

To my Father

We started with comics, then magazines, books, encyclopaedias, more
books and finally three theses...this shall not be the last...

CRANFIELD UNIVERSITY

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E-TRANSFORMATION IN THE PUBLISHING INDUSTRY

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Abstract

This thesis presents the findings and conclusions of research that was undertaken with the purpose of understanding the issues and challenges of e-transformation in the publishing industry, particularly the editorial phase, and in a government controlled environment of Malaysia.

The research followed an exploratory inquiry and a case study approach, was conducted in a publishing house in Kuala Lumpur. This study was based upon data collected through in depth interview with 18 editors, documentary research (manuals, house styles, General Orders of the Government of Malaysia, forms, correspondence, other in house documents, speeches and local news), physical artefacts (132 edited manuscripts involving 33 editors), archival records (project files spanning 2 years of published works) and literature research. 10 major issues were identified and grouped into 4 categories, 4 major issues from previous failed systems identified, 9 major impacts categorised into 3 different categories were identified and 7 recommendations from the editors were identified for future systems. Focusing on these issues and impacts, several measures were recommended that would improve e-transformation in the company. Guidelines were developed to streamline the transformation and a new workflow proposed towards efficiency in a new medium. Disruption is also identified in the process of transformation.

The research concludes by describing the phenomena of transformation in the editorial phase, that there are issues, impacts, disruption and unsettling points before, during and after transformation that would need to be thoroughly investigated, understood and addressed, to successfully transform the editorial phase. The research contributes to both theory and practice. It also proposed a conceptual model to understand the transformation particularly in a public sector; it developed a guideline for effective transformation and developed a workflow for the editorial phase.

Acknowledgement

So many have crossed my path here, too many to name but I will try to include everyone who has contributed worldly to see me through the PhD.

I have been very ambitious since I was small. My late father wanted me to become a Doctor and since I could speak, I will tell everybody that I want to become a doctor when I grow up. Grew up I did, but I am neither rich nor brainy to pursue such big ambition. I am not even born to be patient, what's more to undertake such huge task that requires that, day in, day out for 4 long years. Moreover, I was just an ordinary officer in a government agency, always branded slow and complacent by the privates. But there it nurtures healthy living environment and a passion in the work. *Alhamdulillah*, luck was on my side. In 2001, for months my home were the hospitals, and I was travelling 150 miles to and fro to Teluk Intan from Kuala Lumpur, where my comatose father was hospitalised and at the same time living with manuscripts and dictionaries next to my husband's hospital bed in Kuala Lumpur. 2 months after my father passed away, in those dreaded days, I was given the chance in a million, while taking care of my ill husband in the hospital. It brought a new comfort and light into our lives.

When I first set foot in the UK, my 4 children were still small, my eldest was 7, the girls each 6 and 4 and my youngest son only 4 months old. Through thick and thin, we slogged through, no bed of roses, no silver lining, only hardship and living poor. Nonetheless, amidst all these, we created our very own happiness and contentment of being together and of enjoying what the Lord has bestowed upon us.

To my husband, Ismail Mohamed Ibrahim, who sacrificed his whole life for this quest, no words in this world could pen what I feel. His love, devotion, dedication, support and much more is incomparable to anyone and anything on the earth through my eyes. My children, Ariff, Aniss, Arissa and Amierullah, their sacrifices...what can you say, except, forgive me for not being there most of the time, and thank you for being there all the time.

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And, to my Dad, Daut Mohmud Sulaiman Lubis, I dedicate this thesis to you with all my love written on every character. Time passed quickly, it has been 6 years since the day you left us on 29 February 2001, the day I watched the last of your breath on that hospital bed. You will always be there Dad, and I will always be your girl and your Doctor.

Dahlina Daut Mohmud Lubis

The Author

Dahlina Daut Mohmud started her early years by joining a local village school, where her mother taught the Islamic religion. In 1971, she joined the all girls Convent Primary School of Teluk Intan, proceeded to the Convent Secondary School and later joined the Sekolah Menengah Tuanku Syed Putra, Perlis, a science boarding school. After completing the Malaysian Certificate of Education, she joined the National University of Malaysia and graduated in 1989 with a BSc. (Hons.) in Microbiology. By 1990, she became an editor at *The Institute of Language and Literary Planning*, Malaysia, overseeing the publication of translated medical and science books for higher learning. In 1991, she received The Diploma in Translation and awarded the best student. She was Head of Translation Services with The Malaysian Translators' Association for 5 years until 2001. Since then, she has been an editor in the Translation Division, Social Sciences and Textbooks Division. She was seconded to the Multimedia Unit to help set up the first online publishing and in 2001 was awarded a scholarship to do her Masters Degree in Multimedia Computing at the University of Central Lancashire, UK, prior to the PhD programme at Cranfield University.

Nonetheless, her proudest and most enjoyable moments were in the outdoor. She was a 100 and 400 meter sprinter in her school days, a centre forward for the girls' hockey team and the midfielder in the softball (equivalent to baseball) team. She was an Outdoor Recreation Coach under the Ministry of Youth and Sports, specialising in abseiling, mountain climbing and jungle trekking and has conquered several of the highest peaks in Peninsular Malaysia. In 1991, she also became one of the first women to canoe around Singapore.

Preface

This research should serve as a foundation of respect towards editors and all human beings. It was intended to capture the hearts of editors, read their mind and share their grief and annoyance as well as their passion, thus construed as a platform for better professional deliverance in the social and business encounters. Incidental thereto, it did capture the unlikeliness of passionate editors, hence manifesting the darker side of the editorial phase shrouded in government and political turmoil. Subsequently, it conceals the best intentions of human being, where it did not intend to infiltrate in the first place. Set forth against this backdrop, it is hope that this research should not be taken as an act of subversive retaliation, but an early warning and a signal of internal conflicts that should be rectify without prejudice for a better future. This research is an honest account to unveil the mysteries of the editorial phase. It has been conducted based on information and in any way possible depart from being bias.

Author

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1. **Daut Mohmud, D. and Sackett, P. (2004)** *Shifting into E-Business; Is the Publishing Industry Lagging Behind?* [Online], Electronic Book Web, Posted January 2004. <http://ebookweb/>
2. **Daut Mohmud, D. and Sackett, P. (2004)** *The KaryaNet; Malaysia's EBook Portal: The Development of Knowledge Online*, Presented at *The Eleventh International Literacy and Education Research Network Conference on Learning*, Havana, Cuba. 27-30 June 2004.
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