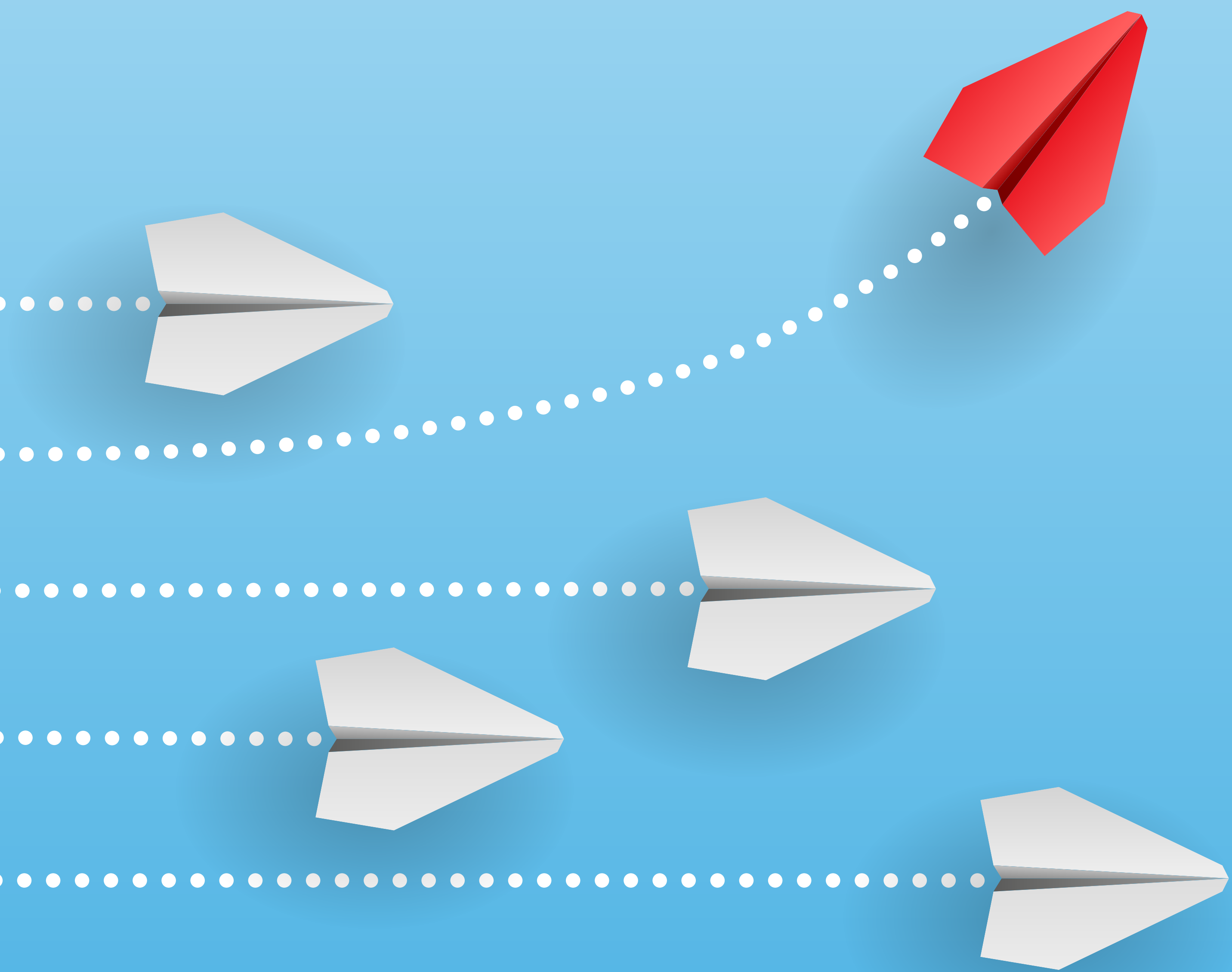
# Trends in Academic Publishing 2026

## Survey Results & Report



Deanta

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# Introduction

“Publishing is at an inflection point,” is a phrase we have used many times over the past six years, but it has never been truer. Since beginning these surveys, Deanta has tracked a number of trends which we felt would significantly impact the industry. In 2020, Covid-19 led to a fundamental revaluation of remote working, changing working practices and publishers’ available talent pool forever. In 2021, ‘uncertainties around revenues’ were amplified by the rise in OA products and the parallel decline of printed book sales. In 2023 we reported on the difficulties many publishers were experiencing breaking free of print-centric workflows and adapting to new digital-first opportunities.

These three trends (OA, economic uncertainty, and unpicking print-centric workflows) remained paramount until 2025, when our prediction that the confluence of four forces (legislation, evolving customer habits, technological advancement, and commercial pressures), would finally switch the conversation to AI and digital-transformation, was borne out. OA, economic sustainability and workflows have not been forgotten, but the industry’s response to these issues have all been re-framed by the impact of AI.

AI deserves this place at the top of the agenda. The digital transformation it heralds is unavoidable, as are the opportunities to find new ways to connect with customers. AI models keep getting better and better and, as Stanford’s 2026 AI annual report card showed “People are adopting AI faster than they picked up the personal computer or the internet.” AI has already challenged practices and established ways of working across every publishing department, whether through organisation-sponsored platforms like Co-Pilot, specific AI-based tools, or shadow AI usage.

As that impact is felt, the debate about the pace and desirability of that change has continued. Academic and scholarly publishing has a special position in the world economy. Project MUSE put it plainly when it said that “knowledge has the power to enrich lives and that a sustainable scholarly ecosystem is essential for advancing humanity.” As this report will show, fears that AI will negatively impact that scholarly ecosystem are very real, and publishers are driving measures to counter these impacts, including, most notably, research integrity.

Nevertheless, many publishers are pushing forward believing that Alan Kay’s maxim; “The best way to predict the future is to invent it,” is the best means to preserve the industry’s status. As our 2026 survey shows, a majority of academic publishers are now either actively embracing AI or at least seeing it in a *cautiously optimistic light.*

Patrick Shafe
Commercial Director

# Executive Summary

We closed our 2025 report predicting that four forces - legislation, evolving customer habits, technological advancement, and commercial pressures - would trigger a watershed moment in academic publishing, finally switching the industry's conversation to AI and digital transformation. Our 2026 data suggests that moment may have arrived. AI has entered the top three strategic concerns for the first time, research integrity has followed close behind it, and the question is no longer whether publishers need to change, but whether they can change quickly enough.

In examining these trends, regular readers of these reports will notice that we have followed a familiar structure - detailing changes across strategy, operations and culture. These are the three elements of an organisation's arrow, and any imbalance or misalignment between the three will cause the target to be missed.

Here are the highlights of what we found:

### Strategy

- Economic uncertainty (64%) and AI (62%) dominate publishers' strategic agenda in 2026, with research integrity entering the top three for the first time - a direct and alarming consequence of AI's impact at the submission and writing stages of the publishing process.
- Publishers are responding by modernising systems and workflows (75%), expanding into new markets (43%), and developing new product types (42%) - strategies that, taken together, signal movement towards the digital watershed Deanta has been predicting.
- Cost-cutting and speed to market continue their multi-year decline as strategic priorities, as publishers look beyond efficiency and towards transformation.

### Operations

- Despite 61% claiming a significant transformation initiative is underway, 62% of publishers admit they have work to do or significant gaps in their readiness to meet the challenges ahead. 79% continue to argue that modernising production should be a key business priority, a figure that has remained consistent for six years.
- Editorial remains the department most in need of modernisation (33%), with 69% still using Word/Excel for tracking and 61% relying on PDF for proofing - the tools of print-centric businesses, not digital-first organisations.
- When asked how they would redesign production roles, 48% of publishers simply wanted better coordination of existing functions - suggesting that the transformation being pursued is propping up existing structures rather than re-thinking the publishing process.

### Culture

- A combined 73% of publishers now actively embrace or take a cautiously optimistic stance towards AI - a marked shift driven by both industry-specific pressures and a broader societal familiarity with AI tools.
- Publishers remain most comfortable with AI for technical and rote tasks (plagiarism detection, alt text generation, copyediting), and most resistant to its use in content co-creation and strategic decision-making.
- With 50% of publishers describing their organisations as 'traditional' against only 34% who identify as 'innovative', a cultural tug of war is emerging that may prove to be the defining factor in the industry's pace of change in the years ahead.

# About the Research

Our 2026 survey reached a diverse group of professionals from across the industry. Respondents represented a range of organisation types, with independent publishers (28%), societies/associations (26%) and university presses (20%) forming the largest groups, complemented by commercial publishers, consultants and research organisations.

As in previous years, our survey captured insights from a broad mix of individuals across publishing departments: leadership/senior management (56%), production (13%), editorial (13%), sales & marketing (6%), innovation & product development (5%), strategy & planning (3%) and operations/finance (2%).

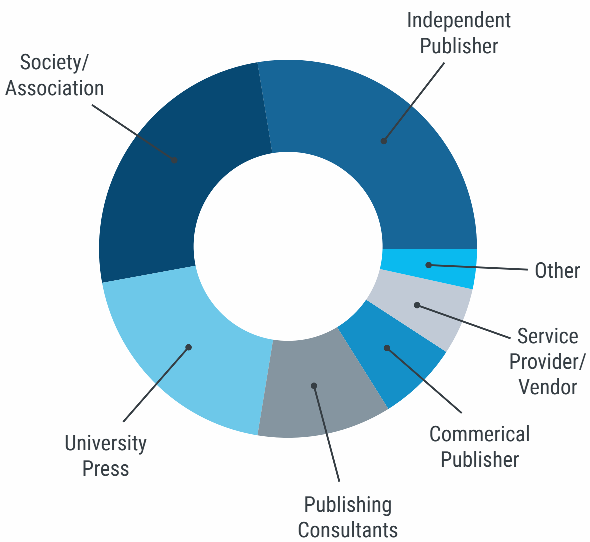
In terms of content focus, 32% described themselves as primarily book publishers, 29% as publishing an approximately equal mix of books and journals, and 24% as primarily journals publishers. Respondents also reported producing a range of other content types and formats beyond traditional publications, including newsletters (39%), videos (36%), interactive digital products (34%), podcasts (29%), audiobooks (23%) and AI-powered content interfaces such as RAG systems (10%).

This year's survey builds upon data gathered through our previous surveys (2021–2025), allowing us to track evolving trends and shifting priorities within the academic publishing industry over a six-year period of significant transformation.

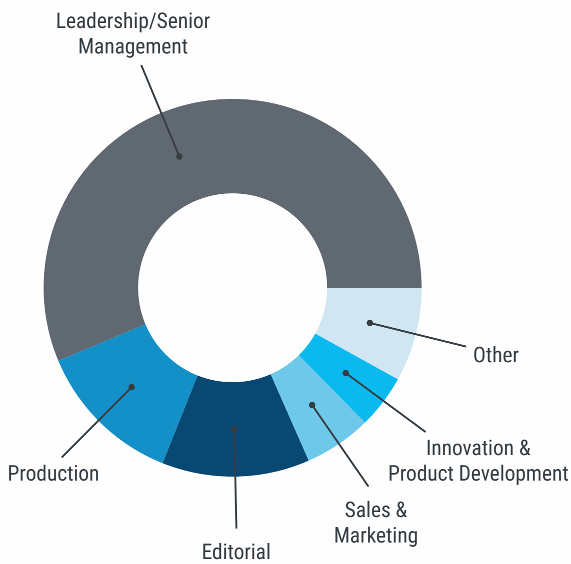
### Questions and answers

Please note that some questions were multiple choice with more than one answer being permitted. For this reason, some of the responses listed within this survey add up to more than 100%.

**Response by organisation type**




**Response by role/department**



# Part 1: Strategy

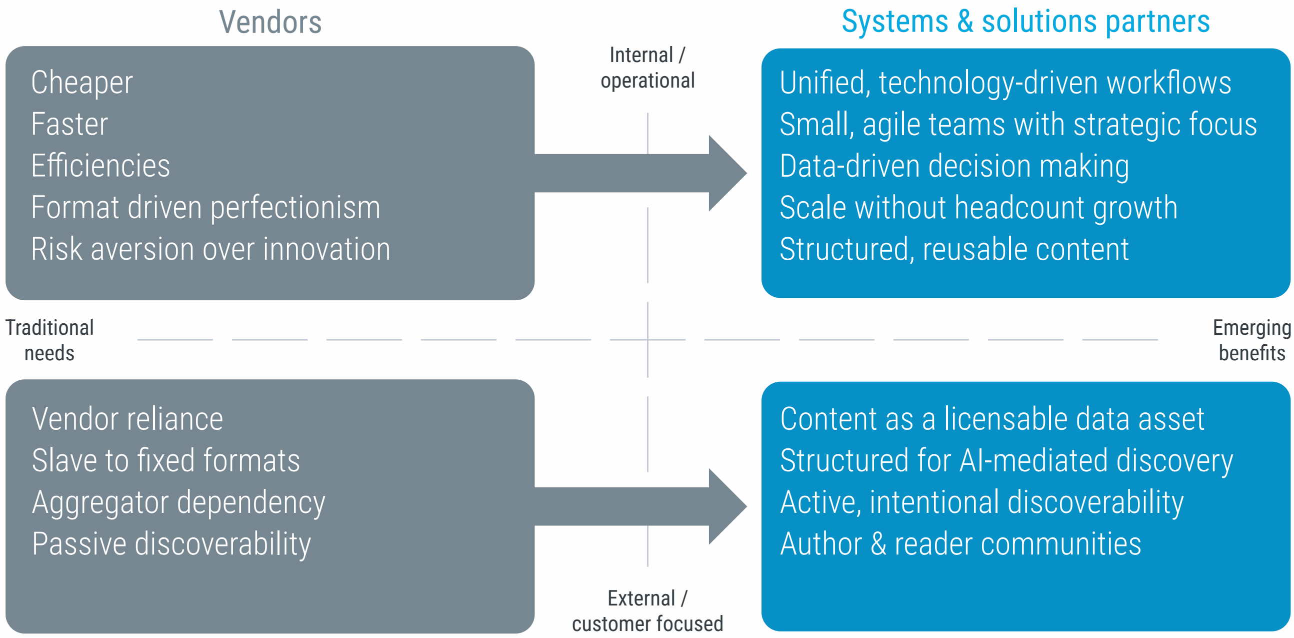
## 1.1. A strategic watershed moment

An organisation's strategy is the tip of its arrow, the point in its armoury which determines direction and penetrates a target.

In our 2025 Trends report, Deanta predicted that four forces (legislation, evolving customer habits, technological advancement, and commercial pressures), would trigger a strategic watershed, impacting the procurement policies and relationships academic publishers had with the market around them. This moment would see the decline of traditional needs (e.g. cheaper, faster, quality control concerns) and see a move towards emerging benefits that only a transformed organisation might realise (e.g. workflow simplification, reduced single person dependencies, better author and staff experience). At the same time, we predicted publishers would re-consider their traditional supply base and sales channels (vendors, print distribution, libraries), in favour of building communities around their content, creating a better staff and author experience, and creating digital-first content in readiness for new product and market opportunities.

This watershed moment would reflect academic publishers' existence within a true digital economy – a shift that requires new types of partnerships and solutions to survive and thrive. Within this report there are encouraging signs that this watershed moment is close (not least our data on the strategies that publishers are following in 2026), and Deanta firmly believe this is an inevitability which cannot be ignored.

Figure 1 Procurement strategies are changing – publishers buying systems, not speed

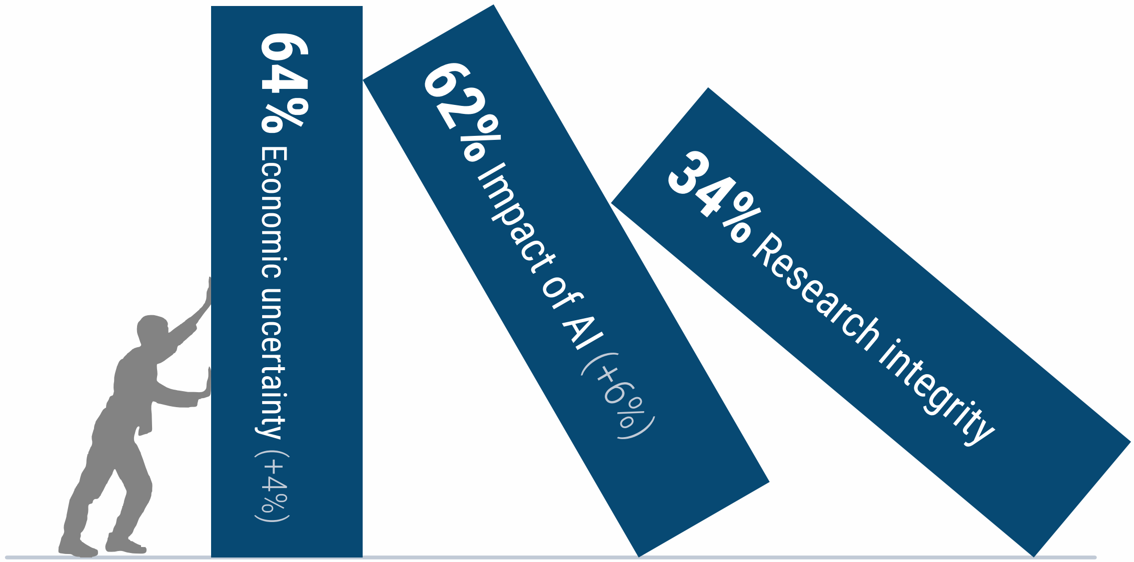



> "We are all technology businesses, with new partnerships emerging."
> Darren Ryan

## 1.2. What trends are forcing publishing to act in 2026

It's clear from our 2026 survey that the trends that *are* forcing publishers to act, are a blend of the familiar and new. The new, is of course, AI, with 62% naming it as the key trend most impacting their strategic thinking. Only *economic uncertainty* trumped it, with just 2% more (64%), placing this trend in its familiar top spot. Just over half as many (34%) named research integrity as the key strategic driver - a top three position this topic has never enjoyed in the six years we have been conducting these surveys.

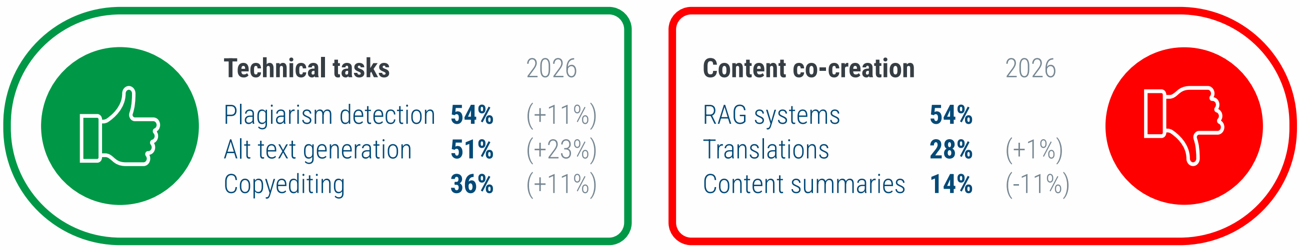
Figure 2 What trends are forcing publishers to act most?




## 1.3. AI's influence at every stage of publishing

That AI holds this lofty position, and that research integrity has entered the top three, is evidence of AI's impact across publishing. The technology has had an insidious impact at both the submission and writing stages, with paper-mills flooding journals (best illustrated by the Wiley/Hindawi episode), and a rise in individual authors using AI to assist them in writing content, often without due vigilance, disclosures or adherence to publishers' stated AI usage policies[1]. Research integrity has never been a more pressing and challenging task for publishers, explaining perhaps why in 2026, plagiarism detection and research integrity tools are the most commonly used AI tools in publishers' armoury. 40% of publishers listed these tools as in current use (up 11% from 2025 year on year data), showing publishers' willingness to fight AI fire with AI fire.

Figure 3 Are publishers ready to let AI help?

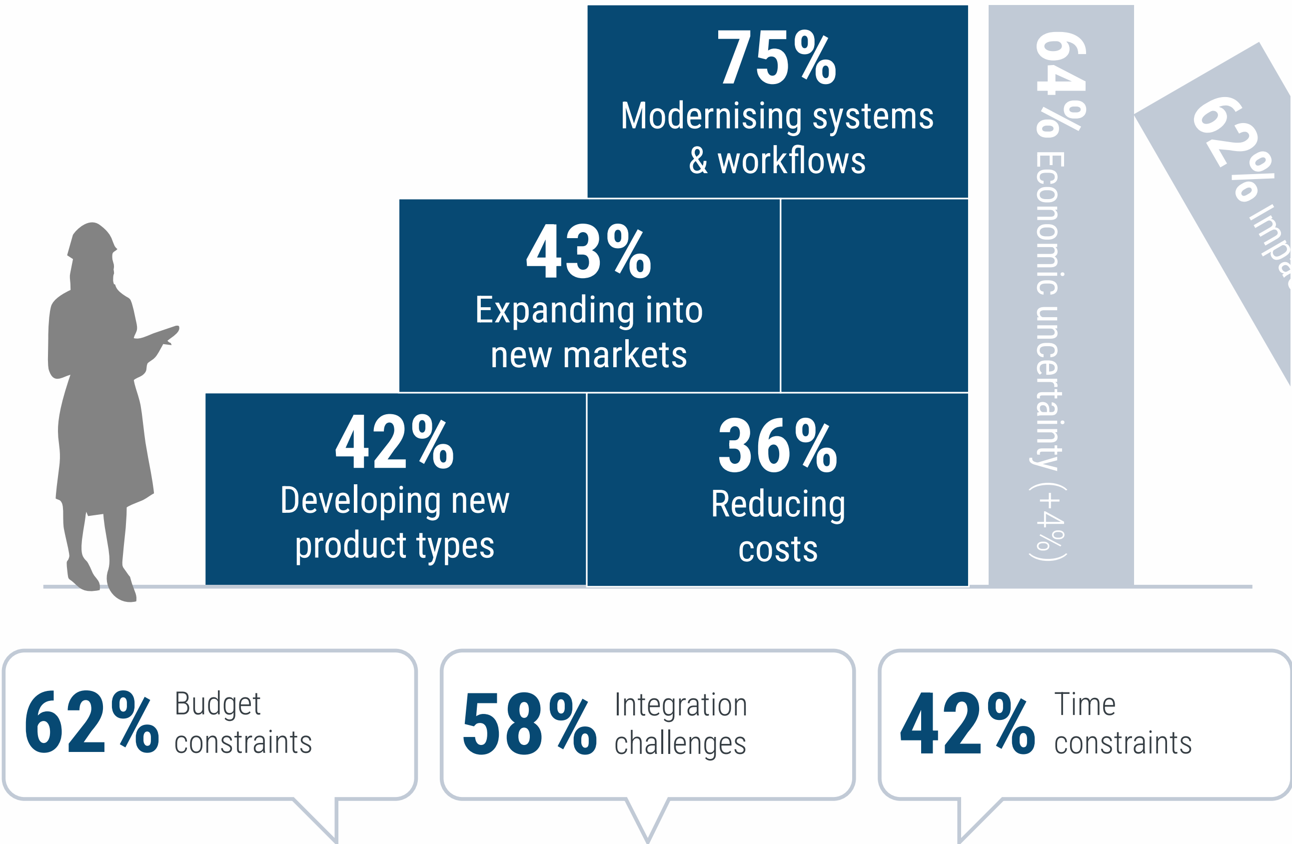


## 1.4. Publishers' strategies to benefit from or counter these trends

Publishers' strategies to counter the trends most impacting them, are also a mix of the familiar and the new; modernising systems and workflows (75%), expanding into new markets (43%) and developing new product types (42%), could be seen as evidence that publishers are pushing ahead towards the watershed moment we predicted. When in concert, these strategies are entirely complementary, with digital-first revenue initiatives far more easily achieved within a fully transformed organisation. Positive as this result is, as the rest of this report will show, this does not reveal the whole picture. For many, modernising is a difficult and protracted process, requiring time, budget, and expertise to untangle decades of print-centric working practices and customised technologies.

Willingness to modernise is not the same as the ability to do so. When asked to identify the factors most impacting their adoption of new technologies, publishers pointed to three persistent barriers: budget constraints (62%), integration challenges with legacy technology (58%), and time constraints (42%). For many, the window of opportunity is clearly visible—but the costs of entry, the complexity of legacy systems, and the demands of 'business as usual' continue to slow the pace of change.

Figure 4 External trends most impacting strategic planning

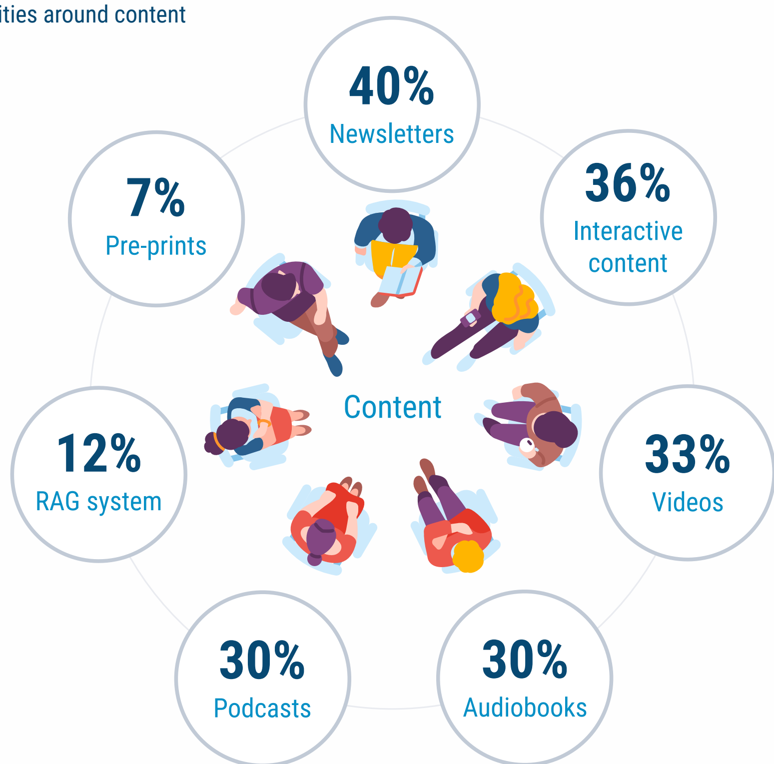



[1] https://arxiv.org/abs/2512.06705v2

## 1.5. AI offers means to widen that digital-first experience

For those publishers that have broken free of print-centric workflows, emerging technologies are allowing them to push beyond established, static forms of delivery (the article, the book), and fixed file formats (the PDF), towards complementary products that offer their communities a true digital-first experience. Newsletters (40%), Videos (33%), Audiobooks (30%) and Podcasts (30%), all offer avenues for publishers to repurpose their primary content and cement their position as a trusted authority in their respective subject areas. As the market continues to saturate, and as phenomena like Google Zero creep ever closer - where Google's search engine delivers summarised content, discouraging users from clicking through to the source material - these connections matter.

Figure 5 Building communities around content



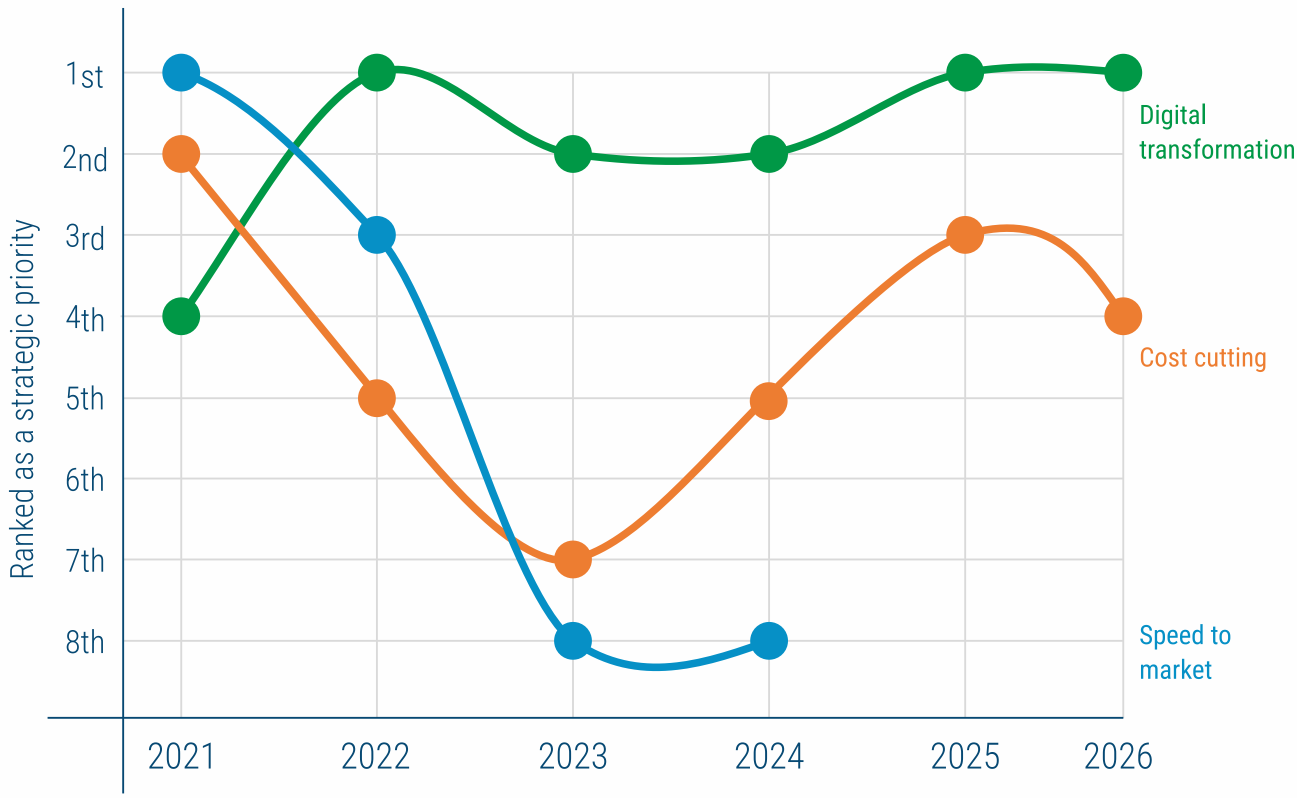

These secondary formats are not vanity projects or peripheral experiments. Publishers investing in newsletters, podcasts, video and interactive content are making a deliberate strategic choice to own their audience relationships directly, insulating themselves from a threat that will only intensify as AI-mediated discovery becomes the norm.

But for the most ambitious publishers, repurposing content for new channels is only the first step. Some have begun licensing not books, articles or chapters, but structured data packets directly to other organisations, to populate their own LLMs. They are responding to a fundamental shift in how researchers find and consume content - specifically, using RAG systems to query trusted knowledge bases and retrieve accurately cited answers at the point of need. For publishers with structured, machine-readable content, this represents an entirely new revenue stream whilst also allowing them to control the AI-mediation of their content. For those without it, it represents a market they cannot enter, and leaves them exposed - to Google Zero and to disintermediation by AI platforms they cannot influence.

## 1.6. Decline of speed and time as priorities

What's evident from our 2026 survey is that academic publishers no longer see reducing costs (36%), as a primary strategic response to the circumstances in which they find themselves. If we use our last six years of data to look more closely at this, we can see a clear decline of cost-cutting and speed to market as strategic priorities. This pair held top spot in our survey back in 2021 but have been falling down the strategic priorities chart ever since. This is not to say that neither is important, or no longer targeted by publishers, but as we suggested in our 2022 Trends report "When a decades-long policy of cutting costs and outsourcing means there's nothing left to cut, it's no surprise that 'cutting costs' is no longer ranked highly as a business priority.

Figure 6 Trend towards digital transformation over cutting costs and speed




> "When a decades-long policy of cutting costs and outsourcing means there's nothing left to cut, it's no surprise that 'cutting costs' is no longer ranked highly as a business priority."
> 2022, Trends Report

# Part 2: Operations

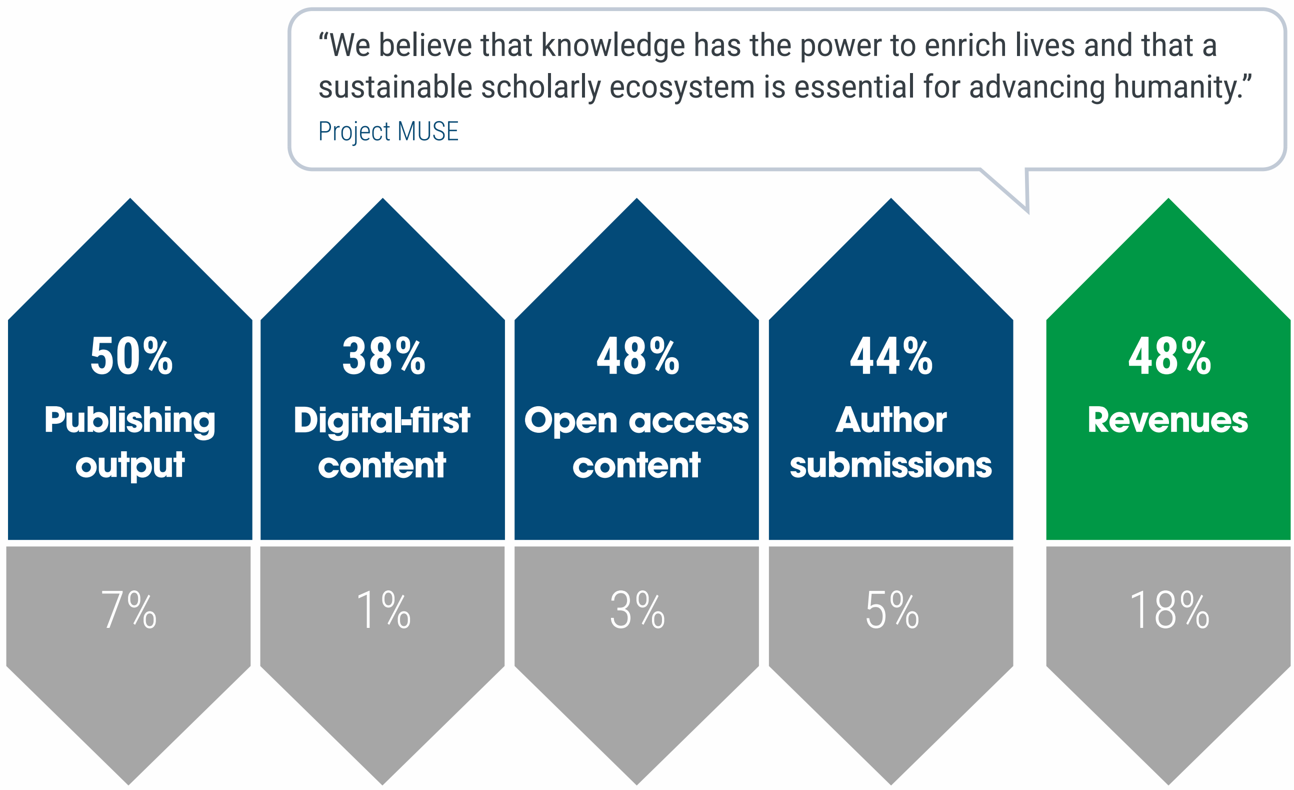
## 2.1. Busy fools?

If strategy is the tip of an organisation's arrow, operations is the shaft – the workhorse that connects strategy to execution and determines whether the arrowhead hits its mark. Academic publishing has rarely been described in such dynamic terms, however, and it's no secret that the industry is notoriously slow to adapt.

It has been argued (by Mandy Hill, MD of Cambridge University Press, amongst others), that academic publishers should move more slowly, given that there is more than economics at stake should things go wrong - especially for mission-driven publishers. However, over the six years of our Trends survey, the core reason for this lack of pace has not been 'resistance to change', but the more familiar pairing of lack of time and lack of budget (these two factors shared top spot in 2025 and do so again in 2026), and certainly, our 2026 data shows that by most metrics, the industry is busier than ever.

A busy business, or even a commercially successful one, is no guarantee of future-readiness. In 1996, Kodak were at the height of their commercial powers, valued at $16 billion, the 5th most valuable company in the world at that time. In 2012, just sixteen years later, they filed for bankruptcy. Why? Because they failed to respond to the technological changes happening within their market for fear of cannibalising their enormously profitable analogue film business. This cautionary tale is well timed here, as many publishers continue to resist the modernisation tide.

Figure 7 Certainly busier...but busy fools?



## 2.2. Not blind to the changes that are coming

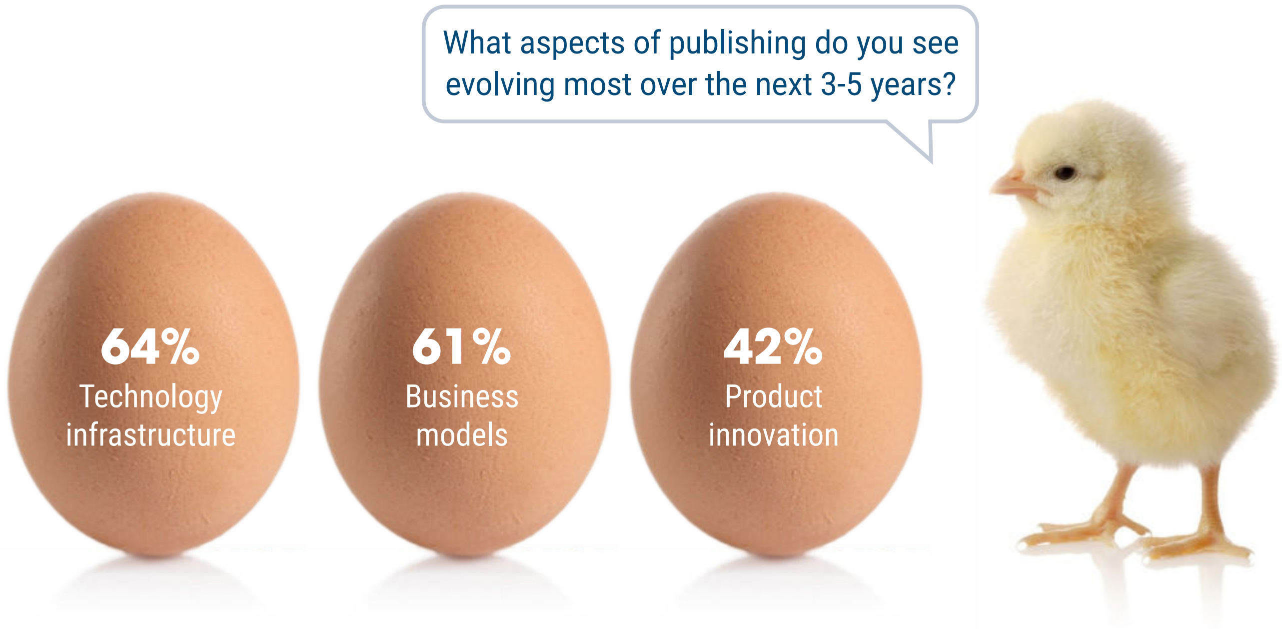
Despite this busyness, publishers are not blind to the changes that are coming; 64% recognised that technology infrastructure would evolve most over the next 3-5 years, with business models (61%) and product innovation (42%) not far behind. In any industry, these inter-related structural changes would represent a significant shift. In academic publishing, they are seismic. Academic publishers' tendency towards slow modernisation leaves the door ajar for fresh competition to enter this lucrative market with fresh thinking and a fit-for-purpose technology stack - something we have reported on previously, with players such as Microsoft and Spines using AI to establish a foothold.

The significance of these findings lies not just in what publishers expect to change, but also in the order in which they expect it to happen. Technology is typically the key catalyst for change, creating new operational environments and new revenue opportunities. From this technological foundation, new business models are built, and new products can be brought to market.

The shift to XML-first production offers a telling precedent. Initially adopted to solve a practical problem - producing multiple output formats from a single, human and machine-readable source file - XML tagging at component level turned out to be far more consequential than anyone anticipated. Publishers who made that infrastructure investment are now discovering that the same structured content that streamlined their workflows is the foundation on which AI-mediated delivery and data licensing models are being built. A technical decision made for operational reasons has become a commercial advantage that late adopters will struggle to replicate quickly.

Then, as now, publishers who fail to modernise risk finding themselves unable to participate in the business model shifts they can already see coming.

Figure 8 Not blind to the changes that are coming

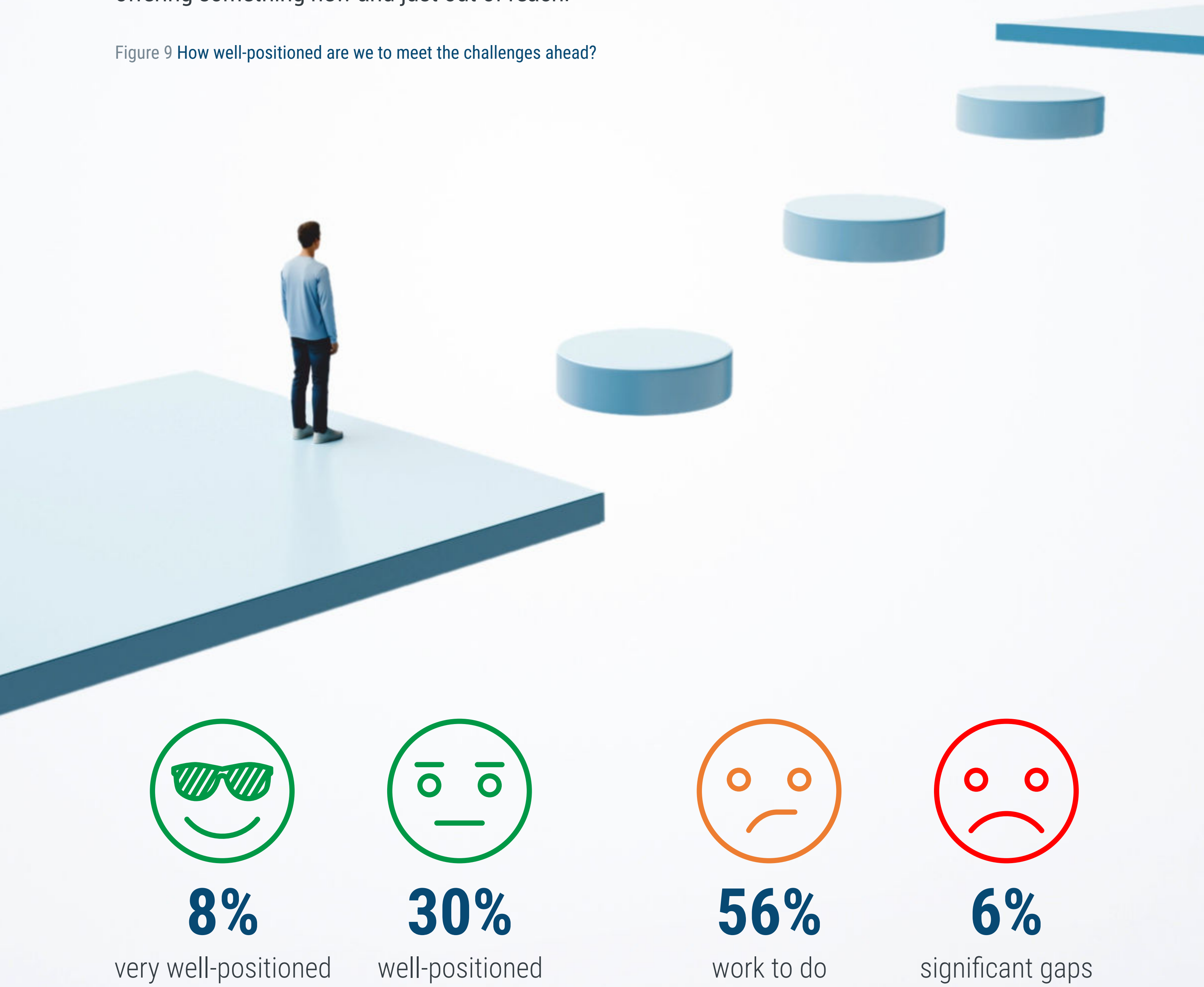


## 2.3. Our operational readiness to meet the challenges ahead

Despite 61% claiming that a significant transformation initiative had begun over the last 12 months, a clear majority of publishers were honest enough, in our survey at least, to state that they had work to do (56%), or significant gaps (6%), to be ready to meet the challenges ahead. As with previous years, an overwhelming majority (79%) argued that 'modernising production should be a key business priority', suggesting that whatever modernisation was taking place, it was not necessarily tackling core production challenges.

This perpetual call for change may be because attempts at modernisation have not been far-reaching enough, or perhaps because change itself is a constant, with new technologies offering something new and just out of reach.

Figure 9 How well-positioned are we to meet the challenges ahead?



## 2.4. Continuous demand for change may be because individual departments are creaking

For the second year running, our 2026 survey identified the editorial department as most in need of modernisation (33%), with Production a distant second (19%). These two departments are the workhorses of any publisher, so perhaps it's no surprise that the continued demand for change is greatest here, especially since 69% still use Word / Excel for tracking, 61% rely on PDF for proofing, and 20% still operate with in-house typesetters. These are the tools of print-centric businesses, not digital-first organisations. They are the reason why modernisation is needed, but they also illustrate the challenging environment from which modernisation must start. It is also worth noting that editorial is the same department - already stretched, still reliant on Word and PDF - that carries the primary burden of research integrity, the fastest-growing strategic concern in our 2026 survey.

Figure 10 **Departments under most stress - relying on outdated processes**


## 2.5. Defining transformation

Transformation can take many forms, of course, often targeting siloed departments or even specific job functions. A full transformation might encompass the entire business, delivering a technology spine to unify and integrate front and back-office functions, moving from legacy processes to automation and data-driven insights, whilst aligning all business operations to the needs of and experience of the customer[3]. This kind of transformation can create a more dynamic environment and allow once pedestrian organisations to drive new revenue streams or pivot more easily.

> "Most executives are still focused on digital as a way to do more of the same, just more efficiently, quickly, cost-effectively. I don't see a lot of evidence of fundamentally stepping back and rethinking, at a basic level, "What business are we really in?"
>
> John Hagel III, Co-Chairman at Deloitte LLP Center for the Edge leaders

[3] HFS OneOffice model

It was telling that when academic publishers were asked to consider how they might use technology to redefine production roles, few took the opportunity to consider 'the nature of the business they were in' and re-design roles. 48% simply wanted better coordination of existing role types. Only 22% wanted multi-skilled staff handling broader responsibilities - which is the preferred direction of travel for Deanta, as we create more sophisticated technologies to augment our cross-trained teams. This may simply be a question of time, rather than a failure of imagination, as there are too few examples within publishing to illustrate how technology can truly transform a workforce. Many regard automation and AI as a threat to jobs, rather than a means to upskill a workforce and remove drudgery from our working lives.

Freeing up staff time would seem like a key operational target for publishers, particularly with the growth of the Open Access era, the economics of which requires a great volume of output and demands that more time is spent with authors. As Mike Friedman, former Associate Director of Publishing Technology at The American Meteorological Society, observed, "Our primary customers have been libraries and institutions; now focus is on the author - and your whole organisation needs to change in recognition of that". Yet our 2026 survey suggests we are a long way short of this goal, with 61% saying they are not spending any more time with authors. As the pressure on publishers intensifies, automation and workflow simplification may prove to be more powerful draws, though whether publishers can make that switch may depend as much on culture as on operational capability.

Figure 11 Given the choice, how would you redesign production roles?

# Part 3: People & Culture

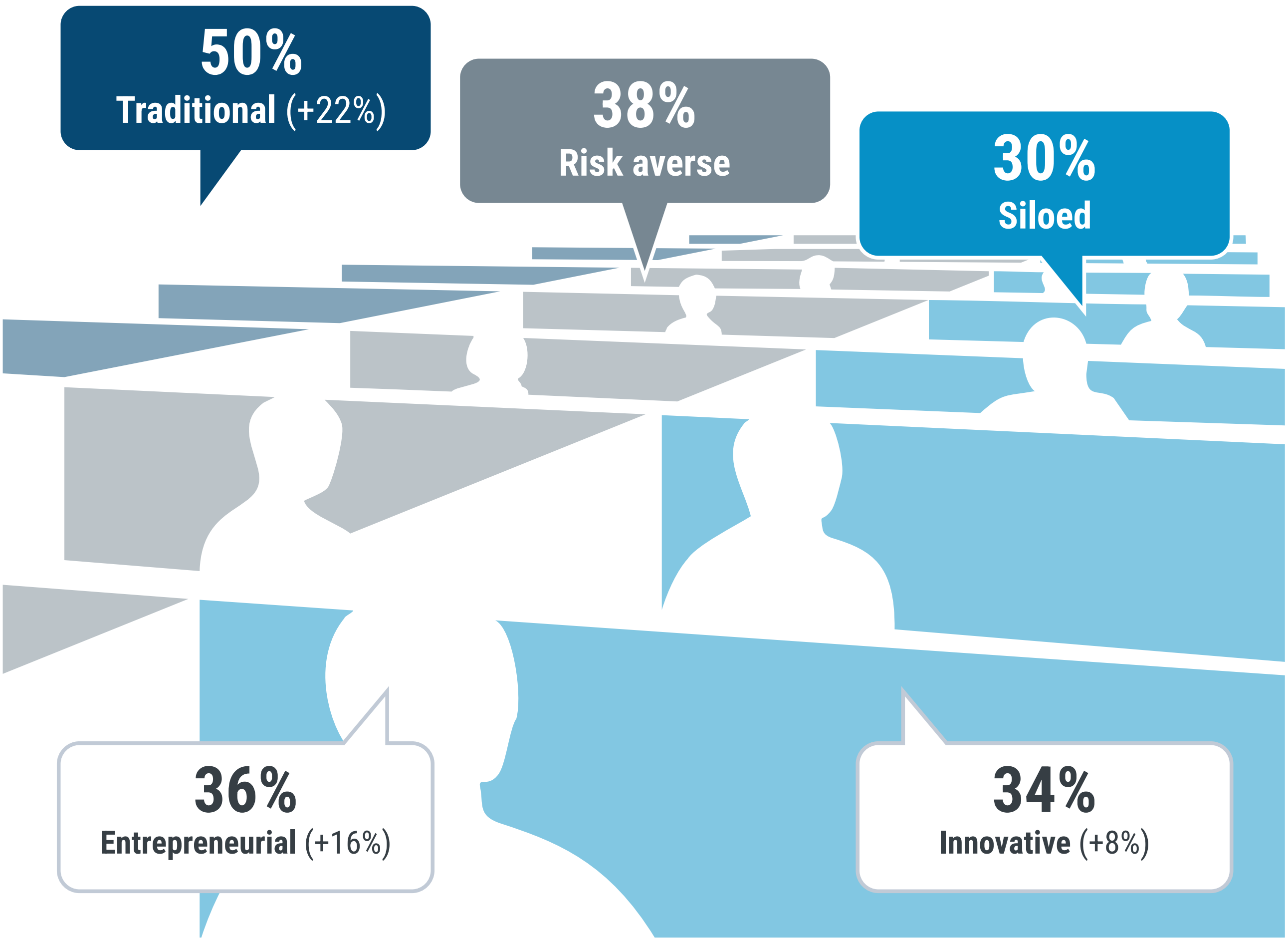
## 3.1. Cultural clashes contributing towards slow pace of change

If strategy is the tip of an arrow, and operations the shaft, culture is the flights - the element that stabilises, guides, and ultimately determines whether the arrow reaches its target or falls short.

Back in 2023, when we first asked publishers to categorise the nature of the organisations in which they worked, 45% described them as cautious, 42% as siloed and 40% as traditional. Only 20% characterised their organisation as innovative.

Jumping ahead to 2026, our survey data suggests that there may be a cultural tug of war in the coming years, with two forces ‘traditionalists’ (50%) battling it out against the ‘entrepreneurs’ (36%) and the ‘innovators’ (34%). More than the competition, this internal battle, may determine the overall pace of change for publishers. But the picture is more nuanced than a simple tug of war suggests. Even among publishers who describe their organisations as 'traditional', RI tools - the most widely adopted AI application in our 2026 survey - have found broad acceptance. Publishers will use AI to protect what exists before they will use it to build what’s next. The cultural fault line, it seems, runs not between those who accept AI and those who don’t, but between those who see it as a defensive tool and those who still see it as a creative threat.

Figure 12 Cultural clashes contributing towards slow pace of change



## 3.2. Overall - shift in optimism & acceptance towards AI

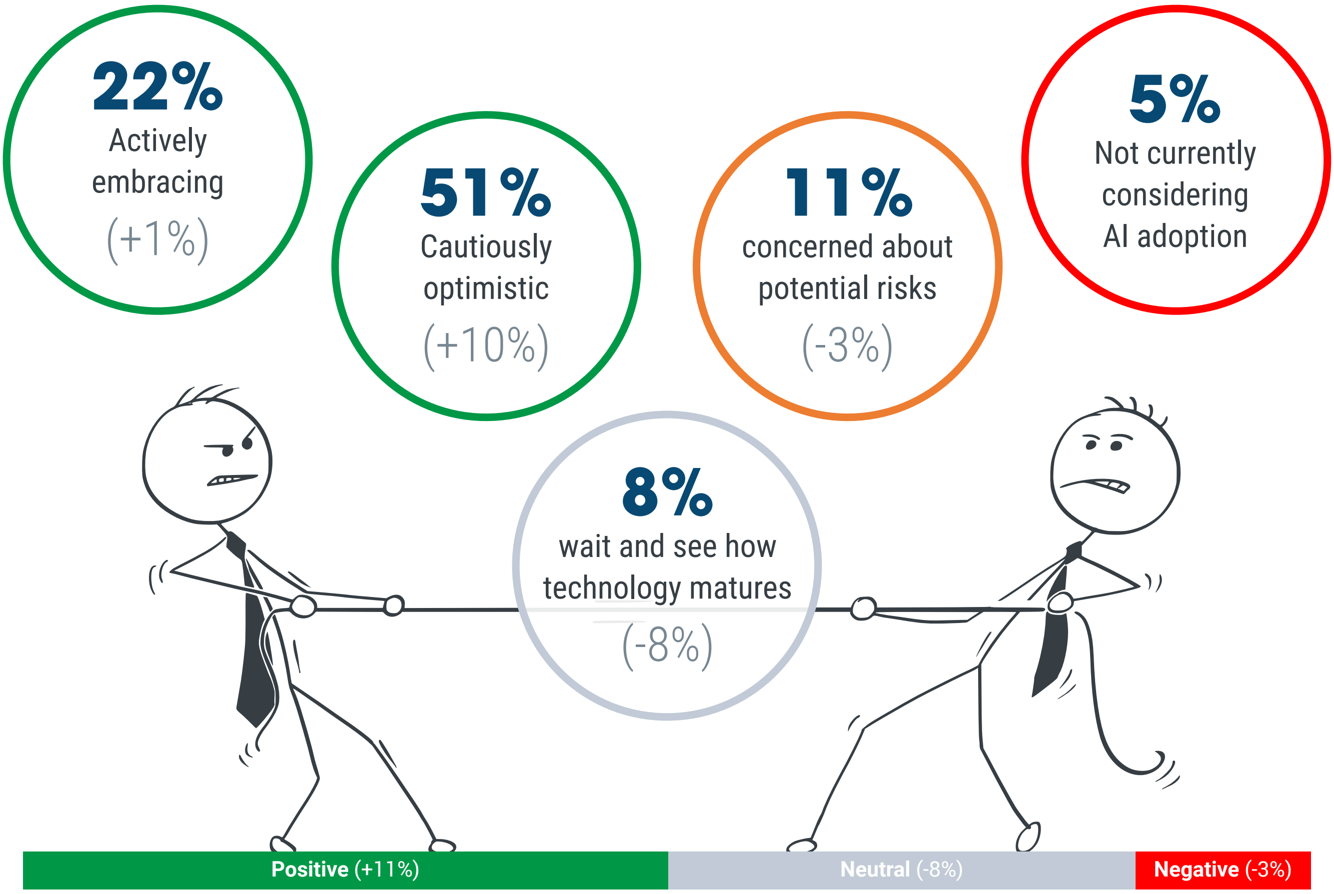
As we have seen in the strategies section of this report, when we look at AI in isolation, our 2026 data suggests adoption of AI-based technologies is increasing. In part, this adoption has been driven by the four forces acting upon the industry that we identified in 2025 (accessibility legislation, evolving customer habits, technological advancement, and commercial pressures). But these agents are specific to the academic publishing industry. Even leaving these industry influences aside, there is growing evidence that a broader societal relaxation towards AI, and increasing shadow usage, has and will continue to have, an impact on adoption.

A 2025 KPMG report revealed that 56% of employees say they have used artificial intelligence at work without knowing whether it is allowed. The same report suggests that almost 48% of employees feel concerned about being left behind if they do not use AI at work.

A similar 2025 report by Edelman Trust Barometer showed that whatever the motivation, this kind of experience ultimately drives trust in AI. Among frequent AI users, 65% say it has improved their speed, 63% their understanding of complex ideas, and 60% their ability to find solutions at work/normal life - compared to just 29%, 28%, and 24% respectively among rare users.

This relaxation can be seen in Deanta's 2026 survey data, with 22% of publishers now actively embracing AI (up 1% YOY), and 51% taking a cautiously optimistic stance (up 10% YOY). Only 8% are adopting a 'wait and see how this technology matures' stance (down 8% YOY). This shift may still be gradual, but it is important.

Figure 13 Are publishers ready to let AI help?



# 3.3. Modelling the changing attitudes towards AI

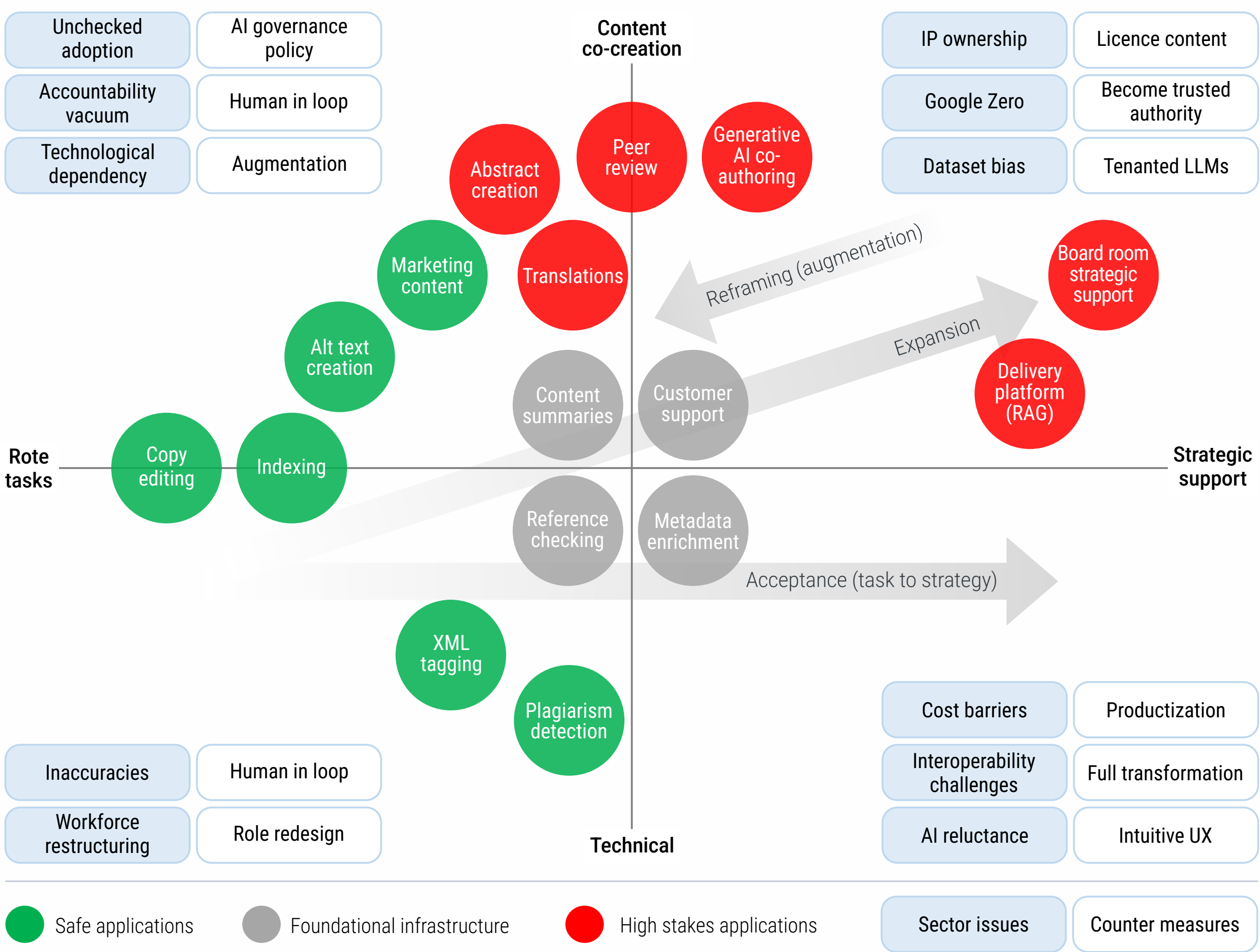
We used our 2026 Trends survey data to model these changing attitudes. Using a 2x2 matrix, with technical tasks to content co-creation on the horizontal axis, and rote tasks to strategic support on the vertical axis, we were able to map and colour core publishing functions according to an 'acceptance and usage' scale (green for safe, grey for foundational or non-contentious tasks, red for high stakes tasks). Each quadrant has its inherent challenges and biases (within the technical/rote tasks quadrant, for instance, AI can produce inaccuracies, has technical limitations, and can also trigger fears of a workforce restructuring), but it is possible to deploy counter measures to reduce the impact of those challenges (e.g. audit trails, human oversight and secondary technologies, and retraining of staff).

Once our survey data is mapped to these axes, a number of trends can be identified. Firstly, there is evidence to suggest an expansion of 'safe applications' with a growing number of 'green' dots appearing in the content co-creation side and towards the strategic support sector.

Similarly, the reduction in red dots suggests that over time, publishers may reframe content co-creation tools as 'staff augmentation technologies', the most obvious example for this being the much-discussed introduction of AI in peer review, in which AI may be used alongside three human counterparts.

Finally, the data also suggests that this trend towards relaxation may leave room for publishers to entertain AI in the boardroom, supporting senior leadership with strategic decision making.

Figure 14 Modelling the changing attitudes towards AI



# Conclusion

As we look back at the data from our 2026 survey, the picture that emerges is one of an industry beginning to accept and adapt to the forces that are disrupting it. Six years of tracking academic publishing trends has given Deanta a longitudinal view of an industry that has moved - meaningfully if not dramatically - from asking whether it needs to change to grappling with how.

The watershed moment we predicted in 2025 has not arrived as a single event but as a series of converging realities. Alongside economic sustainability, AI now sits at the heart of publishers' strategic thinking for the first time - not as an abstract future concern but as a present operational challenge. That research integrity has entered the top three strategic drivers for the first time in six years is perhaps the starkest illustration of this. AI has not only offered publishers new tools - it has created new threats, new responsibilities, and new urgencies that the industry cannot ignore.

Despite this, the gap between publishers' intentions and their execution, that has characterised our Trends surveys over previous years, remains. 79% of publishers still argue that modernising production should be a key business priority - a figure that has barely shifted in six years. Meanwhile, 62% acknowledge they have work to do or significant gaps in their readiness to meet the challenges ahead. The arrow, to borrow this report's own metaphor, is well aimed. Whether the shaft is strong enough to carry it to the target is a different question.

The cultural data may hold the answer. Our 2026 survey reveals a familiar paradox: the same traditional organisations that may have resisted change in the past, have embraced research integrity tools at scale - the most widely adopted AI application in this year's survey. Publishers, it seems, are comfortable using AI to protect what exists, but remain slow to embrace it to build what's next. This is not a criticism. It may simply be the reality of change in an industry where trust, integrity, and scholarly rigour are foundational values. The question John Hagel posed - "What business are we really in?" - is one that academic publishing is beginning to answer, even if the answer is arriving incrementally.

What is clear is that these changes, even if slow, are becoming harder for publishers to ignore. New entrants are establishing footholds with fit-for-purpose technology stacks, Google Zero is quietly eroding the discovery models that have underpinned publishing economics for decades, and the economics of Open Access continue to demand more from leaner teams. The Kodak parallel, however familiar, remains instructive: commercial success in the present is no guarantee of relevance in the future, and digital-transformation is not an option - it's a commercial imperative.

The organisations most likely to thrive are those that can hold two things simultaneously - the scholarly values and research integrity that give academic publishing its authority, and the operational and cultural agility to deliver that authority through genuinely digital-first means. That combination requires not just investment in technology but a willingness to ask, at a fundamental level, what publishing is for in an AI-mediated information landscape.

As we look towards 2027, Deanta will continue to track how the industry navigates that question. The data in this report suggests that more publishers than ever are ready to engage with AI seriously. Whether that engagement translates into the kind of transformation the moment demands remains the defining challenge - and the defining opportunity - of the years ahead.

# About Deanta

Deanta has spent a decade evolving from a traditional publishing services provider into a technology-focused publishing solutions company. That evolution has been deliberate - driven by a conviction that the academic publishing industry needed more than offshore labour and faster turnaround times. It needed a different kind of infrastructure.

That infrastructure is Lanstad, Deanta's XML-first production platform, which integrates project management, automated typesetting, AI-powered indexing, and reference editing into a single workflow environment. Lanstad is built on the principle that structured, machine-readable content is not just an operational asset - it is the foundation on which new revenue models, AI-mediated delivery, and data licensing are being built.

We work with publishers who are ready to ask the question John Hagel posed to the wider business world: "What business are we really in?" For academic publishers, the answer is no longer simply books or journals - it is trusted, structured knowledge. Deanta's role is to help publishers build the operational infrastructure to deliver that knowledge in the formats the market is increasingly demanding.

We host roundtable events on both sides of the Atlantic and publish this annual survey to contribute to that conversation. If you'd like to join the debate, we'd love to hear from you.

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## Get in touch

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