ATG Interviews Robert Miranda

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**ATG Interviews Robert Miranda**

President — Cognizant Communications <cogcomm@aol.com>

by Katina Strauch (Editor, *Against the Grain*)

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**ATG**: I have known you a long time! I still remember with great delight coming to the LAFT board meeting at ALA. It was at the operatic restaurant "Asili's" in New York where Luciano Pavarotti was discovered. That was when you were with Pergamon, long before its sale in 1991. How did you get started in publishing?

**RM**: A quick rundown of my early life. I was born in Brooklyn into a small Italian-American, first generation family with one brother and two sisters. After high school, I had numerous jobs with no plans or desire to go to college. I entered into a partnership with my brother and father in a bakery business. Soon Uncle Sam called, I activated my naval reserve status and entered the Navy for two years after the Korean War. I served on Admiral staff for two years and was honorably discharged with a total of 8 years reserve and active duty. Got married while in the service to my high school girlfriend and had one child. The second was on the way when I left the service. Not knowing exactly what I wanted to do and with the bakery business sold, I was approached by a friend of my wife's family who asked me what my plans were. He asked if I'd like a job in publishing; my response was what does it pay. He said $75.00 a week, and it would be in downtown New York City in the Gourmet fulfillment department. Not knowing what fulfillment meant, I said the salary was alright and I would give it a try.

I worked for Gourmet for exactly one year. Being a friend of the business manager was not the most comfortable position to be in so I resigned and accepted a job as circulation manager for a trade magazine called Reproductions Review, at $100.00 per week. It sounded like it would be fun but it turned out to be a magazine serving small printing businesses. I stayed there for two years, and accepted a circulation manager job at Super Market Publishing, a controlled circulation magazine which served the Super Market and the emerging Discount Industry, all for $125.00 per week. Macfadden Bartell purchased the company, and I stayed with them in their new trade division for another two years, doing circulation work and survey work for Photo Play Magazine. When I was asked to leave this job, a great story, to be told another time, I had five job offers and I selected, or should I say, we agreed that I should work for Pergamon Press, Inc.

**ATG**: When was that and what was Pergamon like then?

**RM**: When I joined Pergamon in 1965 they had 97 journals. Most of them had titles I couldn’t even pronounce, let alone know what they were about. The salary was right and the opportunities seemed endless, and they were. After two years with the company, U.S. publisher, Detlev Raymond, asked me to take on more responsibility for editorial management and development. One of my first assignments was to act as the business manager for The Columbia Journal of World Business, which we published for the Graduate School of Business, Columbia University. After a short time I was appointed Vice President, and was earning $225.00 a week. I only mention these salaries so that some of the younger people in publishing won’t feel so bad as to what they are getting paid.

My first meeting with Robert Maxwell took place after three months in the company. I was warned by the officers that he was coming. This sounded like an ominous threat, which I soon found out was true. While I was working at my desk, he came up with the President of the company and said ‘so you’re the new genius that we hired,’ picked up a piece of mail from my desk, read it and said, “so, genius, how would you deal with this customer?” I read the letter and gave him my answer. He told me I was an idiot, and proceeded to tell me what I should do, followed by “do you understand?”’ Never being known for keeping my mouth shut, I said “I understand what you said, but if I do it your way we will lose the customer; my way we will sell him more journals.” He threw the letter on my desk and said “get to work.” Twenty-six years later we still enjoyed bantering. I was only fired 5 times by Maxwell during that period of time. Each firing lasting 5 to 10 minutes.

**ATG**: It wasn’t long after that that Robert Maxwell lost control of the English company for the first time? What happened?

**RM**: There were exciting times with the Pergamon and Maxwell companies, like the time in 1970 when Maxwell decided that publishing and the computer business should come together. He proposed a merger with Leaseco, a computer leasing company, in order to xing about a transition from the old-fashioned ways of information storage and the better ways of exploiting the scientific literature. To make a great story short, Maxwell thought he could take over Leaseco, but Saul Steinberg, the Steve Jobs of the 70’s had it in mind to take over Pergamon. I believe it was the first time in the history of the English Stock Exchange that an American company successfully gained control of a British company. Leaseco bought up enough shares at $22.00 and was able to convince the institutional accounts to vote with him. However, when Leaseco tried to take over Pergamon Press Inc. a 75% owned subsidiary of PPL, the Courts ruled in favor of the minority stockholders and held PPL off for close to five years. Maxwell later prevailed by buying back stock at $7.00 a share.

This was an interesting time for these two companies working for two different owners tied together by contracts and developing marketing and servicing customers just as one. The working relationship between the staffs was what held it together. Most of the PPL staff still had their allegiance to Maxwell; we in New York had him almost full time, although he still lived on the property where PPL was housed. It was at this time that my working relationship with Brian Cox really began. His staff and mine kept the internal politics out of the customer base. Gilbert Richards, the Managing Director and I continued to develop new products for the Pergamon Group. The rest is history.

**ATG**: So when Maxwell sold Pergamon to Elsevier you stayed with him. An ill-fated decision!

**RM**: The sale of Pergamon to Elsevier was ill-fated for the library community but not personally for me. Mine and Karen Hunter’s job was to convince the FTC that such a sale would not be in restraint of trade. I still recall, as I am sure Karen does, the four or so hours of grilling that took place. As you know, ALA and ARL had filed papers against such a merger. I guess our presentations were convincing because the sale went through.

From my perspective, I did not want to work for Elsevier. I was however contacted by Macmillan, our parent in the United States, to work with Elsevier for 6 months (July 91—December 91) in order to assure a

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smooth transition and to work with the 70-
some staff members who would lose their
jobs.

ATG: I am sure you have been asked this
many times, but can you reminisce about
Robert Maxwell and what it was like to work
for him? Do you think that he killed himself?

RM: Maxwell was a free-wheeling kind
of guy. He was big in stature -- about 6'3,
and I think at the time of his death, he must
have weighed close to 300 lbs. Not only did
he have charm and personality, but he had an
ego as big. When he walked into a room you
knew he was there, by his voice which was
strong with his English accent, and we also
said that there was less space in the room for
more people to notice. He had a soft spot for
scientists and researchers. They could ask any-
thing of him and usually get it -- grants, cars,
travel etc. We always had to find a way to fit
these items into our operating budgets. He
loved good food and wine, but we often had
only salami sandwiches and a beer when the
company was near broke in the 70's. Regard-
less of how broke he was, he always had a
Rolls Royce and a good Cuban cigar, which
I also enjoyed. He would make snap decisions,
sometimes firing 20 or 30 people at a time.

In Pergamon, he had a group of management
people whom he felt he could abuse at any
time and they would stay with the company.

In England, Richard Richards, Brian Cox,
in New York, Otto Rapp, who you all knew,
Dr. Gray, L. Straka, S. Aboff, Inge Valen-
tine, and myself. When he was mad at man-
gagement for what ever reason, he would ask
for our resignations. I always refused, then
was fired and rehired. But what he would do
was fire members of your staff in order to
make your life miserable. He always played
the English office against the American
office, in order to see how we would solve the
problem. He was in my mind a practicing stu-
dent of Machiavelli. I think he rewrote the
book. The excitement of working with him
will long be remembered; it was worth the
occasional verbal abuse.

About his death: Bob was a dynamic in-
dividual, a take-charge person, worked at
150% when under pressure, and always had
a new twist on how to get around problems.
Having said that, I don't think that he would
take his own life. Then again, knowing his
sense of humor, there is the possibility that
he did, just to confound one and all. There
is this rumor that he is still alive and on an
island with Elvis.

ATG: So tell us about your company. It's
a publishing company, of course.

When I negotiated out of my agreement
with Macmillan, I decided that I had had
enough of the corporate life. Loyalties have
disappeared and everyone is uptight about the
next merger. Having spent close to 35 years
in one aspect or other in the publishing busi-
ness, I felt that I could start up a company
that could bring published products to the
marketplace at reasonable prices in order to
assure the widest possible dissemination of
the literature. Of the 140 journals I started
when I was with Pergamon, 132 are still in
existence. I decided I would start by publish-
ing or acquiring journals. Cognizant Com-
munication Corp. was set up in July 1992, I
looked around and discovered that tourism
and tourism-related research was a growth
area; it has become the biggest business for
many countries. My first journal was Festi-
val Management & Event Tourism. I now
publish four other tourism-related journals in
addition to a small book series called Tour-
ism Dynamics, with 4 books published to date.
I also have journals in each of the STM fields,
17 to date.

ATG: Well, those are certainly of interest
here in Charleston! What journals have you
bought?

RM: Acupuncture & Electrotherapeutics
Research, a journal I started 23 years ago,
Oncology Research, and Cell Transplanta-
tion. I am very interested in cancer prevention
since I lost my father to cancer. Barbara Meyers
knew of my interest and suggested that I may
want to restart a journal which had been pub-
lished by Williams & Wilkins, Cancer Pre-
vention International, which is now part of
my list. For the time being I am not looking at
additional acquisitions.

ATG: Where is your office? How many
employees do you have?

My office is in Elmsford, the former home
of Pergamon. In order to answer your ques-
tion on how many employees, let me first
explain how I intended to compete. First, I
keep my overheads low by contracting all my
work to individuals who were most qualified,
many of whom had worked for me in the past.
With all the mergers and downsizing going on,
there is a wealth of talent out there who do
not want to go back to the corporate grind
and be downsized again. The use of compu-
ters and telecommunications makes working
outside of an office environment ideal. So the
answer is one. I am the only employee in the
true sense of the word.

ATG: How about your market? Do you
sell to libraries and abroad?

RM: Ideally I would like to sell more to
libraries as the publications would receive the
widest readership. The U.S. market for new
publications is so tight that it is almost not
worth spending money to promote to the li-
brary market. However, the rest of the world
still continues to purchase new material and
it represents close to 70% of my subscription
base. This, of course, concerns me as an
American publisher. There are so few of us
nowadays. But looking at the literature, it
appears that there are more scientific papers
being published in our journals from other
than the U.S. It looks like the brain drain is
returning overseas, which now is being re-

ATG: How do you promote your journals?

RM: All by direct mail and sample copy
offers. I focus heavily on the fact that all my
journals are peer-reviewed, top-ranked
people are on the editorial boards, low price per
page of publication, and carried by major
indexing and abstracting services.

ATG: What kind of circulation do your
titles have on average, and how do you
price them?

RM: The average circulation for the 17
journals is about 700, with libraries represen-
ting about 35% of the total. I have dual
pricing, I know how librarians hate to hear this --
one for libraries domestic and foreign, and
one for professionals. The price for libraries
for the first few years is in the range of $95.00
to $125.00 for quarterly publications, which
represents a good portion of my list.

ATG: Are you doing anything in the elec-
tronic or online arena?

RM: Yes. I am being drawn into this arena
to kick it and screaming. Like most publish-
ers, I have most all of my journals done in
electronic formats and I can put them up when
I find a way to recover the cost of the invest-
ment. I participated while at Pergamon in the
development of the basics, but when I look
around at some of the offers that the big
publishers have on the market, I haven't been
able to determine if they can continue the of-
fers without again raising the hardcover
prices. I had hoped to have my Web site avail-
able at the time of publication of this inter-
view. It is 90% complete. Talk about missing
a marketing opportunity. If your readers are
interested in any of our products and cata-
logs, that old-fashioned stuff is still available.
I can be reached at cogcomm@aol.com.

ATG: What kind of training do you have?

RM: My training is in accounting and
management. I educated myself under the GI
Bill, for 9 years of night school. I refer my
background as a Rhodes Scholar. It sounds
good when you say it, but in print it's wrong.
It is really Road Scholar, because I learned
everything on the road up to the top.

ATG: Who are some of the people who
were at Pergamon back then and where are
they today? I really enjoyed Brian Cox's re-
miniscence in ATG (February 1998, pp. 18-20-
22 "Circulation Autumn: Some thoughts on
forty fulfillment years").

RM: Yes, I did too! Pergamon was one of
the best companies to work for if you were
starting out or had been in the industry for
awhile. The reason was that the company was
always intentionally understaffed so you not
only got to do the job you were hired for but
you were always involved in other things to
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Electronic publishing fills important needs for timeliness and rapid distribution. And software does wonderful things. But so far nothing beats books for synthesizing, democratizing and archiving information. Books are user- and scholar-friendly in a way that computers have not yet become.

My daughter recently wrote an article on cocaine addiction. She goes to school in the Philadelphia area and has access to wonderful resources, many of them electronic. But, when she wanted a broad overview, she went to books because they synthesize and bring together concepts and are easier to use.

**ATG: Janet Flowers and I just did a survey on ACQNET on the use of credit cards by acquisitions and collection development departments and the results are reported in this issue of ATG (see p. 19). There was an overwhelming response from people actually ordering over the Internet and using credit cards. And a lot of them are using online bookstores like Amazon.com. Does this alarm you?**

**MW:** People are going where they can get the best deal and I don't blame them. I understand why people like to use credit cards. Everyone likes the free float you get. We buy on credit cards whenever it's feasible too.

But I believe that when a place like Amazon.com or BarnesandNoble.com attempts to go beyond supplying mainstream, mass market materials, the savings, the speed and the convenience become considerably less apparent.

Book vendors provide shelf-ready materials, technical processing, and approval plans. The customer service staff at Academic are bibliographic experts, and they perform research services that customers find invaluable.

Opportunities abound for traditional book vendors to form alliances with online bookshops in ways that are not always in competition. We will be discussing this at a Lively Lunch in Charleston in November.

**ATG: Tell us about yourself. Where did you grow up? Were you trained as a librarian?**

**MW:** I grew up in Provo, Utah where Robert Redford was a local celebrity. (In fact, he still is, but now more as an environmentalist than as a heartthrob!) I got my library degree from Denver University. After that, I lived all around the US—from California to Illinois to Georgia, before finally settling back in the west. My father still lives in Utah and I visit often.

I have a husband and two wonderful children, though I am suddenly an empty-nester since my daughter is at Haverford College (a valued ACBC customer, I might add) and my son has just graduated from high school. He was a non-traditional student, and is now the dairy buyer for a local Whole Foods Market, a wonderful national chain specializing in natural foods. With my husband, I am involved in the Colorado Music Festival in Boulder.

I don't have any music training but my husband is a frustrated musician and violinist. He's a lawyer, has been teaching for 25 years and is active in local politics as another outlet for his creative side.

**NB:** No doubt, we have all heard Martha's husband, Chris Mueller, on NPR commenting on contemporary legal issues. Just think, next time you hear him, you will have a connection. And we have to all say "hey" to Martha in Charleston! — KS

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**Miranda Interview**

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fill gaps. Some of the names that come to mind as former employees are—Charles Ellis, President, Wiley; Barbara Colson, President, Cambridge Univ. Press; Pieter Bolman, President, Academic Press; Phyllis Hall, Publishing Director, IEEE, and Al Henderson, Consultant, just to name a few.

**ATG: We can't end this interview without talking about Library Acquisitions: Practice and Theory. I believe that you and Scott Ballard started that journal many years ago. And we are reporting a title change in this issue of ATG—LAPT will become Library Collections, Acquisitions and Technical Services with the 1999 volume.**

**RM:** This bring back good memories. Over a couple of beers, Scott said it was about time Pergamon did something for the library community and the journal evolved. The concept was to bring out a quarterly journal at a low price similar to other library journals published by ALA, etc. and to service the acquisitions industry. The price was held steady for over five years, which was unheard of out of Pergamon. Boy, did I take heat on the pricing structure! I recall the review of the first issue was disastrous. If you remember, Scott had great knowledge but was not always a company type of guy. With this poor review, we regrouped and it survives today under Carol Hawks Diedrichs as Editor-in-Chief. Also I would be negligent not to point out that at one time, if you recall Katina, that LAP and Pergamon were to be involved in the Charleston Conference as a management group. Fortunately, for you, this did not occur, but the compromise was that papers from the conference would first appear in LAPT. This now takes us back to Asti's. Thanks for the opportunity to appear in ATG. I too am sorry to miss this year's meeting. See you next year! ✍️

**NB:** Unfortunately, Bob will not be in Charleston for us to talk personally with him about this interview. But...next year? Plus there's always email and even—gasp—the telephone! — KS