

ELEXIS Transnational Research Visit Grant – Henrik Køhler Simonsen, PhD, MA, MBA



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Report on Transnational Research Visit Grant at K Dictionaries - 6 to 13 December, 2018

It is with great pleasure that I submit this report on my Transnational Research Grant Visit at K Dictionaries from 6 December to 13 December 2018.

My research visit at K Dictionaries was extremely useful, educational and inspirational and has accelerated my research in business modelling and strategies in lexicography.

My cooperation with the host and the host organisation was very good in all phases of the project and it has been a great experience for me.

I am therefore pleased to briefly describe the project and the results that we achieved during my stay at K Dictionaries.

Should you need further information, I would be pleased to provide further information if needed.

Yours sincerely,

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Report on Transnational Research Visit Grant

Introduction:

The research objectives of the project *Business Models & Strategies for Lexicography* were to explore new methods, new technologies and new partnerships, which may eventually become proper business models. I chose K Dictionaries for my project, because K Dictionaries was the only privately owned company of the eleven hosting institutions and infrastructures, and I know from research already conducted that privately owned companies in lexicography are facing significant strategic and financial challenges.

Research objectives:

The research objectives of the project *Business Models & Strategies for Lexicography* project include examining, recording and generating new insights, ideas and strategies on alternative business models for lexicography, including reflections on new technologies, platforms, user groups, applications, eco systems, revenue streams, and interoperability with other domains. The more concrete research objectives were to conduct a large number of research interviews and to arrange and facilitate a number of strategy workshops and to video record these workshops for subsequent analysis.

Research Project Phases:

The research project involved the following phases:

Before:

- Preparatory meetings with host organisation
- Preparatory interviews with relevant experts, businesses and companies
- Practical arrangements (interviews and planning of strategy workshops)
- Preparation of interview guides
- Scheduling of research interviews
- Conduction of research interviews

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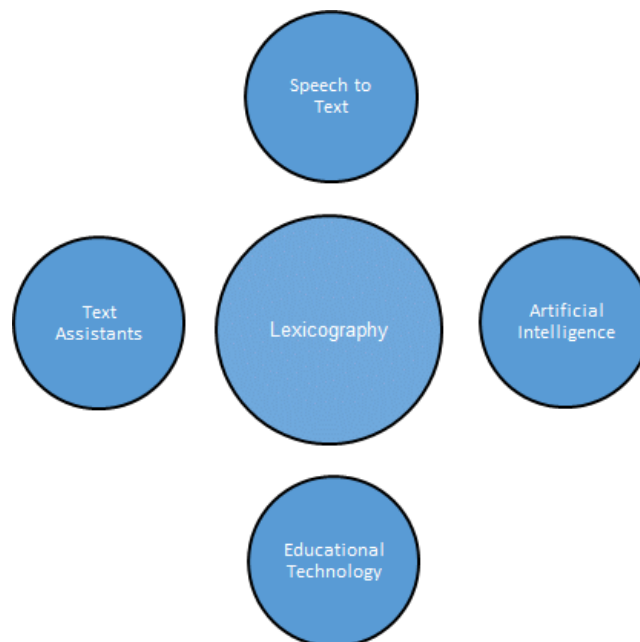
During:

- Internal strategy workshop on Strategy & Value Propositions at and with K Dictionaries
- Internal strategy workshop on Sales & Marketing at and with K Dictionaries
- Internal strategy workshop on Business Model elements at and with K Dictionaries
- Business model innovation workshop with speakers and participants from Israel, Denmark, Norway and Portugal
- Scheduling of research interviews
- Conduction of research interviews

After:

- Conduction of research interviews
- Analysis of interview and seminar data
- Writing report to ELEXIS on the project
- Writing an article to Kernerman Dictionary News

Overview of interviews:



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A total of 30 interviews with leading experts from the five areas shown above were conducted during the three project phases.

The interview data and the seminar data have not been analyzed nor categorized yet, but selected insights from the interviews will probably be published in an article in Kernerman Dictionary News.

Preliminary results:

It is important to remember that it is not possible to develop a one-size-fits-all business model. This is a very complex question and each market, service, country, language and technology should be taken into account. However, my research seems to have produced the following insights that may eventually be developed into proper business models. The many interviews and the video recorded workshops seem to indicate that lexicography in privately owned businesses could be business developed by focusing more on:

- Ubiquitous, integrated, automated, effortless and flow facilitating lexicographic services, such as for example text writing assistants Grammarly, Textio or Write Assistant
- Mobile and domain-specific lexicographic services, such as for example the mobile services provided by Visioneducation or Clarify
- Community or Cloud Funded lexicographic services, such as for example Wordnik
- Domain-specific and corporate-focussed lexicographic services, such as for example Altomhus.dk
- API-delivered lexical data sets, such as for example Lexicala API
- Learning-integrated lexicographic services, such as for example MV-Nordic, Encyclopedia Britannica etc.
- Lexicographic services based on new technology such as Artificial Intelligence, Speech toText and Language Model, such as for example Dictus, Skype Translator etc.