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AI Implementation in Publishing Processes: Analysis of Challenges and Benefits Based on Practical Cases of Publishing Houses

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ABSTRACT

The main objective of this study is to conduct a comprehensive overview of the challenges and advantages of implementing artificial intelligence (AI) in publishing processes, focusing on practical case studies of leading publishing houses. This topic is particularly relevant due to the significant technological changes in the publishing industry. The development of digital technologies and the introduction of AI offer substantial opportunities for improving the efficiency of production processes. Still, they also present challenges related to staff adaptation and overcoming technophobia. This research analyzed five successful cases of AI implementation in publishing processes (Springer Nature, Penguin Random House, Pearson, Wiley, Elsevier). The methodology involved case study analysis and expert evaluation to verify the findings. The key results reveal that technophobia, especially among employees accustomed to traditional workflows, is one of the barriers to AI integration. However, the resistance to new technologies can be significantly reduced through educational programmes, workshops and training courses. The study concludes that AI improves the speed and quality of editorial work and helps create innovative content formats. Successful examples of AI use demonstrate that the technology can be a valuable tool that complements human work while still requiring ethical oversight and human control. The significance of this research lies in its contribution to understanding how to properly

integrate AI into the publishing industry, increasing productivity while maintaining a creative and ethical approach to the processes involved.

Упровадження ШІ у видавничі процеси: аналіз викликів і переваг на прикладі практичних кейсів видавництв

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Резюме

Метою цього дослідження є визначення викликів і переваг впровадження штучного інтелекту (ШІ) у видавничі процеси на основі реальних прикладів, що охоплюють практичні кейси провідних видавництв. Ця тема є надзвичайно актуальною, оскільки видавнича індустрія перебуває на етапі значних технологічних змін. Розвиток цифрових технологій та впровадження ШІ створюють можливості для суттєвого підвищення ефективності виробничих процесів, але водночас виникають виклики, пов'язані з адаптацією персоналу та подоланням технофобії. У рамках дослідження було проаналізовано п'ять успішних кейсів впровадження ШІ у видавничі процеси (Springer Nature, Penguin Random House, Pearson, Wiley, Elsevier). Методологія дослідження включала застосування методів case-study та експертної оцінки результатів для верифікації отриманих висновків. Основні результати дослідження показують, що однією з головних проблем при впровадженні ШІ є технофобія серед працівників, особливо тих, хто звик до традиційних методів роботи. Однак за допомогою освітніх програм, воркшопів та тренінгів можна значно зменшити рівень спротиву новим технологіям. Висновки дослідження свідчать про те, що ШІ не лише підвищує швидкість та якість редакційної роботи, але й сприяє створенню інноваційних форматів контенту. Успішні приклади використання ШІ демонструють, що технологія може бути корисним інструментом, який доповнює людську працю, але при цьому зберігає необхідність етичного нагляду та контролю з боку людей. Значущість цього дослідження полягає в його внеску до розуміння того, як правильно інтегрувати ШІ у видавничу галузь, підвищуючи продуктивність, зберігаючи при цьому творчий підхід та етичність процесів.

Ключові слова: штучний інтелект; ШІ; технофобія; інновації; видавнича галузь;, медіатехнології; автоматизація.

1. Introduction

With the rapid development of digital technologies and artificial intelligence (AI), the publishing industry faces significant challenges in adapting to new technological realities. Although AI opens up great opportunities for optimizing production processes, increasing efficiency and innovation in the industry, its implementation is accompanied by several problems, including technophobia among some participants in the production process, which is caused by psychological barriers and fears of losing jobs and control over creative processes, etc. The problem of technophobia in the context of the introduction of new technologies has been widely studied in various fields, but specific aspects of this phenomenon in the publishing industry, in particular concerning the use of AI tools, remain insufficiently studied and require further systematization and understanding of the causes and consequences. According to leading Ukrainian scholars (Zhenchenko, 2018; Ryzhko, 2024; Kraynikova, 2024), conceptualizing and systematization of innovative practices can not only enrich the modern theory of publishing with new concepts and models but also project ways to develop the Ukrainian publishing industry in the context of globalization. Thus, the scientific need to study productive approaches to the implementation of AI in publishing processes involves a systematic analysis of not only theoretical conclusions about the benefits of AI technologies based on its capabilities but also an analysis of real-world experience of their use, taking into account the need to overcome technophobia, ensure employee adaptation and optimization of production processes, and develop strategies for integrating the most successful practices into publishing.

The practical value of the overview of AI technology implementation cases in the publishing industry is due to several factors. First, the publishing industry is traditionally considered conservative, which can complicate adapting to the latest technological changes. Today, even web content and web products in general are only conditionally classified as publishing and production by industry experts. The specifics of working with text and the creative process of content creation lead to controversial discussions and doubts among publishing industry employees about the possibilities and limitations of AI technologies in this area. In addition, the exponential growth of AI technologies is outpacing the pace of their development and integration into the publishing industry's production processes, which creates a significant gap between the potential of technologies and their implementation and practical application. Therefore, a study of the practice of AI-introducing into the work of publishing houses will help analyze the challenges that arise in automating production processes, as well as outline solutions to optimize this process to prevent possible negative consequences and promote the productive development of the publishing industry.

In view of this, the purpose of the article is to identify the main challenges in implementing AI in publishing processes, the experience of overcoming them, and the possible benefits of using AI based on the practical cases of publishing houses.

2. Theoretical background

This is not the first time in its history that the publishing industry has experienced a technological revolution, which gave a huge impetus to its development and popularization, but "lost specialists" in certain production processes. In particular, Gutenberg's invention made printed matter much more accessible and popular, but at the same time "put many scribes, copyists, artists, etc. out of work" (Giesecke, 1998). The computerization of the publishing industry in the 80s and 90s, the emergence of desktop publishing software, increased the speed of editorial preparation, and the quality and manufacturability of publishing products, although it also virtually eliminated the need for the manual prepress process of gluing layouts, photocopying, lithography, casting printing plates, etc., and marked the beginning of the disappearance or profound transformation

of such professions as proofreader, art editor, technical editor, photo editor, typographer, layout designer, typesetter, etc. That's why the emergence of AI should be perceived as a new technological leap, the emergence of new tools, and, accordingly, new or fundamentally updated professions in the industry, which necessitates the training of new specialists or retraining of existing ones. Although scholars and industry analysts emphasize the importance of innovation and technology for the development of creative industries, including publishing (Florida, 2003; Xenoss.io, 2024), many publishers are still cautious about implementing AI technologies in their creation and production processes. According to recent studies, only 23% of publishers actively use AI technologies in their publishing processes (PW, 2022), and 22% in Ukraine (Mashkova, 2024). It can be assumed that this may be due to several factors, including:

- lack of awareness among employees about the possibilities and benefits of using AI technologies in publishing;

- technophobia among employees;

- lack of appropriate specialists who could guide the process of introducing AI into production processes.

To confirm or refute these assumptions, and, if confirmed, identify opportunities and arguments in favor of overcoming the challenges outlined,we have reviewed the practical cases of some publishing houses in terms of their implementation of AI in publishing processes.

3. Research methodology

The following methods were used in the study: a) case-study, which consisted of analyzing 5 successful cases of implementing the results of artificial intelligence in publishing processes (Springer Nature, Penguin Random House, Pearson, Wiley, Elsevier) to identify productive practices and strategies for overcoming resistance to change over the past 5 years of dynamic development of AI in the publishing industry; b) analysis of expert opinion of scientists, publishing practitioners, and artificial intelligence specialists (Bairagi, M., Lund B., Riaz, S., etc.) to verify the research findings and develop recommendations (analysis of publications, interviews, and reports that highlight expert assessments of the results and forecasts of relevant specialists on the implementation of AI).

4. Results and discussion

The analysis of publishing houses' practices has shown that technophobia is indeed one of the obstacles to the AI-introduction in their work. An illustration of the emergence and overcoming of technophobic waves of anxiety is the practice of Penguin Random House (Penguin, 2023), which in 2022 introduced a system based on the Simply.AI platform to analyze manuscripts and predict potential bestsellers. This caused concern among some editors, who believed that such a system would limit their creative freedom and professional intuition. However, they changed their minds after the publishing house's management organized a series of workshops to demonstrate how the tools of the AI platform could complement, and improve the efficiency and effectiveness of their work, rather than replace the expertise of real editors.

Another example is the experience of the editor-in-chief of one of the leading scientific publishers, who initially categorically refused to use artificial intelligence technologies and tools for the initial review of manuscripts (George, 2022). However, after participating in a pilot project where the use of AI helped to detect plagiarism and improve the quality of reviews, its attitude changed.

These cases are demonstrated as an example of overcoming technophobia through practical experience. Thus, we can observe some resistance to change. Employees who experience technophobia may resist the introduction of new technologies, which can lead to stagnation in the com-

pany. However, publishing houses that do not innovate risk losing their competitiveness because they cannot effectively use the new opportunities offered by modern technology.

Another illustrative example is the case of the well-known German publishing house Springer Nature, which in 2019 published the first scientific book partially written (generated) with the help of artificial intelligence ("Lithium-Ion Batteries: A Machine-Generated Summary of Current Research") (Springer Nature, 2019), which provoked a wave of technophobic criticism. The book provides an informative and concise overview of the latest research on a particular topic based on more than 150 scientific articles published from 2016 to 2018 in Springer Nature. The work on generating the text of the publication was carried out with the help of the developed AI software, which analyzed the materials of the articles and generated a summary and conclusions of the results of the relevant studies. Accordingly, the use of AI tools made it possible to process large amounts of information in a much shorter time than if this work had been done by the publishing house's employees. At the same time, human resources were needed to check and evaluate the quality of the work performed by AI, which does not diminish or reduce their importance in the work of the publishing house.

One of the largest publishing companies, Elsevier, which publishes about 25% of scientific publications in the world, also had to integrate AI into the editorial process of preparing and reviewing scientific publications, motivated by the automation of the process of detecting plagiarism and academic dishonesty, as well as the need for technical processing of manuscripts, for example, to determine whether scientific publications are in line with the content, keywords, structure, checking the correctness of references, etc. However, for authors in the same publishing house who use artificial intelligence and AI-enabled technologies in the writing process, it was noted that AI technologies should be used only to improve the readability and language of the work, and not to replace key authorial tasks or statements, such as scientific, pedagogical or medical ideas, scientific conclusions, or the provision of clinical, expert advice. The application of the technology should be under human supervision and control, and all work should be carefully reviewed and edited, as artificial intelligence can generate authoritative-sounding results that may, however, be flawed, incomplete, or biased. Therefore, the critical provision is that the authors are fully responsible for the content of the work (Elsevier, 2023).

The case of introducing AI into the editorial process of a scientific medical publishing holding is interesting in comparison. For clarity, let us first outline the scope of the scientific publishing house, which published 4.7 million articles in 2020 alone (Burley, 2022). According to rough estimates, more than 15 million hours were spent annually on peer review alone, excluding re-reviewing time (Kelly et al., 2014; George, 2022). At a certain point, the growth in the number of publications and the corresponding capacity of publishers to process them reached a critical point. To reduce the workload of highly qualified researchers without slowing down the upward trend in publications, it was decided to introduce AI into the editorial process, which would also make the work of those involved in scientific publishing easier and faster. This case study allows us to analyze the benefits of introducing AI into publishing processes, which proves the need to eliminate the phenomenon of technophobia among publishing employees.

These cases allow us not only to identify the experience of publishers in overcoming the main challenges of implementing AI in publishing processes, but also to analyze its benefits, which demonstrate the possibility of optimizing the work of publishers and at the same time prove the need to eliminate the phenomenon of technophobia among employees.

1. *Procedures for identifying and appointing reviewers*: based on the analysis of the text and keywords in the publication, the editor is offered a list of reviewers in specific research, fields, and disciplines. Editors receive an objective, ranked and most relevant list of reviewers in just a few seconds, which would otherwise take hours to do (if they were working manually, without automated list generation).

2. *Summarizing manuscripts*: authors and editors use artificial intelligence-based tools to summarize submitted manuscripts and highlight required data about the study, participants, methods used, information about ethical standards, and results.

3. *Check for readiness for publication*: several artificial intelligence tools help to assess the quality of the manuscript's language and provide suggestions for further editing and improvement. Journal editors can use the following AI tools to adjust whether a manuscript meets the basic requirements of the journal, including appropriate style, reference format, and article structure. These tools allow editors and reviewers to focus on the content and scientific results of the article instead of the tedious task of technical review.

4. *Assessment of the consistency of statistical data*: AI tools help to obtain and verify statistical data from research reports and correctly interpret their meaning, which allows you to identify errors or inconsistencies in the description.

5. *Tools for selecting a journal to publish an article (for potential authors)*: for most researchers, the decision to which journal to submit their manuscript is often complex and confusing, including the specifics of the journal, the length of time required to publish an article, and whether the research fits the journal's concept. Publishing holdings, which sometimes manage hundreds of scientific journals, can significantly optimize selecting a suitable journal by using an appropriate AI-based tool (service), optimizing the work costs of both their employees and the time spent by a potential author to find the right journal.

6. *The process of research and literature search:* Reviewing numerous journals (both online and offline) in search of relevant literature can be tedious and time-consuming. With AI tools, literature searches can be personalized, regarding specific subject areas and keywords, the most recent and relevant articles. In the process of appropriate search, AI can provide short excerpts and annotations of research results, which simplifies and speeds up the time spent on finding the necessary research, especially in medical fields, where a patient's life may depend on the time spent on finding publications on the corresponding treatment methods.

7. *Tools for detecting plagiarism, and duplication of information:* researchers are increasingly using AI software to detect possible unintentional plagiarism so that they can take action (correct the text) before submitting their article to a journal. There are also phenomena of "duplicate discoveries" when, due to the lack of full access to global science data, "repeated" discoveries, duplication of research, etc. occur glocally. A properly configured AI assistant can help to avoid duplication by finding a relevant study.

8. *Language editing and proofreading:* AI is increasingly being used for proofreading and editing tasks, which can be more productive than similar non-automated (human) work due to the peculiarities of "attention span" and missed errors due to repeated re-reading of the text. When a person proofreads a text, there is always an error in the quality of work due to the so-called "human factor," while software proofreading yields much better results.

Given the numerous advantages of AI for researchers and journal editors, it is clear that the use of AI in research will only grow. However, despite this, human judgment in the creation and evaluation of research papers will remain a critical factor (George, 2022).

5. Conclusions

The analysis of practical cases of publishing houses in terms of their implementation of AI in publishing processes has made it possible to assert that the integration of AI is an integral part of the modern evolution of the industry, which contributes to increased efficiency, improved content quality, and optimization of editorial processes. However, this process is accompanied by technophobia and resistance from employees who fear losing their jobs and control over creative processes.

Based on the analysis of case studies (implementation of the Simply.AI platform at Penguin Random House and review automation at Elsevier and others), it was found that successful overcoming of technophobia is possible through education, training, and demonstration of the benefits of new technologies. AI does not replace humans but complements their work while retaining key responsibility for the quality of content.

The author emphasizes the importance of ethical control in AI use, especially in scientific publications, where technology should be a tool for improving quality, not a substitute for expert judgment.

To overcome the challenges associated with technophobia and the effective integration of AI, it is necessary to develop strategies for the training and retraining of specialists, as well as the systematic implementation of the latest technologies under critical human supervision.

The author identifies and argues for the areas of AI implementation to optimize the work of publishing houses, including procedures for identifying and appointing reviewers, summarizing manuscripts, checking readiness for publication, assessing the consistency of statistical data, tools for selecting a journal for publishing an article (for potential authors), the process of research and literature search, tools for detecting plagiarism, duplication, language editing, and proofreading.

Further research can be aimed at developing strategies and algorithms for implementing AI in the publishing processes of Ukrainian publishers, taking into account the challenges of today and based on monitoring the state of AI implementation in publishing processes, challenges and needs of Ukrainian publishers.

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