it be on the television, in the Christmas paper or in a pub, so when the opportunity arose on November 19th to compete against fifteen other local businesses in a Quiz Night, it was an offer we, quite frankly, could not refuse. The night was organized by local solicitors Bond Pearce and held at the Exeter Golf and Country Club to raise one thousand pounds for The West of England School for Children With Little or No Sight. The money raised will be used to purchase a high-tech "talking" computer and scientific equipment for the students.

Andrew Padfield, Alison Snell and Dan Russell from Issue Coordination, Administration and Outsourcing Departments, excelled in displaying a remarkably severe knowledge of Geography, Literature, Science, and in particular, Sport. "It was an easy round," said Dan. "After all, who doesn't know things like, who is the most famous female Dutch runner of Olympic fame in the 30's & 40's?" (See below if you are not too ashamed.)

It was an evening of colorful, irrelevant, interesting and appealing useless knowledge: remembering things from the sides of cereal boxes and lyrics to songs from the Eighties - we couldn't get enough of it. Competition was fierce, Elsevier answering, on average, seven out of ten questions per round, and maintaining fifth position with the tenacity of a bulldog throughout. They finished a mere nine points behind the winning team.

The company contributed a generous donation and a prize towards the raffle, and the overall target was exceeded. Elsevier had the best supporters who cheered (and jeered) from start to finish.

Tracey Mansell, Exeter



Exeter's useless information experts:  
Dan Russell, Ali Snell and Andrew Padfield (l-r).

(The answer is Fanny Blankers-Koen)

## NOT A LOT OF PEOPLE KNOW THAT...

Many of us must hear interesting bits of information about various scientific issues way before journalists ever get hold of a story. While dining with an expert in mercury, she told me that no one in her lab chews gum as they all have amalgam fillings and are aware of how toxic mercury is to biological systems. When you have amalgam fillings and chew gum regularly, you are doubling the levels of mercury in your system due to corrosion-induced release of mercury vapor from the fillings. Even some white fillings can contain amalgam.

Dentists use an acid solution to dissolve tooth enamel (necessary for certain repairs) but Coca Cola is more acid than this solution. If you brush your teeth each time you drink a Coke, you would brush the enamel away. Fruit juice has the same effect, but is less drastic. Instead of brushing your teeth after drinking Coke or consuming fruit, gargle with or drink plenty of regular tap water! **Derek Coleman, Chemistry and Chemical Engineering, Amsterdam and Nicolien van der Linden, Fundamental Life Sciences, Amsterdam**

This will be my last column; *ES World* is being put "on hold." I prefer the 70's term "moth-balled." For those too young to recall, this is what happened to oil platforms when supply far exceeded demand as the price of oil rose. They simply cleaned everything out and shut down until demand rose again and they could re-open. Of course in the 90's they prefer to sink the platform and hope no one will notice.

Desktop roller coaster here we come: One of the recent bulletins here in England advised us to remove unsupported (i.e. illegal) software from our machines before roll-out. I was wondering what happens when Bill Gates loses his court case - will Internet Explorer become illegal software?

I've come across a new term: "seagull manager." It is used to describe a manager who "flies in, makes a lot of noise, shits over everything and then leaves."

The reviewer of Edward De Bono's new book *Simplicity* must have had such a manager in mind when he wrote: "De Bono really believes people can do better, and only shoddy thinking prevents them from so doing. He has no idea that much inefficiency is deliberately caused by the power-hungry, paranoid, back-stabbing, glory-hunting, spiteful, grudge-bearing human beings who infest the world of organized work."

Well that's all folks. I'll leave you with this poignant Haiku:

Yesterday it worked  
Today it is not working  
Windows is like that

Seasoned greetings to you all. ■

Horatio

# Transitions

## ESI New York

Starters: **Gregory Pietro**, MFG supervisor, Production; **Curlene Babb**, log-in assistant, Log-in; **Farida Sakoor Razak**, reprint assistant, Log-in; **Kimberly Arale**, production editor, Issue Management; **Justin Porter**, manager new products development, Issue Management; **Henry Blaney**, advertising sales representative, Advertising Sales; **Monique Thomas**, executive secretary, RSO; **Diana Cruz-Hasler**, contracts administrator, Science Direct; **Rebecca Cadion**, production specialist, Environmental Sciences; **Shelly Cox**, marketing manager, Science Direct.

Transitions: **Paul Weislogel**, publishing director, Medicine US and Pacific rim; **Janet Bailey**, marketing director for Central Marketing Services; **Susan Burkart**, manager, New York Marketing Services; **Judith N. Simons**, senior production editor, Issue Management; **Joan M. Kirshner**, resource manager, Issue Management; **Kenneth Che**, senior production editor, Issue Management; **Julia Macklin**, senior production editor, Issue Management; **Charles R. Hurley**, manager electronic publishing technology, Reporting and Applications Management; **Elizabeth M. Vogelsberg**, PTS administrator, Log-in.

Leavers: **Sandy Fox**, vice president, Direct Marketing; **Linda Stone**, director, Human Resources; **Jeffrey Stein**, media coordinator, Log-in; **Didier Merle**, director of sales, Excerpta Medica-Bugamor; **Karen McNeill**, administrative assistant, Lancet; **Margret Wax**, classified advertisement representative, Advertising Sales; **Crystal Y. Howard**, MFG coordinator, Production.

## RSO Americas

Leaver: **Sergio Fernandez**, information technical analyst, RSO/Information Technology

## Engineering Information (Ei)

**John Regazzi**, president and CEO of Ei will assume overall responsibility for Ei and Elsevier Advanced Technology (EAT).

Starters: **Jack O'Toole**, vice president sales, Sales Administration & Customers; **Maria Hatzis**, assistant webmaster, Village Editorial; **Kevin Batt**, director of sales, North American Sales.

Transitions: **Mary Berger**, vice president editorial services, Publishing; **David Schneider**, director editorial services, Village Editorial; **Mauro Pittaro**, director editorial quality, Publishing.

Leavers: **Audie Serrano**, account manager, North American Sales; **William M. Reid**, director national & large accounts, International Sales.

## Springhouse

Starters: **Craig Attig**, financial systems administrator, Publishing Technology; **Greg Gonville**, business manager journals, Finance; **Linda Rupf**, accounting clerk, Finance; **Donna Morris**, design technician, Book Design; **Julie Carleton**, librarian, Library; **Bob Sperrazza**, director, Health Education; **Amy Bihn**, marketing assistant, Ad Sales; **Al Helfeld**, book sales representative; **Darlene Cooke**, editorial director, Book Editorial.

Transitions: **Ann Barrow**, clinical director, Drug Information Unit; **Brenna Mayer**, copy-editing manager, Book Editorial.

## JAI Press

Welcome to the staff of JAI Press, in Stamford, Connecticut. **Roger Dunn** has been appointed managing director.

## ESME Paris

Starters: **Yann Euzen**, product manager, Marketing; **Nathalie Tannou**, production technician, Production EMC Encyclopedia.

Leavers: **Frédéric Duval** and **Stéfane Blum**, advertising managers, Advertising Journals; **Vanessa Guinchard** and **Anne-Cyrille Goutte**, sales representatives, EMC Sales Force.

## ESIL Shannon

Starters: **Anne Moroney**, administrative assistant, Administration; **Celina Devanny**, administration assistant, Administration; **James Griffin**, administration assistant, Postroom; **Anne Hession**, **Elizabeth Perill**, **Laura Daly**, **Mairead Gary**, **Margaret King**, **Mark O'Mahoney**, **Morgan Pearl**, and **Sharon Supple**, junior issue managers, Issue Management; **Colette O'Grady**, **Leona Shanahan**, **Martina Meehan**, and **Siobhan O'Brien**, log-in administrators, Log-in Department.

Leavers: **Breffni Molloy**, **Colin Kelleher**, **Sinead Cronin**, **Eleanor Fitzgibbon**, **Philip Singleton**, and **Ailbhe Cashell**, junior issue managers, Issue Management.

## ES Ltd. Kidlington

Starters: **June Bamlett**, marketing database manager, Marketing; **Fiona Mills**, executive assistant, patents administrative assistant, Engineering & Technology; **Mark Hester**, local applications administrative assistant, Reporting Applications; **Lorraine King**, mailing & reprographics assistant, Mailing & Reprographics; **Angus Ogilvie**, business controller, General Finance; **Grace Young**, mailing & reprographics assistant, Mailing and Reprographics; **Darren Clasby**, financial accounts assistant, General Finance; **Jason Kilcoyne**, team manager, Central Fulfillment. Transitions: **Peter Desmond**, pub-

lishing director, Materials Science & Engineering; **Jim Gilgunn-Jones**, special projects, Materials Science and Engineering; **Michael Mabe**, director Academic Relations; **Mayur Amin**, general manager market research, Academic Relations. **Nancy Wing**, IT development manager for Intranet and Human Resources, IT Development; **Michelle Lewsey**, administrative assistant, Corporate Marketing.

Leavers: **Nicola Chainey**, associate director Direct Marketing, Oxford; **Christopher Naisby**, management accountant, General Finance; **Nicola Crouch**, market information officer, Market Research; **Miriam Dean**, global marketing manager, Global Marketing; **Jill Wheeler**, books order processing manager, Central Fulfillment; **Diane Bernard**, customer service administrator, Central Fulfillment; **Brendon Jones**, electronic product analyst/programmer, PAD; **Lisa Hendry**, issue mastercopier, Issue Management.

## Cambridge

Starters: **Amanda Fulker**, business development research manager, ETD; **Rachel Dewachter**, editorial administrator, ETD Editorial.

## EAT

Transition: **Paul Evans**, publisher, Elsevier Advanced Technology.

## Elsevier Science London

Starters: **Guy Richardson** and **Phillip Graham**, software engineers, ChemWeb; **Donal McBreen**, software engineer; **Dennis Murphy**, display sales executive, Lancet.

Leaver: **Claire Hillary**, editor, Current Biology.

## Lausanne

Leavers: **Eve Jaquier**, manager text processing, Production; **Jacqueline Legrottaglie**, **Rose-Marie Paglia** and **Sambuc Sylviane**, MF operators, Production; **Claude Perrin**, graphics supervisor, Production.

## ES Singapore Pte Ltd/RSO Asia-Pacific

Starters: **Agatha Pang**, sales support coordinator, ES Singapore; **Yeow Wey Loh**, account executive, ES Singapore; **Sunju Kim**, customer support manager, ES Korea, Seoul.

## ESNL Amsterdam

Starters: **Ayse Akgün**, business controller, Life Sciences; **Hendrik Jan van Leusen**, product manager, Fundamental Life Sciences; **Andrea Lloyd**, acquisition secretary, Biological Sciences; **Mia Schouten** and **Vanessa Willemse**, secretaries, Biological Sciences; **Angelique van Vemde**, editorial assistant, Mathematics & Computer Science; **Pien van Spijker**, acquisition secretary, Physics & Astronomy; **Joop van Niel**, group financial controller, ES Group; **Juliette Insinger**, Human Resources & Organization (HR&O) advisor, Group HR&O; **Rianne Kruijenga**, Personnel & Organization (P&O) advisor, P&O; **Irma van der Bank**, salary administrator, P&O; **Esther Eenink-Weelink**, user support analyst, IT/User Support Services; **Marco Stegink**, system developer, Data Architecture; **Daniëlle van 't Hof**, administrative assistant, IT Operations; **Liesbet Hanekroot**, Help Desk manager, Corporate Marketing; **Suzanne Janse** and **Mathieu Sueters**, trainees; **Thomas Murdoch** and **Alexia Basualdo**, issue managers, Production; **Caroline Mesters**, financial analyst, Corporate Finance; **Ursula Bauwens**, administrative assistant incoming cash, Corporate Cash & Collections; **Pieter Miema**, input-output manager, Electronic Warehouse.

Transitions: **Lynne Herndon**, publishing director, Medicine Europe; **Joke Jaarsma**, publisher, Pharma/Tox program; **Felix Haest**, head Direct Marketing for Life Sciences Amsterdam/head Marketing Services Amsterdam; **Sjef Peeraer**, business develop-

ment manager, Chemistry; **Jan Vos**, finance manager, Chemistry; **Wim van Halteren**, director, Electronic Production; **Ben Rooze**, floor manager, IT Operations; **Ger de Rooij**, financial controller for Amsterdam; **André de Klerk**, manager, Corporate Cash & Collections; **Shirley Finders-Voogt**, reporting and planning manager, Production; **Menno Tas**, finance manager, Physical Sciences; **Inez van Leuzen**, head of sales support, RSO; **Janette van der Pol**, head of in-house sales; RSO; **Nicolette van Dijk**, product manager, Mathematics & Computer Science; **Saskia Houtman**, department secretary, Mathematics & Computer Science; **Ton le Mair**, director marketing & sales, Science Server; **Jan ten Have**, editorial office manager, Biological Sciences; **Valerie Teng**, product manager, Economics, Finance & Operations Research, Dictionaries Publishing; **Cora Coene**, secretary, Production Development; **Nico Verwer**, IT architect, IT Strategy, Planning & Architecture; **Jerry Vecht**, head production/supplier management & budget/purchasing, Production; **Marthijn Borghuis**, end user & library research, Science Direct; **Harrie Knol**, manager of IT & Business Development department, Physical Sciences & Engineering.

Leavers: **Hans Roosendaal**, Strategic Planning & Development; **Kees-Jan de Korver**, company secretary; **Maarten Goudsmit**, associate director, RSO; **Gerrit Schuring**, Production/Maintenance; **Marc Jarmuszewski**, Production/Maintenance; **Erik Grandiek**, team leader, Engineering; **Boudewijn Smits**, product manager Economics, Business & Management Science; **Henk Greuter**, electronic products designer, Production; **Hester Kolthoff**, customer support office, Customer Support; **Irene Beers**, business development manager, Chemistry & Chemical Engineering; **Caroline Boshuis**, secretary, Chemistry & Chemical Engineering; **Ursula**

**Isaacs**, secretary, Biological Sciences.

## SPD

Transition: **Nigel Johnson**, director, Secondary Publishing Division, reporting to Geert Noorman.

Starters: **Rens Hemelsoet**, market development manager; **Sim Lee**, analyst/programmer.

## EMMC

Transition: **Wubbo Tempel**, director of Excerpta Medica Medical Communications for Europe and Asia-Pacific, reporting to Kevin Connolly.

## MDL

Starters: **Hirofugu Watabe**, field application engineer, Biology Products; **Corbin Collins**, senior PR specialist/writer, Market Development & Communications; **Barry Ramin**, senior support analyst, Customer Support, **Radford Low**, advisory software test engineer, Product Development; **Eric Schmitt**, controller, Beilstein Office.

Transitions: **Veronica Zuniga**, coordinator, Educational Services.

## IN MEMORIAM

*In October  
Francine M. Perreault,  
New York*

*Each human resources office is responsible for providing People File information and verifying its accuracy.*

## 30 Years

Harry de Brouwer, Amsterdam

## 20 Years

Carol Barringer, Springhouse  
Kathy Carey, Springhouse  
Eileen Cockcroft, Amsterdam  
Ingrid Conarroe, Springhouse  
Herman Engelen, Amsterdam  
Lois Goldstene, NY  
Hans Groot, Amsterdam  
Pat Nornhold, Springhouse  
Rose-Marie Paglia, Lausanne  
Carole Rasmussen, Springhouse  
Yvonne Zwart, Amsterdam

## 15 Years

Sarah Aldeman, Springhouse  
Jim Frink, Springhouse  
Karen Hepler, Springhouse  
John Hubbard, Springhouse  
Maria Manansala, NY  
Pat Schull, Springhouse  
Sylvie Vercken, Paris  
Nancie Weikel, Springhouse

## 10 years

Caroline Ash, Cambridge  
Heather Bernhardt, Springhouse  
Merce Ybarra Fossati, Amsterdam  
Stijntje Hallink, Amsterdam  
Andy Harman, Amsterdam  
Rurik Hazell, Oxford  
Sarah Holmes, Oxford  
Vera IJfs, Amsterdam  
Sophia Joe, Springhouse  
Betsy Jones, Springhouse  
Judi Kearney, Springhouse  
John Lankester, Oxford  
Sally Lowe, Amsterdam  
Kristien van Lunen, Amsterdam  
Edwin Mathlener, Amsterdam  
Padma Muralidharan, ES India, New Delhi  
Denise Murray, Springhouse  
Bob Parsons, Oxford  
Pia Pini, The Lancet  
Mary Rockwood, Springhouse  
Nick Sharp, Oxford  
Hazel Smith, Oxford  
Amanda Spiteri-Shipperbottom, Amsterdam  
Patricia Swift, Lausanne  
Amanda Weaver, Oxford  
Doris Weinstock, Springhouse

# The Elsevier Science General Management Team



*Front row, left to right: Derk Haank, chief executive; Hiske Gerbrandy, group director Human Resources; Geert Noorman, managing director, Biomedical division and Arie Jongejan, managing director, Physical Sciences and Engineering division. Back row, left to right: Peter Shepard, managing director, Chemistry division; Gavin Howe, chief operations officer/managing director ES Ltd.; Russell White, President ES Inc. and Pieter Jöbsis, group director Finance.*

*(Photo by Duco de Vries.)*