<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Improving quality in the editorial department</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Author(s)</strong></td>
<td>Volker Illert</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>1996</td>
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<tr>
<td><strong>URL</strong></td>
<td><a href="http://hdl.handle.net/10220/2839">http://hdl.handle.net/10220/2839</a></td>
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<td><strong>Rights</strong></td>
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Day 2, Friday, June 14, 1996

Session IV

Improving Quality in the Editorial Department
Convergence of "Four worlds" - Media, Telecommunications, Computers and Consumer Electronics

**Media and entertainment**
- Video
- Audio
- Print
- "Live"
- Games

**Communication**
- Sound
- Data

**Interactive multimedia**

**Computers**
- Main themes
- Workstations
- Mini computers
- PCs

**Consumer electronics goals/interface**
- TV
- Stereo
- Telephones
Increasing Challenges for Newspapers

Context:
Fundamental growth in consumer media and communication markets, but newspapers are losing shares

Rapid technological progress

Increased competition in stagnating advertising markets

Rivalry and competition

Changes in consumer behaviour

Changes in regulatory framework

Challenge for newspapers to defend core business
The Management Consultants to Media, Printing, Packaging

Media Development

2000
- Printing on Demand
- Multimedia, Hypermedia
- Combined Products

1995
- Computer to Plate
- Computer to Film
- Multimedia CD (CD-XA)
- CD-ROM
- Database Text, Image (internal, external)
- TV Engagement
- Ads Take Over

1993
- Süddeutsche Zeitung
- Other Objects

Product Specific
- Actual News, Optimal Information Medium
- Distribution Regionally Independent
- Quality, Content, Form, Medium
- Access, Minimum Bureaucracy, Spontaneous
- Volume, Form Conventional

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Changes in Consumer Behaviour

- Limited time available
- Increasing number of options
- Rapidly increasing total consumer expenditure

- Readership fragmentation as a result of demographic change
- Control/Power shifts increasingly to readers

- Generational changes in how information is processed and used
- Widening gap between info "haves" and "have nots"
# Rapid Technological Changes

<table>
<thead>
<tr>
<th>Low cost digital performance</th>
<th>Convergence</th>
<th>Growth of internet and proprietary on-line services</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Rapidly increasing memory, processing power and bandwidth at lower costs</td>
<td>- Convergence of media, telecommunication, computer and consumer electronics</td>
<td>- Explosion of growth of internet and propriety on-line services</td>
</tr>
<tr>
<td>- Migration to digital environment - common platform for print, video and audio media</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Patterns in Reading and Viewing Style

Newspaper reading style
Reader percentage

Start at front, read straight through
Then turn to other section read through rest
Read some sections skim the rest
Read certain parts, skip the rest

Age 18-24
Age 25+
Increased Competition in Advertising Markets

Brand Advertising
- Industry consolidation and increased private label shares reduce total growth rates for newspapers
- TV advertising still gaining share in many countries
- Increased focus on continuous relationship marketing based on one-to-one communication

Retail Advertising
- New, winning retail formats spend less on traditional advertising
- Strong competition from direct mail
- Scanner data and card club membership data used for direct communication

Newspaper shares

Time

Classified Advertising
- Threatened by electronic services
- Extremely cyclical with business climate
- Threat from more targeted media
Efficiency: Focus on Profitable Segments is Key
Size of customer and percentage of time spent by sales force

Key accounts
Medium
Small

Number of customers
Value
Sales force time

2
3

20
20
10

60

30

95
Direct Mail Growth Percentage in Local Markets
Norway - Local advertising

Other

Direct mail

Newspapers (local)

Mid 80s

Mid 90s
Traditional Focus on Improving Core Newspaper Business - Old Framework

Newspapers are largely a set of unrelated functions

- Improvement efforts driven by focus on one focus at a time
- Domestic intra-newspaper industry perspective
- Traditional "print monopoly mind set", "managing maturity", few avenues to growth

Fundamentally stable, growing markets

Insufficient improvements

Limited competition, few direct substitutes
Newspaper Companies' Levers to Strengthen Franchise and Growth

Rapid technological progress posing new threats and opportunities

Option 1
Upgrading core skills and instituting process focus

Option 2
Long term brand management strategy

Option 3
Line extension newspapers

Option 4
Electronic/on-line services

Option 5
TV and radio interests

Advertising franchises are fragmenting

Readership franchises are becoming more diverse and readers have less time left to read newspapers

Changes in regulation throws the whole industry open to competition
Upgrading Core Skills and Realigning the Organisation
Three Focus Areas

**Editorial updrading**
- People systems
- Organisational structure
- Vision setting

**Advertising sales force effectiveness**
- From order-taking to proactive sales consultants

**Cross-functional process focus**
- Functional "chimneys"
- Need to focus on end user/segment needs
- Core processes

**Other**
- Synthesis of editorial re-engineering experience from Germany
- Synthesis of European and North American newspaper experience
- Non-newspaper industry programme example
### Editorial Upgrading: Typical Status of Performance

#### High Performance Organisation

<table>
<thead>
<tr>
<th>Driven by leaders</th>
<th>Frequently aligned by a simple structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Charismatic CEO but difficulties in</td>
<td>• Unclear reporting lines with a high degree of informal commando</td>
</tr>
<tr>
<td>creating a productive working group at</td>
<td>routes and overlapping responsibilities</td>
</tr>
<tr>
<td>top</td>
<td></td>
</tr>
<tr>
<td>• Low fear of failure due to no means of</td>
<td></td>
</tr>
<tr>
<td>retaliation</td>
<td></td>
</tr>
</tbody>
</table>

| Energised by an extraordinarily intense,  | Built by relentless pursuit of strategy/vision                     |
| performance-driven environment            |                                                                      |
| • Lot of performance forgiveness          | • Unclear vision setting                                           |
| • Human place to be more than a demanding |                                                                      |
|    place                                    | • Hesitant attitude to objective measurable performance indicators |
|                                            | • Unstructured internal information                                |
|                                            | • A lack of knowledge in dominant thinking                        |

| Rejuvenated by well-developed people      | Most important problem areas                                      |
| systems                                    |                                                                      |
| • No management tradition                  |                                                                      |
| • No or low transition from performance to |                                                                      |
|    salary                                  |                                                                      |
## Unclear Organisational Structure and Responsibilities

**Overall planning next day's paper**

**Running decision meetings**

**Coaching with journalist**

**Editing**

<table>
<thead>
<tr>
<th>Deputy editor in chief</th>
<th>News editor</th>
<th>Chief editor</th>
<th>Group leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
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<tr>
<td>✅</td>
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<td>✅</td>
<td>✅</td>
<td>✅</td>
<td>✅</td>
</tr>
</tbody>
</table>

**Number of employees**: 200  
**Number of layers**: 5  
**Number of departments**: 40  
**Number of positions**: 30
Principles for a Possible Solution

Starting point:
TM express willingness to change

Will

Top management
Top management canalises will into MM through empowering

Middle management
Revitalised MMs drive the change process to get the rest of the organisation on board

Skill

Development of performance indicators and HR management support MMs skill building

Other employees
Skill building in MM strengthens will

higher operational control in MM frees time for strategic planning in TM
Early Returns from these Programmes

A dramatic change in attitude and energy level among middle managers

Middle managers considered as change leaders

A higher ambition level for involved personnel
Early Returns from these Programmes

Quick results in the breakthrough process

Ambitious action plans with responsibilities and deadline for involved departments

A major push and promised action on performance oriented management
Building a World Class Sales Organisation

- Strategy
  - Segmentation
  - Organisational structure
  - Value proposition

- Efficiency
  - Which and how many doors do we knock on?

- Effectiveness
  - What do we do when we are in the door?

- Recruiting & training
- Coaching
- Reward System
- Support System
Example of a Market Analysis Approach

Design and execute survey

- Select format: phone or personal?
- Determine size of population
- Determine time frame
- Design questionnaire
- Pilot interviews to test questionnaire

Analyse the data

Factor analysis

- Identification of the primary factors that determine customer behaviour for the entire survey population, e.g.:
  - Price
  - Personal contact
  - Placement in newspaper

Cluster analysis

- Group the customer base into segments based on their "factor loadings", i.e. the factor that determines customer behaviour in the segment
### Process to Define Segments from Market Survey Results

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Cluster values/ necessary skills</th>
<th>Segment definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>• No production need</td>
<td>Key accounts</td>
</tr>
<tr>
<td></td>
<td>• Require high sales representative knowledge of industry</td>
<td>• Brand</td>
</tr>
<tr>
<td>8</td>
<td>• Wants effect of ads documented</td>
<td>• Classified</td>
</tr>
<tr>
<td>9</td>
<td>• Wants personal contact</td>
<td>• Retail</td>
</tr>
<tr>
<td></td>
<td>• Wants additional analysis products</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Do not want short term discounts</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>• Do not require industry knowledge</td>
<td>Small and medium sized brand customers</td>
</tr>
<tr>
<td>3</td>
<td>• Requires personal contact</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>• do no need production help</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Wants discounts and good deals</td>
<td></td>
</tr>
</tbody>
</table>
### Process to Define Segments from Market Survey Results

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Cluster values/ necessary skills</th>
<th>Segment definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>• Requires personal contact</td>
<td>Medium sized retail/classified customers</td>
</tr>
<tr>
<td></td>
<td>• Requires some industry knowledge from sales representative</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Requires production help</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>• Phone contact is sufficient</td>
<td>Small retail/classified customers</td>
</tr>
<tr>
<td></td>
<td>• Wants good discounts and one time deals</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>• Require no sales representative knowledge of industry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Requires help with production</td>
<td></td>
</tr>
</tbody>
</table>
Advertising Spending Patterns by Store Format

<table>
<thead>
<tr>
<th>Store Format</th>
<th>Mid 80s</th>
<th>Mid 90s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speciality</td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td>Discounters</td>
<td>27</td>
<td>39</td>
</tr>
<tr>
<td>Department stores</td>
<td>26</td>
<td>21</td>
</tr>
<tr>
<td>General merchandise variety</td>
<td>36</td>
<td>21</td>
</tr>
</tbody>
</table>
Building a World Class Sales Organisation

- Segmentation & value proposition differentiated per segment based on detailed segment skill knowledge

Efficiency
- Segments priority on potential calculations
- Active sales time 60-75%

Effectiveness
- Top performer sales role defined to fit value proposition

Recruiting & training
- Recruiting & training skills needed in top performer sales role

Coaching
- >20% of time spent on coaching
- Coaching based on optimal sales role

Rewards
- Incentives to fulfill top performer sales role

Support
- Account plan system
- Easily accessible customer information
Using Considered Joint Market Research for Editorial Newspaper Development

- 2-3 months process
- Cross-functional staffing of project
- Yields qualifiable implication for changes in the newspaper
Perspective on the Value of being a Strong Brand Newspaper
Being the No 1 Paper

A name I connect something very special to specific expected contents and lay out

No 1 Paper ''The'' brand

Gives us the possibility for diversification

A name that reflects attributes real or imaginative, that they are recognised and appreciated by a group of readers and advertisers

A way to communicate the newspaper's distinct advantages, both physical and emotional

A brand name protected by law

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Empowering of Middle Managers

Operational autonomy

High responsibility of front end outcome. Freedom to choose adequate tools and systems

Supporting tool: Organisational upgrading and expanded responsibilities

Clear vision statement from top management guide middle managers

X Target

X Today

Strategic autonomy
# Newspaper Publishing Functions

<table>
<thead>
<tr>
<th>Management information system</th>
<th>Editorial</th>
<th>Advertising</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watch market</td>
<td>Watch market</td>
<td>Watch market</td>
<td>Management information system</td>
</tr>
<tr>
<td>Page structure</td>
<td>Page structure</td>
<td>Page structure</td>
<td></td>
</tr>
<tr>
<td>Text ads relation</td>
<td>Text ads relation</td>
<td>Text ads relation</td>
<td></td>
</tr>
<tr>
<td>Output structure</td>
<td>Output structure</td>
<td>Output structure</td>
<td></td>
</tr>
<tr>
<td>System to assist in decision making processes</td>
<td>Actual reader data</td>
<td>Customer info system</td>
<td>Time economic system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ad price/amount relation</td>
<td>Production planning and optimisation</td>
</tr>
<tr>
<td>Operative systems</td>
<td></td>
<td>Turnover structure data</td>
<td>Disposition and control</td>
</tr>
<tr>
<td>Product planning</td>
<td></td>
<td>Circulation area</td>
<td></td>
</tr>
<tr>
<td>Agency reception</td>
<td></td>
<td>Analysis of competition</td>
<td></td>
</tr>
<tr>
<td>Image processing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press archive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Editorial text work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Page layout</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invoicing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product planning</td>
<td>Product planning</td>
<td>Supplements and inlays</td>
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<td></td>
<td>Incoming ads</td>
<td></td>
<td>Books</td>
</tr>
<tr>
<td></td>
<td>Ad layout</td>
<td></td>
<td>Magazines</td>
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<td></td>
<td>Ad page make-up</td>
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<td>Work preparation</td>
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<tr>
<td></td>
<td>Ad administration</td>
<td></td>
<td>Text input</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Layout</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>Repro</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Make-up</td>
</tr>
</tbody>
</table>
## Newspaper Publishing Functions

<table>
<thead>
<tr>
<th>Management Information System</th>
<th>Public Relations</th>
<th>Sales</th>
<th>Distribution</th>
<th>Administration Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Corporate identity</td>
<td>• Watch market</td>
<td>• Cooperation</td>
<td>• Strategic planning</td>
<td></td>
</tr>
<tr>
<td>• Corporate culture</td>
<td>• Sales strategy</td>
<td></td>
<td>• Management information system</td>
<td></td>
</tr>
<tr>
<td>• Sociodemographic structure analyses</td>
<td>• Analysis of competition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System to assist in decision making processes</td>
<td>• Customer info system</td>
<td>• Optimise tours</td>
<td>• Controlling</td>
<td></td>
</tr>
<tr>
<td>• Press / PR</td>
<td>• Sales research</td>
<td>• Calculate results</td>
<td>• Calculate actual costs</td>
<td></td>
</tr>
<tr>
<td>• Marketing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Media service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Advertising</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sales support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operative systems</td>
<td>• Marketing controlling</td>
<td>• Disposition</td>
<td>• Personnel economics</td>
<td></td>
</tr>
<tr>
<td>• Direct mailing</td>
<td>• Subscription admin</td>
<td>• Sales, distribution system</td>
<td>• Material eco.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Retail sales</td>
<td>• Order processing</td>
<td>• Investment eco.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Agencies</td>
<td>• Invoicing</td>
<td>• Finances</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Plan tours</td>
<td>• Controlling</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Logistics warehouse</td>
<td>• Maintenance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transporters</td>
<td>• Warehouse admin.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Warehouse inventory</td>
<td></td>
</tr>
</tbody>
</table>
Integration of Production Flow in an Economic Newspaper Production

Production areas involved in the integrated productions process

- Advertising
- Editorial
- Pre-press

Multimedia database

- Distribution
- Printer

External communication
Integrated Ad Department

- Advertising
- Editorial
- Pre-press
- Multimedia database
- Distribution
- Printer
- External communication

TAA
Office
Central Ads Department
Disposition
Ad calculation
Sales/Rep.
Integrated Editorial

Extern

Correspondents

Central Editorial

Text/image agency

Archive

Planning/Layout

Advertising

Editorial

Pre-press

Multimedia database

Distribution

Printer

External communication

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Integrated Pre-Press

DTP

Production central

Production controlling

Logo

Mixed page make-up

Exposure

CTP

Decentral print centre

Advertising

Editorial

Pre-press

Multimedia database

Distribution

Printer

External communication

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Pre-press techniques

- Article writing and layouting
- Editorial image processing
- Automatic correction
- Full page layout

Editor

Ad department

- Setting ads
- Layout of standard ads
- Full page make-up
The Management Consultants to Media, Printing, Packaging

- Changed communication behaviour
- Drawbacks for radio and TV in dealing with news
- Increasing numbers of older readers, too few younger readers
- Aggressive competition from other media
- Ad market endangered by special offer leaflets

**Online newspapers:**
- Actual news
- Ad markets
- Background
- Multimedia proposals

**Use new communication methods as distribution channels**
- News advantage through early reports
- Reach the 20 to 35 year old readers
- Improve the competition situation
- Electronic market for ads actual and in all regions
Integrated Newspaper System with Contact to the Outside World

Text/Image Agencies
WWW Internet
Correspondents Freelancers
Ad customers
Online Archive and Services
Advertising Agencies
Main Body Edition
Readers

Print Products:
• Newspaper
• Advertising pages
• Special interest
• Special publications

Electronic Products:
• Electronic newspaper
• Ad markets
• Newspaper archive
• Special interest

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Editorial Type A

Is distinguished through the removal of all work divisions by an "overall editor" who uses all possibilities in new technology for a multifunctional workstation.

All functions e.g. research, choice of information, typing, text processing, editing, correcting, article layout and page make-up are carried out when necessary.

In this model a text typing pool is only used in exceptional situations e.g. when freelancer texts are not delivered in the standard system form (fax, per telephone etc.).
Editorial Type B

Makes it possible to split the work between editors and so called production editors.

The editors are then responsible for the classical areas e.g. researching, choosing, typing, editing and correcting contributions.

The production editor is primarily responsible for article and page layout, but can also edit, proof read and carry out corrections.

It is however possible that the overall editors are integrated in editorial type A. In this model the typing pool is also only used in exceptional situations.
Editorial Type C

Is the nearest to today's method of working. The traditional division between editor, production editor (layouter) and text processor is still there.

This type of editing will be chosen for smaller departments or larger departments with a large percentage of irregular contributions.

Production editor and text processing are organised in a central pool which, as today divides the capacity according to the needs of the various departments

Function extensions and competences such as editing, proof reading and corrections are given to pool employees
Function Areas of the 3 Types of Editors

"A"

- **Overall Editor**
  - Research
  - Typing/processing
  - Editing
  - Proof reading
  - Correction
  - Page make-up

--

"B"

- **Editor**
  - Research
  - Typing/processing
  - Editing
  - Proof reading
  - Correction

- **Production Editor**
  - Editing
  - Proof reading
  - Correction
  - Page make-up

--

"C"

- **Editor**
  - Research
  - Typing/processing
  - Editing
  - Proof reading
  - Correction

---

**Layouter (Production Editor):** Make-up, articles, pages

**Text Processor:** Process (orally/written) texts and/or take over texts and bring into standard system format
Schematic Workplace Requirements per Editor Type
Department Economy PRESENT

- Coordination weekly planning
- Coordination daily conference
- Page critism
- Make subjects public
- Editing
- Write article

- Agree upon ad and editorial size
- Rough layout
- Edit
- News processing

- Produce layout
- Order photographers and freelance employees
- News processing
- Edit delivered articles

- Freelance employees deliver articles directly into system
- Manuscript

- Reading, marking
- If photo is available decide upon part
- Page make-up
- Sort post

- Page mounting
- Proof manuf
Department Economy FUTURE

Department supervisor 1
- Coordinate weekly plan
- Coordinate daily conference
- Page criticism
- Make subjects public
- Edit
- Write article

Layout editor department 2
- Agree on ad and editorial size
- Rough layout
- Edit
- News processing

Pre-production editor 3
- Draw up layout
- Order photograph and freelance employees
- News processing
- Edit delivered articles

Editor 4
- Freelance employees deliver articles direct into system
- Manuscript

Freelance employees
- Processors 5
- Reading, marking
- If photo is available decide on part
- Page make-up

Secretary 8
- Sort post
- Archive 9

90% creative
10% typing

10% creative
70% Page make-up
20% Typing
## Functioning areas of the 3 types of editors

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**Legend:**
- Necessary
- Possible
### The Management Consultants to Media, Printing, Packaging

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**Dep. Code:** A, B, C

**Dep. Name:** A, B, C

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The Management Consultants to Media, Printing, Packaging

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Job

The 3 types of editorial work

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The 3 types of editorial work and functions

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Secretarial
Text processing pool
Layout pool
Freelance employees
Correspondents
Editor
Production editor
Overall editor
Layout editor, department
Dept Supervisor

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Example 2: Job sharing and Team work

Suitable for local and regional area editions for more actual evening news features
Example 1 job sharing and teamwork
in departments without decisive evening news

Editorial team
Main emphasis:
"Information processing"

Internal layout editor
- Editing
- Proofreading
- Carry out corrections
- Layout implementation
- Page make-up
- Integrate photos
  (from photo ed)
- Proof of operating
- Film exposure

Central Functions

Photo editor
- Receive agency photos
- Scan photo material
- Photo processing
- Photo managing
- Acquire archival material

- Archive (text, image)
- Incoming news
- Text processing (pool)
- System operating
- Hotline
- System development

Editor
- Photographer
- Lithographer (etc.)

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AMIC Conference 1996
### Function responsibility and contribution to direct text and content manufacture

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<th>Write, edit</th>
<th>Techn. edit</th>
<th>Voluntary</th>
<th>Text input</th>
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**Note:** These data were collected by M.P.

**Key number of corrected, texters, layers per department**

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**Key number of correctors, texters, layouters per department

* These departments were visited by I&P
Present division of editorial departments
Communications techniques for the editorial area of the Süddeutsche Zeitung

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*4) Present
*2) Future Short Term
*3) Future Middle Term
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<td>2.4</td>
<td>2.5</td>
<td>-0.1%</td>
</tr>
<tr>
<td>36 10299 Layout</td>
<td>43.0</td>
<td></td>
<td></td>
<td>43.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>303</td>
<td>-91</td>
<td>-90%</td>
<td>290</td>
<td>-92</td>
<td>-91%</td>
<td>-32%</td>
<td>318</td>
<td>205</td>
<td>31%</td>
</tr>
</tbody>
</table>

Potential employee savings = 31% average
Classification of advertising and editorial functions at PRESENT

**AD ADMIN**
- TAA
- Write text
- Ad processing
- Ads and page make up

**EDITORIAL**
- Editor in chief
- Regions I, II
- Departments A, B, C
- News desk
- Text processing/layout
- Text archive
- Image archive

**IVS Advert. System**
- Incoming classified ads
- Incoming standardised ads
- Classified and standard, text processing
- Exposure classified ads

**(ATEX) Editorial system**
- Write text and correction
- Article & page make up (see above)
- Admin, data, jobs
- Page exposure

**Pre-Press (Typesetting production and reproduction)**
- Work prep, setting/logo & image archive
- Ad typesetting IVS
- Ad typesetting Harris
- Exposure
- Correction ads
- Correction editorial
- Ads page/page mounting
- Editorial page mounting
- Image processing editorial
- Image processing ads
- Press fax

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Classification of advertising and editorial functions in an integrated publishing system

Future 2

Ad Module
- Incoming classified ads
- Incoming standardised ads
- Admin. standardised ads
- Processing standardised ads
- Exposure classified ads.
- Ad make-up
  (Classified ads standardised & colour ads)
- Central Archive for ads for cooperating newspapers

Editorial Module
- Process and correct texts
- Articles & page make-up
- Administration of data, jobs, images
- Page exposure with graphics
- HR, LR-OPI image data archive
- Online Textarchive
- Article and page proofing
- Full page with ads
- Central archive for texts, images, graphics, multimedia cooperating SV-Media

Multimedia publishing as central service for all SV-Media companies, subscribers & interested parties

PPS link to printers
Page exposure at printers
Other SV-Media

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# Environment and Trends

## 1. GLOBAL

Up until now newspapers have been able to keep up with the attractive electronic media competition because they have increasingly used technology to their advantage, thus following the market changes and trends.

PIRA Report 1992

Publishers feel confident with their long and wide experience and publishing competence, plentiful (mainly text) contents and because of their long-standing connections to authors and readers. Only very few publishers have any idea of how highly these strengths are to be rated in the E media area.

Cons. Trust

This involuntary transfer to active practiced media variety and choice offers printers and publishers new chances but risks are also involved. Visions are also the basic contents of strategies.

The results of various studies shows that the European market potential for electronic publishing in the year 2000 will lie by 15 to 30 million DM.

Cons. Trust

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### Environment and Trends

#### 2. PRODUKT

The following factors will influence the future development and success of newspapers:
- The growth of West economies
- The consequent use of new technique in the electronic race
- Restructuring the newspaper industry for more efficiency
- Changes in reader behaviour
- Newspaper quality (layout, content, service)

PIRA Report 1992

In the year 2000 an even larger slice of the publications will be on paper, but even so the print media will lose their leading position.

Cons. Trust

Print is just one method of the multimedia system to satisfy the wish for information

Comprint

Strengthened localisation and regionalisation - with supplements. Here is an opportunity to depart from electronic media, as this has less local connections as a matter of course.

I&P

Many traditional publishers have difficulties to imagine and create electronic products which are not based on texts

IFRA

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### Environment and Trends

#### 3. TECHNIC

- **What** is understood by technic in the last few years at publishers has changed drastically. The technicians have changed into a pure service area and are no longer "Judges of what does or does not happen."
  
  *IFRA Zeitungstechnik 2/1994*

- In between we have put the emphasis on the integration of standard user software and self-developed software. Condition is a long term strategy to include the single company areas in one complete concept and processing a company-wide data model at the same time.
  
  *Rheinische Post in IFRA Zeitungstechnik 3/1995*

- Company-wide network (LAN, WNA) make the use of synergy, reduction of information redundancy as well as direct access to stored information possible.

  *I&P*

- By 1994 the distinction between the office systems and graphic art equipment will be on price and productivity rather than process.

  *Pira*

- By 1994 three or four European newspaper printers will be regularly imaging plates directly.

  *Pira*

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