

Springer Nature strategy and Open Access update

19 March 2024

SPRINGER NATURE

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Content

- Background information
- Strategy, mission and values
- Research business
- Open Science



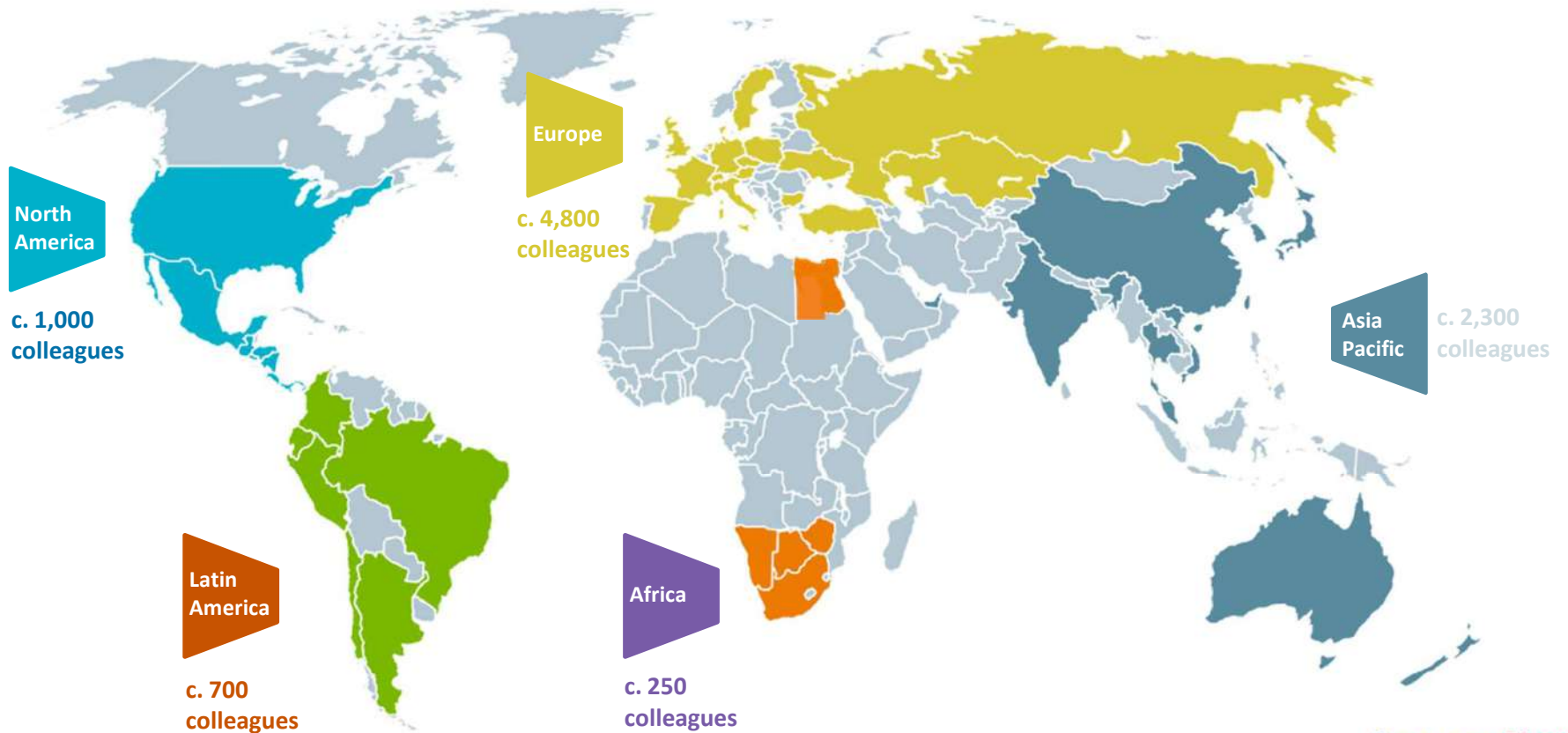
**BACKGROUND
INFORMATION**

WE OPERATE IN FOUR DIVISIONS ...

| RESEARCH | | EDUCATION | | HEALTH | PROFESSIONAL | |
|---|---------------------|--|--------------------------|---|---|-------------|
|  | |  | |  |  | |
| JOURNALS | BOOKS | LANGUAGE LEARNING | INTERNATIONAL CURRICULUM | MEDICINE | ENGINEERING + MANAGEMENT | |
| AUTHOR SOLUTIONS | DISCOVERY SOLUTIONS | SPANISH CURRICULUM | HIGHER EDUCATION | HEALTHCARE | ROAD SAFETY | LEGISLATION |

WE ARE BASED CLOSE TO OUR CUSTOMERS

Around 9,000 people worldwide with over 200 offices and locations in more than 45 countries





**OUR MISSION,
VISION + VALUES**

SPRINGER NATURE

OUR VISION ON A PAGE

| To deliver Our mission | We need to Live our values | Through our Ways of working |
|--|--|--|
| <p>OPENING DOORS TO DISCOVERY</p> <p>Research and learning are the cornerstones of progress, which is why we open doors to discovery, enabling millions of researchers, educators, clinicians and other professionals to access, trust and make sense of the latest insights.</p>  |  <p>PARTNERSHIP Openly share our ideas, working closely with all our communities.</p> | Trust each other |
| |  <p>INTEGRITY Bring rigour and independence to all we do.</p> | Engage to build strong relationships |
| |  <p>DRIVE Constantly look for new ways to innovate and accelerate progress.</p> | Deliver on our promises |
| |  <p>RESPONSIBILITY Ensure we are inclusive of all and our plans are sustainable.</p> | Inspire through our actions |
| | | Activate change |
| | | Accelerate your potential |
| | | Do the right thing for all our communities |
| | | Champion diversity and inclusion |

AND OUR TRUSTED BRANDS

SPRINGER NATURE



nature portfolio



SCIENTIFIC AMERICAN

Apress



palgrave macmillan



OUR RESEARCH IMPRINTS

SPRINGER NATURE



nature
portfolio



SCIENTIFIC
AMERICAN

Apress®

palgrave
macmillan



**RESEARCH
BUSINESS**



Our research portfolio



1 Journals

- Springer
- Nature Portfolio
- Academic Journals on nature.com
- Adis
- Palgrave Macmillan
- Scientific American
- Journal Archives



2 eBooks

- Springer, Palgrave Macmillan and Apress print and eBooks
- Wide range of business models in the Springer Nature Flexible eBook Solutions
- References, textbooks, monographs and more
- Books Archives



3 Databases

- AdisInsight
- Springer Nature Experiments
- SpringerMaterials



4 Research Services

- In Review
- Nature Masterclasses
- Research data services
- SN Insights
- SN SharedIt

...WITH A TRUSTED AND STRONG PORTFOLIO OF BRANDS AND IMPRINTS

| | | | | | |
|--------------------------------------|--------------|---|---|---|---|
| R E S E A R C H | JOURNALS | Nature |  |  | # of top 50 impact journals ⁽¹⁾ |
| | | Full Open Access |  |  | # of OA articles ⁽²⁾ |
| | | Springer |  |  | # of Journal articles ⁽³⁾ |
| | BOOKS | Books |   |  | # of English language academic books ⁽⁴⁾ |
| | | Author + Discovery Solutions Healthcare |   |   | Solutions Revenue (€ MM) ⁽⁵⁾ |
| | EDUCATION | English Language Teaching K12 Curr. + Higher Education |  |  | Global market position ELT ⁽⁶⁾ |
| | PROFESSIONAL | Medicine (DE + NL) |  |  | Market position ⁽⁷⁾ |
| | | Driving School |  |  | Market position ⁽⁸⁾ |

The Path to Publish

How to write a paper

On-demand training for researchers which draws on the expertise of Nature Portfolio journal editors and experts.

nature
masterclasses

Writing the paper

The most popular LaTeX-based writing and collaboration platform.

Overleaf

Improving the paper

Digital language editing services for technical and academic writing.

AJE American
Journal Experts

Publishing the paper

Publication as a preprint with a citable DOI.

**Research
Square**

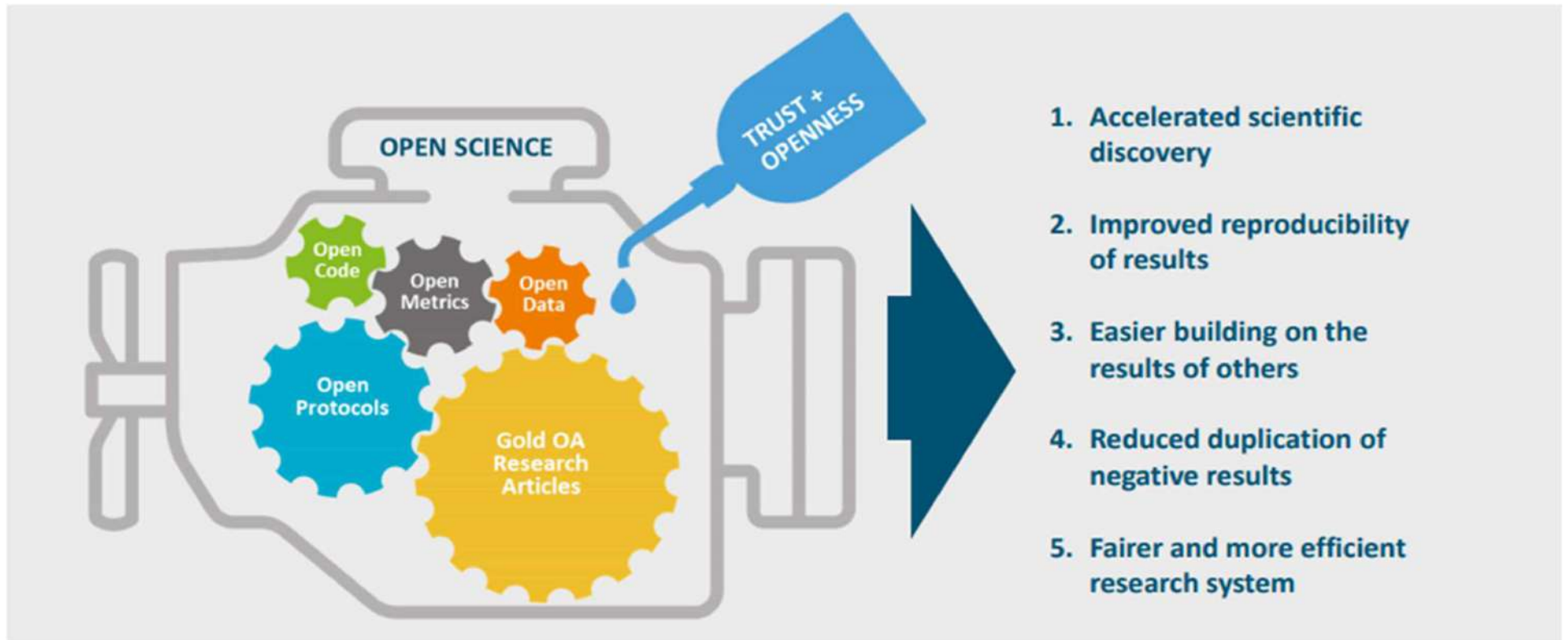
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OPEN SCIENCE

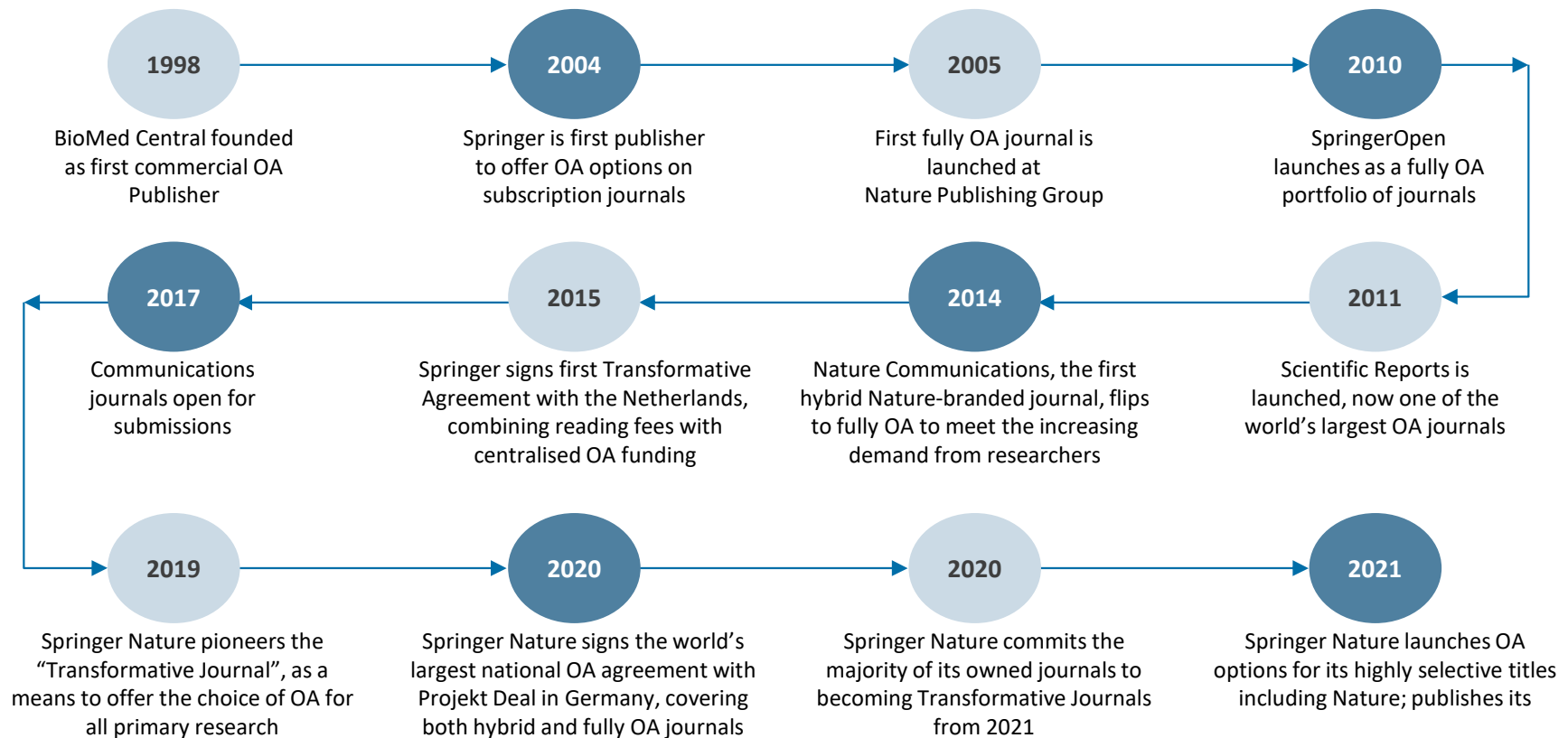
Open Research - the future is Open

Bringing visible benefits to society



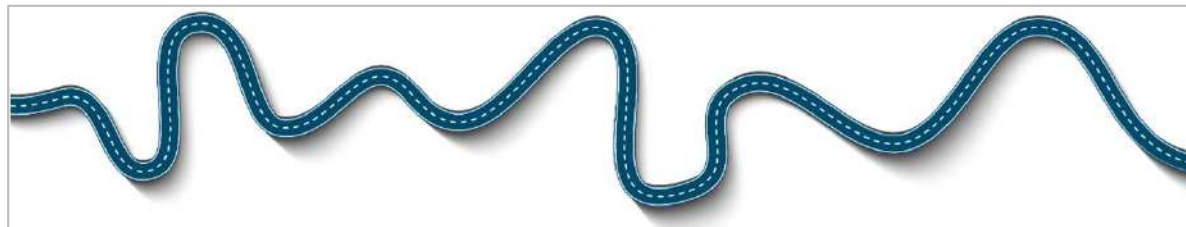
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OUR OPEN ACCESS JOURNEY SO FAR



OUR GOAL IS TO UNLOCK EVERY ELEMENT OF THE RESEARCH PROCESS

Enabling the transformation to Open Science and Research



| PRE 1990 | 1990 - 2020 | 2000 - 2030 | 2010 - 2040 | 2020 ONWARDS |
|---|---|---|---|---|
| PRINT | Print to Digital | Subscription to Gold Open Access | Content to Solutions | OPEN SCIENCE + RESEARCH |
| <ul style="list-style-type: none"> • Publishers focus on manuscripts • Agents handle journal distribution | Almost complete Journals: 90% Books: 60% | 2000: 1% 2010: 10% 2020: 35% | Market: € 1.3 billion Growth: 7% PA (estimated) | <ul style="list-style-type: none"> + Open data + Sharing protocols + Positive + negative results |
| | <ul style="list-style-type: none"> ✓ Easier distribution ✓ Individual + remote access to publications | | <ul style="list-style-type: none"> ✓ Community: unrestricted access ✓ Authors: greater visibility ✓ Publishers: aligns value add with cost | |

Enabling the transformation to an open future

Follow Springer Nature's commitment on the path to open research

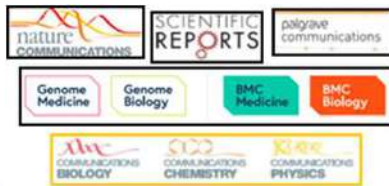


Springer Nature journals portfolio overview

1

Fully OA

~600 OA journals in our Nature Research, BMC, & Springer Open portfolios



Fully OA Agreements

- For fully OA titles
- Institutional and consortium agreements
- Systems migration underway

2

Springer journals

2000+ hybrid and **Transformative Journals (TJs)** with OA publishing options, plus subscription journals



Springer Transformative Agreements

- For Springer, Adis, Palgrave and Academic journals on nature.com
- Usually for national consortia

3

Nature journals

Of 50+ journals in our Nature Portfolio, 35 Nature Research Journals are TJs offering OA publishing options.



Nature Transformative Agreements

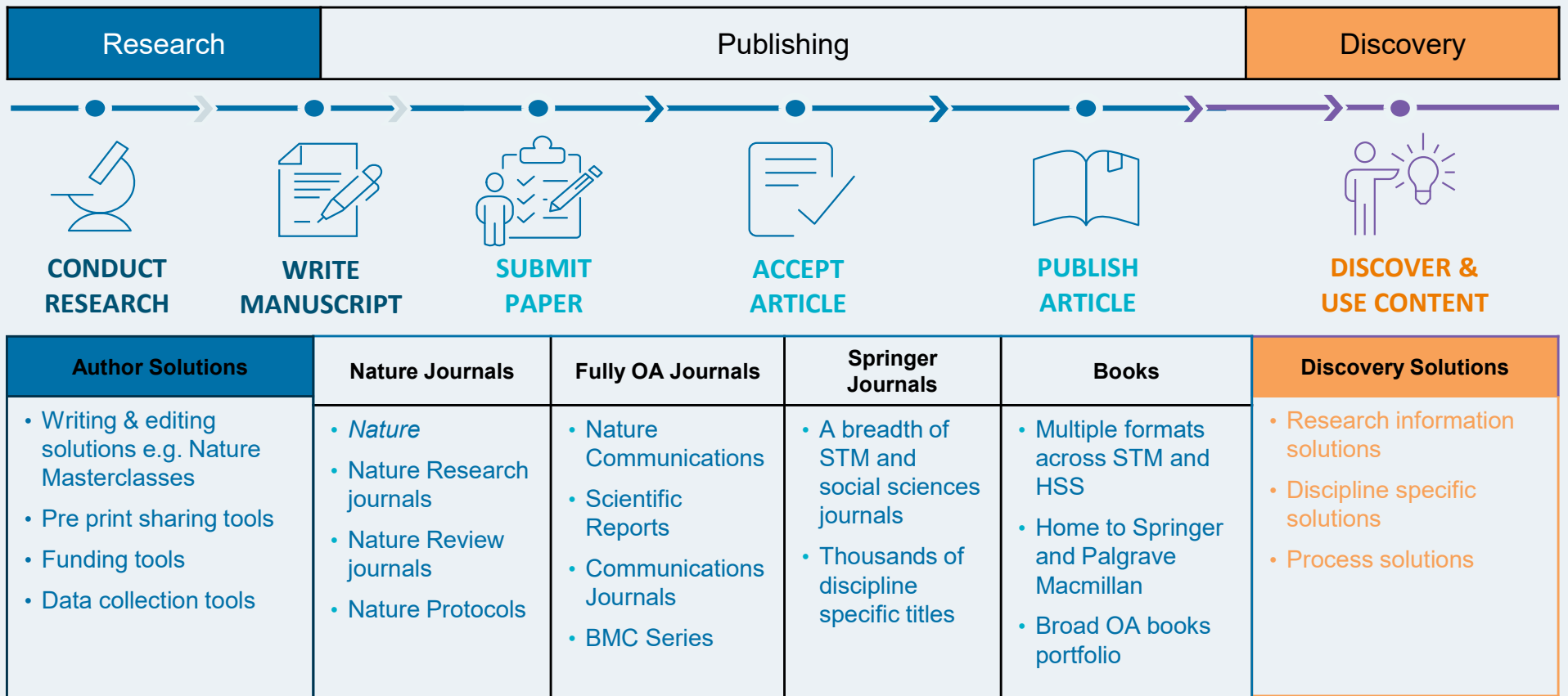
- For eligible Nature journals with an open access option
- Dependent on article output whether suitable for a TA

SPRINGER NATURE GROUP

Are you ready? There are many complexities to navigate



WE SUPPORT THE COMMUNITY THROUGHOUT THE WHOLE JOURNEY



Transformative Agreements: 900+ globally with >240 national level



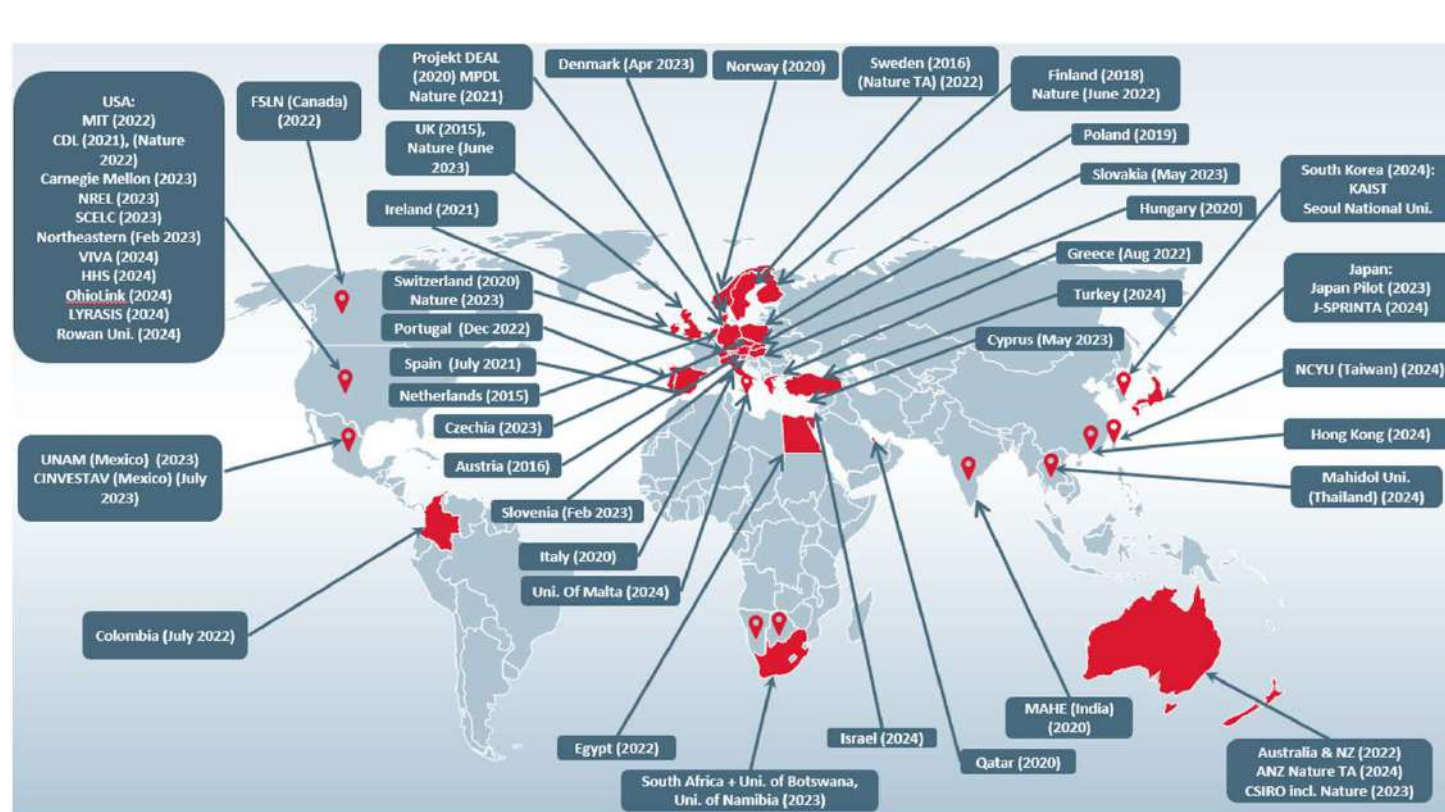
| Region | # National Consortia TAs | # Subnational Consortia TAs | #Institutional TAS |
|-------------------------------|--------------------------|-----------------------------|--------------------|
| Europe | 198 | 70 | 249 |
| North America | 3 | 41 | 241 |
| Asia-Pacific | 16 | 22 | 71 |
| Middle East | 17 | 0 | 24 |
| Africa | 8 | 0 | 4 |
| Latin America & The Caribbean | 3 | 0 | 7 |

All publishers/national level TAs

Source: Estimated using contracts/press releases/news articles/publisher & partner websites/ESAC registry

Springer Nature Transformative Agreements expanding to new regions

Springer Nature has 61 global transformative agreements which includes 53 Springer TA and 8 Nature TAs



- 28 national level TAs across Europe, Latin America, Oceania, Middle East, Africa and Asia; with new deals in Hong Kong, Turkey and Israel
- 8 TAs covering *Nature* and the Nature Research titles in Germany, Sweden, Finland, Switzerland, Australia, California US and the UK
- 11 subnational consortia TAs in India, Canada, Australia; with 2 Japanese TAs covering > 30 institutions and 6 consortia TAs in the US
- Institutional TAs double to 12 and expand to new regions; US, Mexico, Europe and Asia all have agreements

Introduction to open access (OA) books

Springer Nature helped to pioneer OA book publishing with the first pilot in 2011

- SN publishes OA books and chapters under Springer, Palgrave Macmillan and Apress imprints
- Wide range of topics across science, technology, medicine (STM), and humanities and social sciences (HSS)
- Published over 1,500 OA books since launch and achieved over 100 million chapter downloads since 2013
- OA Books are available for individual authors with the BPC (Books Processing Charge) paid for by the author, funder, or institution
- OA Books Partnerships are available but are not yet commonplace



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MANY RESOURCES (= PEOPLE) INVOLVED IN THE PUBLICATION

Different roles are working hand in hand to produce a Version of Record that can be trusted

Supported by Research Integrity and Policies

Editors/Editorial Assistants

Editors, Publishing Assistants: Assign, Chase, Check Peer Reviewers

Editor/EiC

Production Production Editors

Editor/EiC

EiC, Legal, Research Integrity

AUTHOR ORIGINAL

SUBMITTED MANUSCRIPT: UNDER REVIEW

ACCEPTED MANUSCRIPT

PROOF

VERSION OF RECORD

REVISED/ENHANCED VOR

Submission

Quality/Control Check

Editorial Decision

PEER REVIEW

Editorial Decision

Minor Revision

Major Revision

Accept!

Typeset Links
Tables
Illustrations
Language
Editing

Publish!

Review: Update
Revise
Challenge

Revised Article

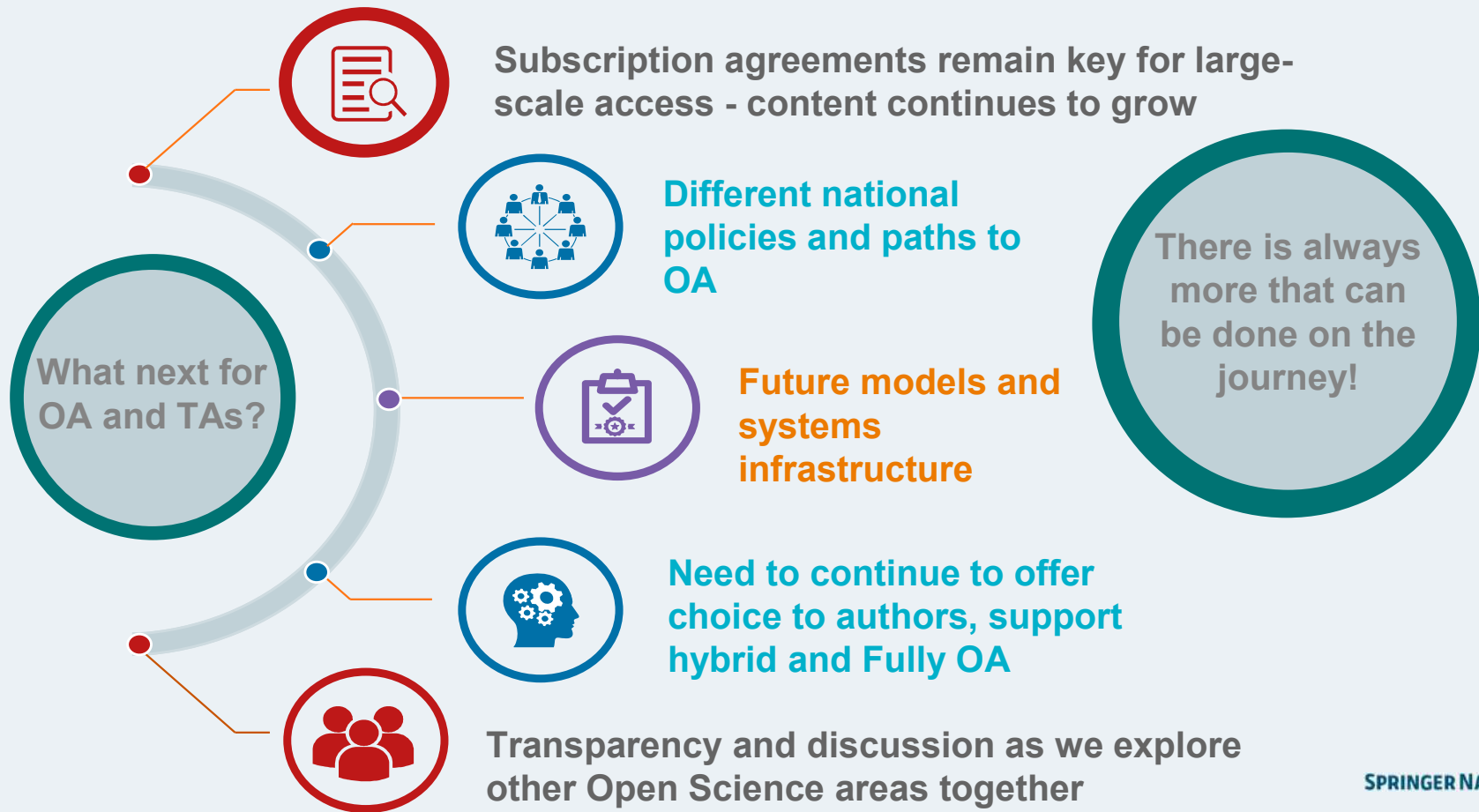
Reject: Out of Scope/
Inappropriate

Reject without review

Reject

Retract

What are Springer Nature's next steps in OA?





Five

Misconceptions about

Open Access

© Shutterstock / Aphelleon

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Misconception 1: OA is just a publishing trend




- **20 years of Open Access** means that the advantages of making research OA are overwhelming
- Springer Nature published now **over 1 million OA articles** - 36% of all articles published in 2021
- In 2020, each OA Springer Nature Article is **cited on average 7.39 times**


However:

- Take up by the research community has been slow: **Researchers are poorly informed** on the benefits of OA and still reliant on IF, despite widespread support of DORA
- **Europe publishes the most OA content (40%)**, while Asia is the biggest user of content (34% of article download)
- Developing **equitable and sustainable open access option remains a major challenge**

Misconception 2:

Open Access is expensive, and the fees are too high

- 
- The real cost in Open Access in **rejecting articles**: as we have process all submissions, which is timely and staff intensive
- For example:
- For Nature Portfolio of journals, **we employ 280+ in-house PHD level educated** independent editors
 - For other journals peer review is done externally and **managed by degree level educated staff** (eg 70+ for Scientific Reports)
 - This is to ensure that our quality is met, and that **we never compromise our editorial/ethical standards**



Misconception 3: Open Access means author pays

- Reputable Open Access publishers ensure **that articles are only accepted on editorial and research merit** according to the aims and scope of the journal.
- Whilst the author is responsible for paying an Article Processing charge, this in most cases is covered and paid by **Open Access Funds set up by the institution - or via transformative agreements**
- In areas with transformative agreements, over 70% of our corresponding authors publish Open Access
- We have **help available** for authors who can't pay and offer waivers to authors from developing countries:
€18.4 million+ waived in fees for authors in financial need, including €6.6 million for fully OA articles with corresponding authors based in countries or regions on the World Bank's list of low- and lower middle-income countries.

Misconception 4: Open Access means “free articles”



- **Free to read is not Open Access** - the publishing license (CC-BY) is key to enable widespread sharing and building on the Version of Record
- Open Access Journals have **the same rigorous quality checks** than any other journal
- **Cost of managing the review process**, certifying, enhancing, amplifying research is real
- Evolving **technology and continuous investment**: we have to work together to maintain high standards in the Open Access Community

Misconception 5: Green open access provides a path to open access

- 
- Researchers **want to access the most reliable and credible final published** version of article (VOR)
 - **Green Open Access is not free** - it is financed by the subscription.
 - Investigation is needed into the **cost/benefits of the Green OA approach** given the significant investment in institutional repository (IR) infrastructure, the extent to which redundant reproduction and sharing adds value to the research ecosystem as a whole.
 - A **lack of standardised metadata and tagging makes Green OA content less findable** and decreases global reach and citation beyond the repository's institution.
 - To flip Transformative Journals to full Open Access **75% of the research content needs to be published open access.**
 - The Rights Retention Strategy (RRS) by cOAlitionS **slows down this path towards OA without providing a sustainable route for the VOR.**



Open Access Publishing and Workflows

March 19th, 2024

Maria Markova - Kadlec

Agenda

1

Springer Nature Transformative Agreement

2

Data on Romania and Transformative Agreement

3

Specific Transformative Agreement Workflows

1






**Transformative
Agreement (TA)**

What is Open access (OA)



Open access (OA) refers to the free, immediate, online availability of research output such as journal articles or books, combined with the rights to use these outputs fully in the digital environment.

Types of Open Access

| |  |  |  |  |  |
|----------------|---|---|--|---|--|
| | Green OA | Diamond OA | Gold OA | Hybrid OA | Bronze OA |
| | Self-archiving in compliance with publisher's policy | Full, immediate OA publishing, without Article Processing Charge - APC | Full, immediate OA. Author pays an APC | Immediate OA of a single article/chapter in a paywalled Journal/Ebook, author pays an APC | Immediate or delayed free contents, without a clear open licence or reuse permission |
| | Embargo | | | | |
| COST | NO | NO | YES | YES | PUBLISHER'S CHOICE |
| LICENCE | AUTHOR or PUBLISHER'S CHOICE | CREATIVE COMMONS CC BY CC BY SA | OPEN or CC LICENCE | CC LICENCE on single item | NO |



Benefits of Transformative Agreement



Increased citation and usage



Wider collaboration



Greater public engagement



Faster impact



Increased interdisciplinary conversation



Compliance with OA mandates

Springer Nature Transformative Agreement (TA)

Springer Transformative agreement is a hybrid open access model that allows authors to publish open access in subscription-based journals. If your institution has a Springer Compact agreement, you can publish your article open access in Hybrid (Open Choice) journals at no cost to you.

It comprises of a publishing element and a reading element, granting authors extensive access to published content.

Best in class workflow to facilitate such agreements. Your affiliation with the agreement will be picked up at article acceptance and eligibility checked by your institution.



Springer Nature's TAs



We have published over 124,000 open access articles via Gold open access across disciplines –from the life sciences to the humanities, representing 33% of all Springer Nature articles in 2020.



Authors can also publish their article under an open access license in more than 2,000 of our hybrid journals.



Our portfolio focuses on robust and insightful research, supporting the development of new areas of knowledge and making ideas and information accessible around the globe.



39 TAs (6 for Nature)

Across our publishing imprints there are leading multidisciplinary and community-focused journals that offer rigorous, high-impact open access.

Article types

Eligible Articles

1

Original Paper

Standard article, generally presenting new results which may also be referred to as Original Research, Original Article, Original Paper or Research Paper.

2

Review Paper

Standard article, interpreting previously published results.

3

Brief Communication

Short article submitted for rapid publication that exhibits the same structure as a standard article.

4

Continuing Education

Article forming integral part of further education (usually medical).

“Eligible Articles” means articles by Eligible Authors which are editorially accepted for publication in a Springer Hybrid Journal.

All the information about the TA

Where to go

The screenshot shows the Springer Nature website with a navigation bar at the top. The main header features the Springer Nature logo and a search bar. Below the navigation bar, there are several menu items: 'Open research', 'About', 'Journals & books', 'Data', 'Open access agreements', 'Funding & support', and 'Publication policies'. The main content area has a dark blue background with a glowing sphere and the text 'Open access agreement for Anelis Plus Romania' and 'Information for authors'. Below this, there is a section titled 'Learn more about your eligibility' with a download icon and the text 'Participating institutions (PDF, 113.35 KB)'. At the bottom, there are two sections: 'Publishing open access in a hybrid journal' with a download icon and 'Eligible journals (XLSX, 187.33 KB)', and 'Ready to publish?' with logos for Springer, Adis, and Palgrave Macmillan.

SPRINGER NATURE Search EN

Open research About Journals & books Data Open access agreements Funding & support Publication policies

Open access agreement for Anelis Plus Romania

Information for authors

If you are a corresponding author affiliated with a participating institution within the Anelis Plus Consortium, the agreement reached means you can publish your article open access with fees covered.

50 institutions are participating in the transformative agreement between Springer Nature and the Anelis Plus Consortium, meaning that corresponding authors* affiliated with participating institutions are eligible to publish their articles open access with fees covered in hybrid journals across the Springer Nature portfolio. In addition, you can enjoy full access to all Springer, Adis, Palgrave and Academic Journals subscription journal content.

*Acting as main contact for Springer Nature correspondence after editorial acceptance.

Learn more about your eligibility

Participating institutions (PDF, 113.35 KB)

Publishing open access in a hybrid journal

Check the list of hybrid journals that are included in the agreement.

Eligible journals (XLSX, 187.33 KB)

Ready to publish?

Springer Adis palgrave macmillan

For all the information about TA please visit:

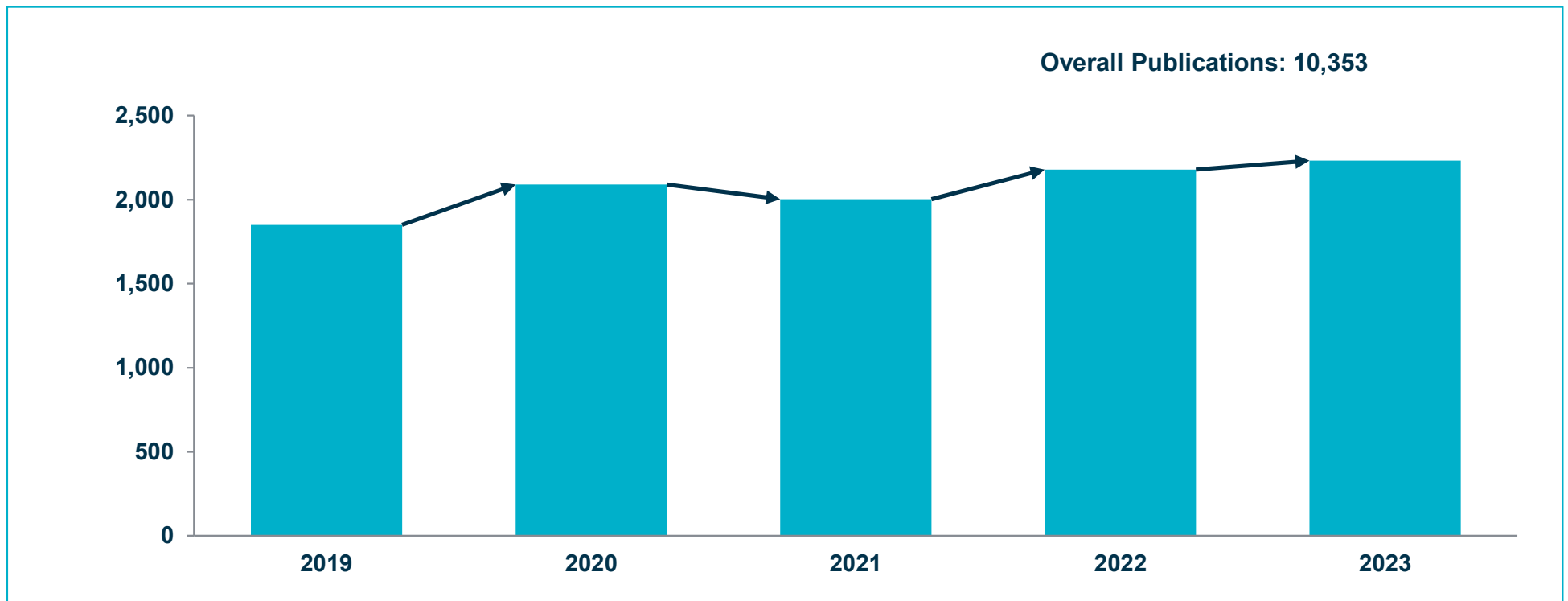
<https://www.springernature.com/gp/open-research/oa-agreements>

2

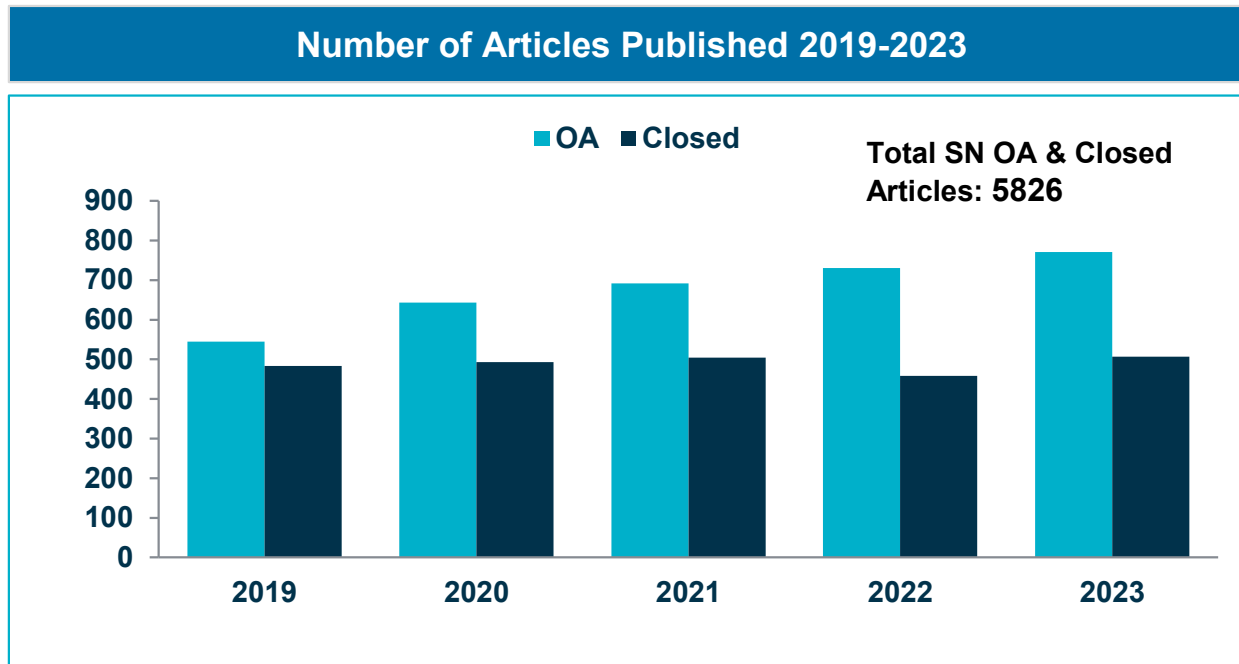
Data

Overall Publication output numbers 2019 - 2023 with Springer Nature

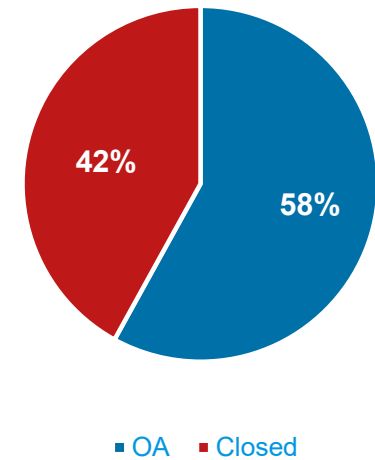
Number of Publication 2019-2023



Trend of OA and closed articles published with Springer Nature 2019-2023



Closed articles vs OA



SN Publication = All Pub – Other Pub

Source: dimensions.ai

Publications Top 10 Subjects vs Citations by Top 10 Subjects by Springer Nature

Romania's output of publications is the strongest in Medical and Health Sciences followed by Mathematical Sciences

| Publications Top 10 subjects | |
|------------------------------|------------------------------------|
| 1 | Medical and Health Sciences |
| 2 | Mathematical Sciences |
| 3 | Information and Computing Sciences |
| 4 | Engineering |
| 5 | Physical Sciences |
| 6 | Chemical Sciences |
| 7 | Biological Sciences |
| 8 | Studies in Human Society |
| 9 | Psychology and Cognitive Sciences |
| 10 | Economics |

| Citations Top 10 subjects | |
|---------------------------|--|
| 1 | Information and Computing Sciences |
| 2 | Engineering |
| 3 | Biomedical and Clinical Sciences |
| 4 | Biological Sciences |
| 5 | Mathematical Sciences |
| 6 | Chemical Sciences |
| 7 | Physical Sciences |
| 8 | Agricultural, Veterinary and Food Sciences |
| 9 | Earth Sciences |
| 10 | Environmental Sciences |

3

TA related workflows

What you need to know - When are you ready to avail benefit of this TA

If you can say **YES** to these statements, you are **ready for publication** under the TA

“I am **affiliated** with an eligible institution”

You must identify yourself during the author identification process. The institution selected during this process should be your primary affiliation, as this institution will be asked to verify eligibility and will be billed if the article is approved.

“My article has been **accepted** by an eligible hybrid journal”

“I am the **corresponding author***”

“My **article** matches one of these **types**: Original Paper, Review Paper, Brief Communication, Continuing Education

**Acting as main contact for Springer Nature correspondence.*

OA Publishing Process

Focus on Identification and Verification

Submission

Manuscript is submitted
Submitting author provides e.g. **FundRef** and **ORCID** information, article category is assigned
Peer review is conducted in the following.

Editorial Acceptance

After editorial acceptance, the corresponding author is able to identify him/herself as affiliated to a member institution

Identification

OA agreement specific eligibility check: in-scope journals, article types
Corresponding author identifies him/herself as connected to a member institution

Verification

Identified article is sent to the member institution's **article approval service accounts** for **final verification of eligibility**

Publication

Eligible article is **published immediately open access**
OA Funding note added in article acknowledgments (if applicable)

There is a workflow for each of these steps

Two types of TA workflows

1 Author Journey Workflow

IDENTIFICATION



2 Article Approval Service

VERIFICATION



1. Author Journey

Once you are editorially accepted for publication

Once the article is editorially accepted, the corresponding author receives an invitation to complete the publishing agreement

SPRINGER NATURE

Dear Dr. Charles Darwin

Congratulations on the acceptance of your article: The zoology of the voyage of H.M.S. Beagle.

Before we can proceed with the publication of your article in Journal of Research, we first need you to complete the appropriate publishing agreement.

<https://foo.bar>

With kind regards,

Springer Nature Author Service

If you have any questions, please do not hesitate to contact our Author Service team at

ASJournals@springernature.com

Author and Article identification

After article acceptance, the corresponding author receives an invitation to complete the publication process for the article and the authors can identify themselves:

Corresponding author/article identification parameters:

1. Selected institution
2. E-Mail domain recognition
3. IP recognition

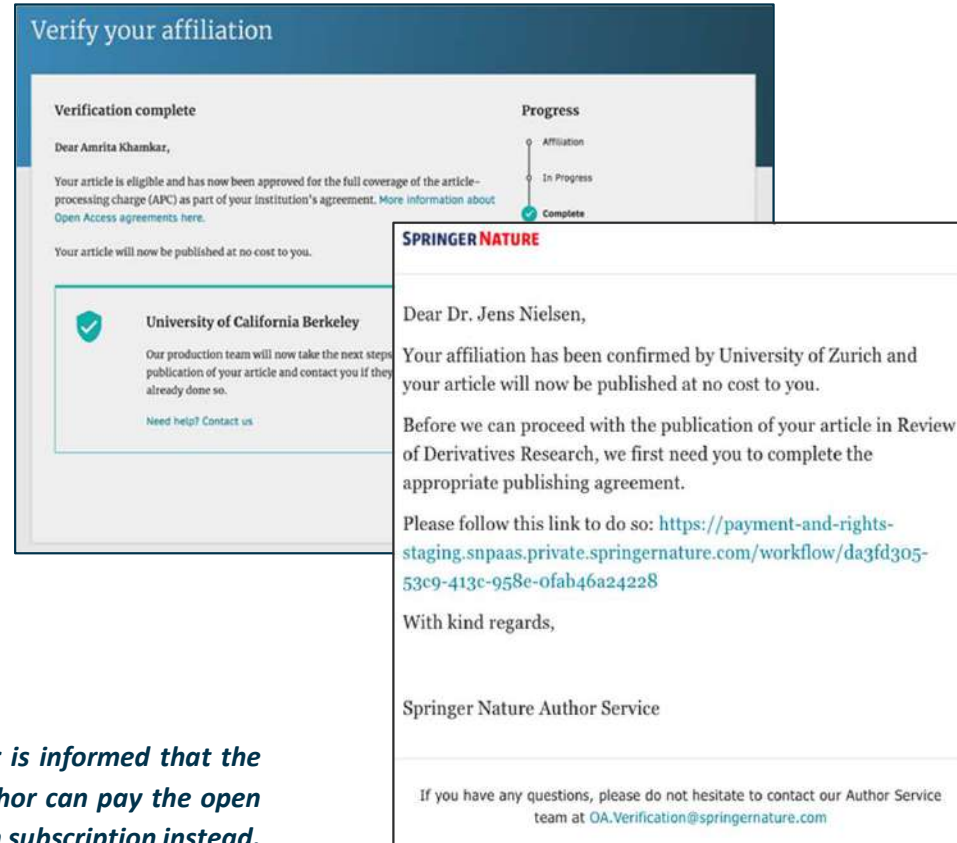
|  Selected Institutions |  Institutional Email |  Location |
|--|--|---|
| Corresponding authors should enter the eligible institution name | Corresponding author should use their institutional email address | It is always best for corresponding authors to submit from their institution's network |

The hierarchy of identification parameters is in the above order: 1, 2, 3.

Affiliation is confirmed

If the author is confirmed as being affiliated with an eligible institution and will be covered under the OA agreement, they will receive confirmation of this

An email confirming this is also sent to the author



The image shows two screenshots related to Springer Nature's affiliation verification process. The top screenshot is a web page titled "Verify your affiliation" with a "Verification complete" status. It addresses Amrita Khamkar and states that her article is eligible for full coverage under the article-processing charge (APC) agreement. A progress bar shows "Affiliation" as complete, "In Progress", and "Complete". A box highlights the "University of California Berkeley" affiliation, with a note that the production team will take the next steps. The bottom screenshot is an email from Springer Nature to Dr. Jens Nielsen, confirming his affiliation with the University of Zurich and providing a link to complete the publishing agreement.

Verify your affiliation

Verification complete

Dear Amrita Khamkar,

Your article is eligible and has now been approved for the full coverage of the article-processing charge (APC) as part of your institution's agreement. [More information about Open Access agreements here.](#)

Your article will now be published at no cost to you.

University of California Berkeley

Our production team will now take the next steps publication of your article and contact you if they already done so.

[Need help? Contact us](#)

Progress

- Affiliation
- In Progress
- Complete

SPRINGER NATURE

Dear Dr. Jens Nielsen,

Your affiliation has been confirmed by University of Zurich and your article will now be published at no cost to you.

Before we can proceed with the publication of your article in Review of Derivatives Research, we first need you to complete the appropriate publishing agreement.

Please follow this link to do so: <https://payment-and-rights-staging.snpaas.private.springernature.com/workflow/da3fd305-53c9-413c-958e-0fab46a24228>

With kind regards,

Springer Nature Author Service

If you have any questions, please do not hesitate to contact our Author Service team at OA.Verification@springernature.com

If the institution cannot confirm the author's affiliation, the author is informed that the agreement will not cover the open access publishing costs. The author can pay the open access fee or, unless it is a fully open access journal, decide to publish subscription instead.

2. Article Approval Service (AAS) – Overview

- ✓ After the author completes the process, the article is sent to the **Article Approval Service (AAS)** for verification by the approval manager.
- ✓ Allows approval managers from institutions to have access to all articles pending verification.
- ✓ Approval Managers can **approve or reject articles** and view details of each manuscript.
- ✓ Reliable and user-friendly service tool for institutions to verify articles for publication in Springer Nature hybrid journals.
- ✓ Articles that are published in journals that do not run on the standard workflow are manually inserted to the AAS for verification.

53

SPRINGER NATURE greta.ciuk@springernature.com

Article Approval Service

Requests Reporting [Contact us](#)

Filters

Status

Open

Approved

Rejected

[Update](#)

Search all requests

Search by Manuscript ID, Digital Object Identifier (DOI) or Author email

Oldest update < Previous Page 1 of 40 [Next](#) > Showing 1 to 10 of 399 requests

DEAL Fully Open Access Requested: 27 Oct 2022 | Open

Universitätsklinikum Hamburg-Eppendorf (UKE) (5411)

Regine Klinger Institution selection

A digital application and augmented physician rounds reduce postoperative pain and opioid consumption after primary total knee replacement (TKR): A randomized clinical trial Email

IP address

[View request](#)

Hybrid Requested: 11 Dec 2022 | Open

Universidade de Santiago de Compostela Institution selection

Ravikumar Kasinathan Email

Reporting

On the Reporting tab, users can access reports of the articles on their AAS

The reports include data such as author details, article details and relevant dates, e.g. approval date

The screenshot shows the 'Article Approval Service' interface. At the top, there is a dark blue header with the text 'Article Approval Service'. Below the header, there are two tabs: 'Requests' and 'Reporting', with 'Reporting' being the active tab. In the top right corner, there are links for 'Contact us' and 'Help'. The main content area is titled 'Article status report' and contains the instruction 'Select the criteria for your report.' Below this, there are two sections: '1. Status' and '2. Date range'. Under '1. Status', there are three radio button options: 'Open', 'Approved', and 'Rejected', with 'Rejected' selected. Under '2. Date range', there are two date input fields: 'From:' with the value '10/17/2022' and 'To:' with the value '11/17/2022'. Each date field has a calendar icon to its right.

Thank you

Maria Markova – Kadlec
Regional Director CEE

maria.markova@springernature.com

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