

This document is downloaded from DR-NTU, Nanyang Technological University Library, Singapore.

Title	AMIC Workshop on Total Quality Management for Newspapers and Magazines : Kuala Lumpur, Jun 13-14, 1996 : [information for the case study magazines]
Author(s)	
Citation	
Date	1996
URL	http://hdl.handle.net/10220/2833
Rights	

Paper No. 6

Information for the
Case Study „Magazines“

Total Quality Management for Newspapers and Magazines

13-14 June, 1996-Ming Court Hotel-Kuala Lumpur, Malaysia

There are many general interest magazines in the German and European market. The hard competition for subscribers and ad customers is the driving force to improve the image, the quality of reader-oriented content in form of text, images, layout and so on. However, there is one type of magazine that lives from tradition. On the one hand it earns money with solid information providing and on the other with sensational uncovering of political, economic and social events. This type belongs to the group of business magazines. There are not so many important ones in the market, which means less competition in national market.

The tradition, the reputation as well as the financial and general success of our „case“ magazine were the reason why it fell behind the general technical developments in the industry: layout, technology and organisation in the editorial and advertising environment, the workflow from the publishing house to the gravure printing company which is not owned by the magazine publisher but is linked by a contract which was valid till the year 2010.

Apart from the weekly magazine, special editions were published about 3-4 times a year covering highly interesting subjects. The magazine itself had a circulation of about 1.2 million copies per week. The Monday was nation-wide „THE magazine day“. The ad business was very successful and the ad sales manager had the chance to select the published ads so that only 70% of all ads could be placed considering a page limitation of maximal 400 pages and an editorial- and ad-space relationship of about 50:50.

A special group of specialists within the editorial team is preparing selected information for feeding into CompuServe and the German national Video-Text

Like in the newspaper case study yesterday this magazine is editorial driven by highly respected editors who are also of extraordinary importance to the publisher. The publisher himself sometimes writes articles and was and is an important factor in the German political scene. Some ministers in the last 40 years lost their positions due to his investigations and comments. A team of about 120 people in an huge analogue driven text- and image archive support the editors through content and image research.

Concerning the staff of the magazine there is a fluctuation rate which is about 60% less than in other companies because of expensive privileges like bonus system, double chief- and departmental editors (doing their job only every second week), internal leisure facilities, meal service and overtime compensation regulations.

There are traditional workflows with many decentralised functions and „step by step“ organisation with many specialists perfectly doing their job. All functions include textinput over proof-reading, pre-laying out, manual text image integration for laying out purposes, laying out sessions, proof-reading again etc. The publishing process came to an end by the layout driven preparation of all text data to gain compatibility for a system driven text-image integration 100 km away in the responsibility of the printing partner. Because the final product (editorial pages, ads) could be checked to 100% after this integration process a detailed and cost intensive quality controlling process is following reading and checking again all pages, all ads, all image titles, all articles and related images with the 8% risk to stop engraving process to get time to eliminate mistakes which costs about 25.000 German Mark per cylinder and means about 2 hours delay. About 30% of the total

production time is spend for maintaining the quality. Proof-reading of text and layout happens 5 times at least. Due to the relatively conventional workflow and technology used publishing time, production time and total costs are too high in the age of Gigabytes and a MAC World.

This was the situation untill the end of 1993 when a second news magazine came into the market which become a tremendous success. Within 6 months circulation reached the magic number of 500.000. For the first time in the last 40 years the traditional magazine got real competition with the effect, that this magazine lost about 20% of its readers and about 20% of the ad volume.

Investigations were started to find out why this had happened and what to do to save costs and to stop the decrease of readers and ad volume.

This was the time when Illert & Partner started with a comprehensive reengineering project.