<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>
</tr>
<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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</table>
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

Computers
- Main themes
- Workstations
- Mini computers
- PCs

Consumer electronics goals/interface
- TV
- Stereo
- Telephones

Interactive multimedia
**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
- Changes in consumer behaviour
- Changes in regulatory framework

**Challenge for newspapers to defend core business**

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The Management Consultants to Media, Printing, Packaging

Media Development

- **2000**: Printing on Demand, Multimedia, Hypermedia, Combined Products, HDTV
- **1995**: Computer to Plate, Computer to Film, Multimedial CD(CD-XA), CD-ROM, Database Text, Image (internal, external)
- **1993**: Süddeutsche Ztg., Other Objects, TV Engagement

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 proprietary 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

![Graph showing newspaper shares over time](image)

**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
60
30

3
20

95

10
Direct Mail Growth Percentage in Local Markets
Norway - Local advertising

<table>
<thead>
<tr>
<th></th>
<th>Mid 80s</th>
<th>Mid 90s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct mail</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Newspapers (local)</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Newspapers (local)</td>
<td>54</td>
<td>47</td>
</tr>
</tbody>
</table>
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 upgrading
- People systems
- Organisational structure
- Vision setting

- Synthesis of editorial re-engineering experience from Germany

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

- Synthesis of European and North American newspaper experience

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

- Non-newspaper industry programme example
# Editorial Upgrading: Typical Status of Performance

## High Performance Organisation

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

<table>
<thead>
<tr>
<th>Energised by an extraordinarily intense, performance-driven environment</th>
<th>Built by relentless pursuit of strategy/vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lot of performance forgiveness</td>
<td>• Unclear vision setting</td>
</tr>
<tr>
<td>• Human place to be more than a demanding place</td>
<td>• Hesitant attitude to objective measurable performance indicators</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rejuvenated by well-developed people systems</th>
<th></th>
<th>Most important problem areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No management tradition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• No or low transition from performance to salary</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Unclear Organisational Structure and Responsibilities

- Deputy editor in chief
- News editor
- Chief editor
- Group leader

<table>
<thead>
<tr>
<th>Overall planning next day's paper</th>
<th>Running decision meetings</th>
<th>Coaching with journalist</th>
<th>Editing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy editor in chief</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>News editor</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Chief editor</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Group leader</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

No of employees: 200
No of layers: 5
No of departments: 40
No of positions: 30

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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

Other employees

Skill

Development of performance indicators and HR management support MMs skill building

Skill building in MM strengthens will
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

Active management
Building a World Class Sales Organisation

Strategy
- Segmentation
- Organisational structure
- Value proposition

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

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

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

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

Analyse the data

The Management Consultants to Media, Printing, Packaging
Process to Define Segments from Market Survey Results

Clusters

Cluster values/ necessary skills
- No production need
- Require high sales representative
- Knowledge of industry
- Wants effect of ads documented
- Wants personal contact
- Wants additional analysis products
- Do not want short term discounts

Segment definition
- Key accounts
- Brand
- Classified
- Retail

Small and medium sized brand customers
- Do not require industry knowledge
- Requires personal contact
- do not need production help
- Wants discounts and good deals

AMIC Conference 1996
**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 5</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>6 10</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></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>Specialty</th>
<th>Mid 80s</th>
<th>Mid 90s</th>
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</thead>
<tbody>
<tr>
<td>Discounters</td>
<td>27</td>
<td>19</td>
</tr>
<tr>
<td>Department stores</td>
<td>26</td>
<td>39</td>
</tr>
<tr>
<td>General merchandise</td>
<td>36</td>
<td>21</td>
</tr>
</tbody>
</table>
Building a World Class Sales Organisation

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

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

3. Effectiveness
   - Top performer sales role defined to fit value proposition

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

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

6. Rewards
   - Incentives to fulfill top performer sales role

7. 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

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

No 1 Paper "The" brand

Gives us the possibility for diversification

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

A brand name protected by law
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>• Management information system</td>
<td></td>
</tr>
<tr>
<td>• Page structure</td>
<td>• Page structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Text ads relation</td>
<td>• Text ads relation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Output structure</td>
<td>• Output structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System to assist in decision making processes</td>
<td>• Actual reader data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Product planning</td>
<td>• Customer info system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Agency reception</td>
<td>• Ad price/amount relation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Image processing</td>
<td>• Turnover structure data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Press archive</td>
<td>• Circulation area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Editorial text work</td>
<td>• Analysis of competition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Page layout</td>
<td>• Time economic system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Production control</td>
<td>• Production planning and optimisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Invoicing</td>
<td>• Disposition and control</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Operative systems</th>
<th>Editorial</th>
<th>Advertising</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Product planning</td>
<td>• Product planning</td>
<td>• Supplements and inlays</td>
<td></td>
</tr>
<tr>
<td>• Agency reception</td>
<td>• Incoming ads</td>
<td>• Books</td>
<td></td>
</tr>
<tr>
<td>• Image processing</td>
<td>• Ad layout</td>
<td>• Magazines</td>
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</tr>
<tr>
<td>• Press archive</td>
<td>• Ad page make-up</td>
<td>• Work preparation</td>
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<tr>
<td>• Editorial text work</td>
<td>• Ad administration</td>
<td>• Text input</td>
<td></td>
</tr>
<tr>
<td>• Page layout</td>
<td></td>
<td>• Layout</td>
<td></td>
</tr>
<tr>
<td>• Production control</td>
<td></td>
<td>• Repro</td>
<td></td>
</tr>
<tr>
<td>• Invoicing</td>
<td></td>
<td>• Make-up</td>
<td></td>
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</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></td>
<td>• Corporate identity</td>
<td>• Watch market</td>
<td>• Cooperation</td>
<td>• Strategic planning</td>
</tr>
<tr>
<td></td>
<td>• Corporate culture</td>
<td>• Sales strategy</td>
<td></td>
<td>• Management information system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sociodemographic structure analyses</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System to assist in decision making processes</th>
<th>Press / PR</th>
<th>Customer info system</th>
<th>Optimise tours</th>
<th>Controlling</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Marketing</td>
<td>• Analysis of competition</td>
<td>• Calculate results</td>
<td>• Calculate actual costs</td>
</tr>
<tr>
<td></td>
<td>• Media service</td>
<td>• Sales research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Advertising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sales support</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operative systems</th>
<th>Marketing controlling</th>
<th>Disposition</th>
<th>Sales, distribution system</th>
<th>Personnel economics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Direct mailing</td>
<td>Subscription admin</td>
<td>• Order processing</td>
<td>• Material eco.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retail sales</td>
<td>• Invoicing</td>
<td>• Investment eco.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agencies</td>
<td>• Plan tours</td>
<td>• Finances</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Logistics warehouse</td>
<td>• Controlling</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Transporters</td>
<td>• Maintenance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Warehouse admin.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Warehouse inventory</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 Editorial

Central Editorial

- Text/image agency
- Archive

Correspondents

- Extern

Planning/Layout

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

- DTP
- Logo
- Production central
  - Production controlling
  - Mixed page make-up

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

- Exposure
  - CTP
  - Decentral print centre
Integrated Distribution

- Offices
- Inspectors

Central distribution department

- Delivery administration
- Subscription administration

Distribution

- Advertising
- Editorial
- Pre-press

Multimedia database

Printer

External communication
The Management Consultants to Media, Printing, Packaging

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

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Integrated Newspaper System with Contact to the Outside World

Text/Image Agencies
WWW Internet
Correspondents Freelancers
Ad customers
Online Archive and Services

Newspaper System

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

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

Main Body Edition

Readers
Advertising Agencies
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 is 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

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Department Economy PRESENT

Department supervisor 1
- Coordination weekly planning
- Coordination daily conference
- Page critism
- Make subjects public
- Editing
- Write articles

Layout editor department 2
- Agree upon ad and editorial size
- Rough layout
- Editing
- News processing

Production editor 3
- Produce layout
- Order photographers and freelance employees
- News processing
- Edit delivered articles

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

Text processor 5
- Processing

Corrector 6
- Reading, marking

Layouter 7
- If photo is available decide upon part
- Page make-up

Secretary 8
- Sort post

Archive 9

Mounter 10
- Page mounting
- Proof manaf
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

Preproduction editor 3
- Draw up layout
- Order photographs and freelance employees
- News processing
- Edit delivered articles

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

Freelance employees

Text processors 5
- Processing

Correction 6
- Reading, marking

Layout 7
- If photo is available decide on part
- Page make-up

Secretary 8
- Sort post

Archive 9

10% creative
70% Page make-up
20% Typing

90% creative
10% typing
# Functioning areas of the 3 types of editors

<table>
<thead>
<tr>
<th>Name</th>
<th>Overall editor:</th>
<th>Production editor:</th>
<th>Editor:</th>
<th>Pool</th>
<th>Text processors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job</td>
<td>Research</td>
<td>. Edit</td>
<td>. Research</td>
<td>. Page make-up</td>
<td>Process (spoken/written) texts and/or bring into system format</td>
</tr>
<tr>
<td></td>
<td>Type/process</td>
<td>. Correct</td>
<td>. Type process</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>. Edit</td>
<td>. Page make-up</td>
<td>. Edit</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>. Correct</td>
<td></td>
<td>. Correct</td>
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</tbody>
</table>

**Legend:**
- Necessary
- Possible

---

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<table>
<thead>
<tr>
<th>Department Classification</th>
<th>Future</th>
<th>Present</th>
<th>Past</th>
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</thead>
<tbody>
<tr>
<td>Production &amp; Engineering</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
</tbody>
</table>

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The Management Consultants to Media, Printing, Packaging

<table>
<thead>
<tr>
<th>Editorial Functions</th>
<th>Editorial Type &quot;B&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary</td>
<td></td>
</tr>
<tr>
<td>Text Processing Pool</td>
<td></td>
</tr>
<tr>
<td>Layout Pool</td>
<td></td>
</tr>
<tr>
<td>Freelance Employees</td>
<td></td>
</tr>
<tr>
<td>Photographers</td>
<td></td>
</tr>
<tr>
<td>Correspondents</td>
<td></td>
</tr>
<tr>
<td>Editor</td>
<td></td>
</tr>
<tr>
<td>Production Editor</td>
<td></td>
</tr>
<tr>
<td>Overall Editor</td>
<td></td>
</tr>
<tr>
<td>Layout Editor</td>
<td></td>
</tr>
<tr>
<td>Deputy Supervisor</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The 3 types of editorial work and functions</th>
<th>Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sift through competition papers</td>
<td>1. Sift through competition papers</td>
</tr>
<tr>
<td>2. Roughly order texts</td>
<td>2. Roughly order texts</td>
</tr>
<tr>
<td>3. Working on themes</td>
<td>3. Working on themes</td>
</tr>
<tr>
<td>4. Contact, photographers, freelancers.</td>
<td>4. Contact, photographers, freelancers.</td>
</tr>
<tr>
<td>5. Editorial conference</td>
<td>5. Editorial conference</td>
</tr>
<tr>
<td>6. Internal departments' conference</td>
<td>6. Internal departments' conference</td>
</tr>
<tr>
<td>7. Draw up rough page layout</td>
<td>7. Draw up rough page layout</td>
</tr>
<tr>
<td>8. Give details of space required to layout editor</td>
<td>8. Give details of space required to layout editor</td>
</tr>
<tr>
<td>10. Start research</td>
<td>10. Start research</td>
</tr>
<tr>
<td>11. Text input</td>
<td>11. Text input</td>
</tr>
<tr>
<td>12. Text processing</td>
<td>12. Text processing</td>
</tr>
<tr>
<td>15. Input of page, make-up data</td>
<td>15. Input of page, make-up data</td>
</tr>
<tr>
<td>17. Correct articles / texts</td>
<td>17. Correct articles / texts</td>
</tr>
<tr>
<td>18. Technical finishing of page (full page make-up)</td>
<td>18. Technical finishing of page (full page make-up)</td>
</tr>
<tr>
<td>19. Make proof</td>
<td>19. Make proof</td>
</tr>
<tr>
<td>20. Check finished page</td>
<td>20. Check finished page</td>
</tr>
<tr>
<td>22. Check changed page</td>
<td>22. Check changed page</td>
</tr>
<tr>
<td>23. Give page free for exposure</td>
<td>23. Give page free for exposure</td>
</tr>
<tr>
<td>24. Aclualise / change articles or texts</td>
<td>24. Aclualise / change articles or texts</td>
</tr>
<tr>
<td>25. Give changed page free for exposure</td>
<td>25. Give changed page free for exposure</td>
</tr>
<tr>
<td>26. Fee calculation</td>
<td>26. Fee calculation</td>
</tr>
<tr>
<td>27. Travel planning</td>
<td>27. Travel planning</td>
</tr>
<tr>
<td>29. Correspondence</td>
<td>29. Correspondence</td>
</tr>
<tr>
<td>30. Readers' letters</td>
<td>30. Readers' letters</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Editorial type / C &quot;</th>
<th>Secretarial</th>
<th>Text processing pool</th>
<th>Layout pool</th>
<th>Frequent employees</th>
<th>Correspondents</th>
<th>Editor</th>
<th>Production editor</th>
<th>Overall editor</th>
<th>Layout editor / depart</th>
<th>Dept supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions</td>
<td>Sift through competition papers</td>
<td>Roughly order texts</td>
<td>Working on themes</td>
<td>Contact, photographers, freelancers</td>
<td>Preconference</td>
<td>Editorial conference</td>
<td>Internal departments’ conference</td>
<td>Draw up rough page layout</td>
<td>Give details of space required to layout editor</td>
<td>Share out jobs, make subjects public</td>
</tr>
</tbody>
</table>

The 3 types of editorial work and functions

1. sift through competition papers
2. roughly order texts
3. working on themes
4. contact, photographers, freelancers
5. preconference
6. editorial conference
7. internal departments’ conference
8. draw up rough page layout
9. give details of space required to layout editor
10. share out jobs, make subjects public
11. start research
12. text input
13. text processing
14. fine layout
15. edit article / text
16. input of page make-up data
17. choose photos
18. correct articles
texts
19. technical finishing of page (full page make-up)
20. check finished page
21. make proof
22. check finished page for exposure
23. adjudicate change articles or texts
24. check changed page
25. give changed page for exposure
26. fee calculation
27. travel planning
28. post
29. correspondence
30. readers letters
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 teams
Main emphasis:
"Information processing"

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

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

Central Functions
- Archive (text, image)
- Incoming news
- Text processing (pool)
  (- Expose paper/film)
- System operating
- Hotline
- System development

Editor
- Photograph
- Lithograph (LET)

Assistant
- Call-up
- System operator
- Programme
- Unskilled helper
- Archive

Department supervisor
- Information collection
- Typing
- Editing
- Editor conference
- Define subjects
- Choose photos
- Define layout/page plng

Freelance employees
- Writers
- Journalists
- Freelance employees
# Function responsibility and contribution to direct text and content manufacture

<table>
<thead>
<tr>
<th>NOW</th>
<th>Cost centre</th>
<th>10205</th>
<th>10211</th>
<th>10213</th>
<th>10216</th>
<th>10217</th>
<th>10218</th>
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</thead>
<tbody>
<tr>
<td>Area of work</td>
<td></td>
<td>Internal</td>
<td>Page 3</td>
<td>Culture</td>
<td>Bavaria</td>
<td>Sport</td>
<td>Region</td>
</tr>
<tr>
<td>1 Dept. supervisor</td>
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<td>1,0</td>
<td>30</td>
<td>1,0</td>
<td>30</td>
<td>1,0</td>
<td>30</td>
</tr>
<tr>
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<td>220</td>
<td>3,0</td>
<td>165</td>
<td>2,0</td>
<td>110</td>
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<tr>
<td>3 Research, verify</td>
<td>55</td>
<td>4,0</td>
<td>400</td>
<td>3,0</td>
<td>300</td>
<td>4,0</td>
<td>400</td>
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<td>4 Write, edit</td>
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<td>4,0</td>
<td>400</td>
<td>4,0</td>
<td>160</td>
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<td>3,0</td>
<td>120</td>
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<tr>
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<td>6</td>
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<td>2</td>
<td>0,7</td>
<td>7</td>
</tr>
<tr>
<td>7 Fest, Emp. Corresp</td>
<td>100</td>
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<td>6</td>
<td>0,2</td>
<td>2</td>
<td>0,7</td>
<td>7</td>
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<td>10</td>
<td>0,6</td>
<td>3</td>
<td>2,5</td>
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<td>15</td>
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<td>5</td>
<td>6,0</td>
<td>30</td>
</tr>
<tr>
<td>10 Layouter</td>
<td>5</td>
<td>3,0</td>
<td>15</td>
<td>1,0</td>
<td>5</td>
<td>6,0</td>
<td>30</td>
</tr>
<tr>
<td>11 Secretary</td>
<td>5</td>
<td>3,0</td>
<td>15</td>
<td>1,0</td>
<td>5</td>
<td>6,0</td>
<td>30</td>
</tr>
<tr>
<td>12 Archive</td>
<td>5</td>
<td>3,0</td>
<td>15</td>
<td>1,0</td>
<td>5</td>
<td>6,0</td>
<td>30</td>
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<tr>
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<td>761</td>
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<td>310</td>
<td>21,2</td>
<td>805</td>
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<tr>
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<td>46</td>
<td>65</td>
<td>38</td>
<td>49</td>
<td>50</td>
<td>36</td>
<td></td>
</tr>
</tbody>
</table>

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

* These departments were visited by I&P
## Function responsibility and contribution to direct text and content manufacture

<table>
<thead>
<tr>
<th>Area of work</th>
<th>NOW</th>
<th>Cost centre</th>
<th>10214</th>
<th>10215</th>
<th>10210</th>
<th>10222</th>
<th>10224</th>
<th>10204</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Departments</td>
<td>Economy*</td>
<td>Local ed*</td>
<td>Supplements</td>
<td>Editorial</td>
<td>News</td>
<td>Local ed *</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Munich</td>
<td>Editorial</td>
<td>Editorial</td>
<td>Munich</td>
<td>Editorial</td>
<td>Editorial</td>
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<td></td>
<td></td>
</tr>
<tr>
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<td>1,0</td>
<td>30</td>
<td>1,0</td>
<td>30</td>
</tr>
<tr>
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<td>10</td>
<td>Pers.</td>
<td>1,0</td>
<td>10</td>
<td>1,0</td>
<td>10</td>
<td>1,0</td>
<td>10</td>
</tr>
<tr>
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<td>Pers.</td>
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<td>220</td>
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<td>55</td>
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<td>Pers.</td>
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<td>400</td>
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<td>800</td>
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<td>Pers.</td>
<td>5,0</td>
<td>200</td>
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<td>120</td>
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<td>160</td>
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<tr>
<td>6 Voluntary</td>
<td>60</td>
<td>Row productivity</td>
<td>1,0</td>
<td>60</td>
<td>1,0</td>
<td>60</td>
<td>1,0</td>
<td>60</td>
</tr>
<tr>
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<td></td>
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<td></td>
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</tr>
<tr>
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<td>10 Layouter</td>
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<td>Pers.</td>
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<td>10</td>
<td>1,0</td>
<td>5</td>
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<tr>
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<td>Pers.</td>
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<td>15</td>
<td>4,0</td>
<td>20</td>
<td>0,5</td>
<td>3</td>
</tr>
<tr>
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<td>5</td>
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<td>5</td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

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

* These departments were visited by I&P
Division of Editorial departments
I&P's suggestion

Television and radio
TV magazine S-Zeit
SZ Television
Copydesk/readers letters
Hobby
Automobile
Travel and rest
SZ weekend
Sport

News editors
Leading editors
Science
Bavaria
Internal politics
Foreign affairs
Economy

Editor in chief
Layout editor/
System coordination
Page 3

Archive
Mezzanine
Ground floor
Färbergraben

Legend
- Departments
- depts with same branch
- General editorial services
- Air well
- Unchanged areas

AMIC Conference 1996
Present division of editorial departments
## Communications techniques for the editorial area of the Süddeutsche Zeitung

<table>
<thead>
<tr>
<th>Feature</th>
<th>Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal mailing system</td>
<td>Present</td>
</tr>
<tr>
<td>Word processing</td>
<td>Present</td>
</tr>
<tr>
<td>Laptop</td>
<td>Present</td>
</tr>
<tr>
<td>Telephone with direct dialing possibilities</td>
<td>Future short term</td>
</tr>
<tr>
<td>Telephone with switchboard</td>
<td>Present</td>
</tr>
<tr>
<td>Telefax (conventional, limited)</td>
<td>Present</td>
</tr>
<tr>
<td>Modem (partly)</td>
<td>Present</td>
</tr>
<tr>
<td>Laser printer at workplace</td>
<td>Present</td>
</tr>
<tr>
<td>Digital personal fax (terminal control)</td>
<td>Present</td>
</tr>
<tr>
<td>Archive access</td>
<td>Present</td>
</tr>
<tr>
<td>Database</td>
<td>Present</td>
</tr>
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</table>

*Notes:
*1) Present
*2) Present
*3) Present
*4) Present

---

AMIC Conference 1996
<table>
<thead>
<tr>
<th>Project SMF...</th>
<th>The effect of new technologies for newspaper printing (tabs and editorial)</th>
</tr>
</thead>
</table>

The Management Consultants to Media, Printing, Packaging
### Model calculations to show possible employee potential

<table>
<thead>
<tr>
<th>Departments</th>
<th>Personnel Now</th>
<th>Personnel Then</th>
<th>Difference emp/cap</th>
<th>Personal Now</th>
<th>Personal Then</th>
<th>Difference emp/cap</th>
<th>Diff. in %</th>
<th>Average NOW</th>
<th>Average THEN</th>
<th>Diff. in %</th>
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<td>3.0</td>
<td>18.0</td>
<td>-12.0</td>
<td>-40%</td>
<td>27.4</td>
<td>20.7</td>
<td>23%</td>
</tr>
<tr>
<td>2 10205 Internal politics</td>
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<td>16.6</td>
<td>-2.6</td>
<td>11.5</td>
<td>11.5</td>
<td>-0.0</td>
<td>-0%</td>
<td>20.1</td>
<td>13.5</td>
<td>32%</td>
</tr>
<tr>
<td>3 10211 Page 3</td>
<td>4.8</td>
<td>4.8</td>
<td>-0.75</td>
<td>4.8</td>
<td>4.8</td>
<td>-0.75</td>
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<tr>
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<td>30.0</td>
<td>-5.2</td>
<td>14.9</td>
<td>20.0</td>
<td>-5.1</td>
<td>-25%</td>
<td>26.2</td>
<td>15.8</td>
<td>40%</td>
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<td>17.7</td>
<td>19.7</td>
<td>-2.0</td>
<td>11.6</td>
<td>20.0</td>
<td>-8.4</td>
<td>-42%</td>
<td>22.2</td>
<td>15.6</td>
<td>33%</td>
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<td>21.2</td>
<td>-2.2</td>
<td>11.5</td>
<td>11.5</td>
<td>-0.0</td>
<td>-0%</td>
<td>20.1</td>
<td>13.5</td>
<td>32%</td>
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<tr>
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<td>23.8</td>
<td>-3.3</td>
<td>14.9</td>
<td>17.0</td>
<td>-2.1</td>
<td>-14%</td>
<td>22.2</td>
<td>16.0</td>
<td>28%</td>
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<tr>
<td>8 10215 Local Munich</td>
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</tr>
<tr>
<td>9 10216 Bavaria</td>
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<td>5.8</td>
<td>8.0</td>
<td>-2.2</td>
<td>-32%</td>
<td>11.4</td>
<td>6.6</td>
<td>40%</td>
</tr>
<tr>
<td>10 10217 Sport</td>
<td>15.7</td>
<td>16.6</td>
<td>-0.9</td>
<td>11.6</td>
<td>13.6</td>
<td>-2.0</td>
<td>-15%</td>
<td>16.2</td>
<td>12.3</td>
<td>24%</td>
</tr>
<tr>
<td>11 10218 Regional</td>
<td>5.0</td>
<td>6.3</td>
<td>-1.3</td>
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<td>5.0</td>
<td>-0.0</td>
<td>-0%</td>
<td>5.6</td>
<td>4.5</td>
<td>18%</td>
</tr>
<tr>
<td>12 10219 Munich culture</td>
<td>4.0</td>
<td>3.5</td>
<td>-0.5</td>
<td>3.9</td>
<td>3.5</td>
<td>-0.4</td>
<td>-11%</td>
<td>3.8</td>
<td>3.2</td>
<td>16%</td>
</tr>
<tr>
<td>13 10221 Region Munich</td>
<td>9.8</td>
<td>11.0</td>
<td>-1.2</td>
<td>10.6</td>
<td>7.0</td>
<td>-3.6</td>
<td>-36%</td>
<td>10.4</td>
<td>8.8</td>
<td>14%</td>
</tr>
<tr>
<td>14 10222 Region Ebersberg</td>
<td>10.6</td>
<td>11.0</td>
<td>-0.4</td>
<td>10.6</td>
<td>9.5</td>
<td>-1.1</td>
<td>-11%</td>
<td>10.8</td>
<td>10.1</td>
<td>7%</td>
</tr>
<tr>
<td>15 10223 Region Starnberg</td>
<td>10.5</td>
<td>12.5</td>
<td>-2.0</td>
<td>10.6</td>
<td>9.5</td>
<td>-1.1</td>
<td>-11%</td>
<td>11.5</td>
<td>10.1</td>
<td>12%</td>
</tr>
<tr>
<td>16 10224 Region Wolfrathsh.</td>
<td>12.8</td>
<td>12.5</td>
<td>-0.3</td>
<td>10.6</td>
<td>7.5</td>
<td>-3.1</td>
<td>-31%</td>
<td>12.7</td>
<td>9.1</td>
<td>29%</td>
</tr>
<tr>
<td>17 10225 Region Erding</td>
<td>11.0</td>
<td>10.5</td>
<td>-0.5</td>
<td>10.6</td>
<td>6.5</td>
<td>-4.1</td>
<td>-38%</td>
<td>10.8</td>
<td>8.6</td>
<td>21%</td>
</tr>
<tr>
<td>18 10226 Region Freising</td>
<td>9.8</td>
<td>9.5</td>
<td>-0.3</td>
<td>10.6</td>
<td>6.5</td>
<td>-4.1</td>
<td>-38%</td>
<td>9.7</td>
<td>6.6</td>
<td>12%</td>
</tr>
<tr>
<td>19 10227 Region Dachau</td>
<td>9.7</td>
<td>10.5</td>
<td>-0.8</td>
<td>10.6</td>
<td>6.5</td>
<td>-4.1</td>
<td>-38%</td>
<td>10.1</td>
<td>8.6</td>
<td>14%</td>
</tr>
<tr>
<td>20 10228 Region Fürstenfeldbr.</td>
<td>11.2</td>
<td>10.5</td>
<td>-0.7</td>
<td>10.6</td>
<td>6.5</td>
<td>-4.1</td>
<td>-38%</td>
<td>10.9</td>
<td>8.6</td>
<td>22%</td>
</tr>
<tr>
<td>21 10230 Readers' letters</td>
<td>3.0</td>
<td>3.5</td>
<td>-0.5</td>
<td>1.0</td>
<td>2.5</td>
<td>-1.5</td>
<td>-30%</td>
<td>3.3</td>
<td>1.8</td>
<td>48%</td>
</tr>
<tr>
<td>22 10231 Television</td>
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<td>5.9</td>
<td>-0.9</td>
<td>2.9</td>
<td>4.5</td>
<td>-1.6</td>
<td>-24%</td>
<td>5.5</td>
<td>3.7</td>
<td>33%</td>
</tr>
<tr>
<td>23 10232 Novel</td>
<td>4.0</td>
<td>4.8</td>
<td>-0.8</td>
<td>1.8</td>
<td>3.5</td>
<td>-1.7</td>
<td>-24%</td>
<td>4.4</td>
<td>2.7</td>
<td>41%</td>
</tr>
<tr>
<td>24 10233 Travel</td>
<td>2.0</td>
<td>2.6</td>
<td>-0.6</td>
<td>1.0</td>
<td>1.5</td>
<td>-0.5</td>
<td>-41%</td>
<td>2.3</td>
<td>1.3</td>
<td>46%</td>
</tr>
<tr>
<td>25 10234 Last page</td>
<td>2.0</td>
<td>2.6</td>
<td>-0.6</td>
<td>1.0</td>
<td>1.5</td>
<td>-0.5</td>
<td>-41%</td>
<td>2.3</td>
<td>1.3</td>
<td>46%</td>
</tr>
<tr>
<td>26 10235 Automobiles</td>
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<td>12.0</td>
<td>-4.8</td>
<td>12.4</td>
<td>6.5</td>
<td>-5.5</td>
<td>-46%</td>
<td>9.6</td>
<td>9.5</td>
<td>13%</td>
</tr>
<tr>
<td>27 10236 Society and family</td>
<td>7.2</td>
<td>12.0</td>
<td>-4.8</td>
<td>12.4</td>
<td>6.5</td>
<td>-5.5</td>
<td>-46%</td>
<td>9.6</td>
<td>9.5</td>
<td>13%</td>
</tr>
<tr>
<td>28 10237 Science</td>
<td>4.0</td>
<td>5.1</td>
<td>-1.1</td>
<td>2.9</td>
<td>3.0</td>
<td>-1.0</td>
<td>-33%</td>
<td>4.6</td>
<td>3.0</td>
<td>34%</td>
</tr>
<tr>
<td>29 10238 Mode</td>
<td>3.0</td>
<td>4.5</td>
<td>-1.5</td>
<td>2.9</td>
<td>3.0</td>
<td>-1.0</td>
<td>-33%</td>
<td>4.6</td>
<td>3.0</td>
<td>34%</td>
</tr>
<tr>
<td>30 10239 Hobby</td>
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<td>-0.8</td>
<td>1.6</td>
<td>4.5</td>
<td>-3.0</td>
<td>-62%</td>
<td>4.7</td>
<td>3.1</td>
<td>37%</td>
</tr>
<tr>
<td>31 10240 Political books</td>
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<td>12.0</td>
<td>-4.8</td>
<td>12.4</td>
<td>6.5</td>
<td>-5.5</td>
<td>-46%</td>
<td>9.6</td>
<td>9.5</td>
<td>13%</td>
</tr>
<tr>
<td>32 10241 Supplements</td>
<td>7.2</td>
<td>12.0</td>
<td>-4.8</td>
<td>12.4</td>
<td>6.5</td>
<td>-5.5</td>
<td>-46%</td>
<td>9.6</td>
<td>9.5</td>
<td>13%</td>
</tr>
<tr>
<td>33 10242 Non-fiction book</td>
<td>7.2</td>
<td>12.0</td>
<td>-4.8</td>
<td>12.4</td>
<td>6.5</td>
<td>-5.5</td>
<td>-46%</td>
<td>9.6</td>
<td>9.5</td>
<td>13%</td>
</tr>
<tr>
<td>34 10243 Inlays</td>
<td>2.0</td>
<td>2.8</td>
<td>-0.8</td>
<td>1.9</td>
<td>3.0</td>
<td>-1.1</td>
<td>-37%</td>
<td>2.4</td>
<td>2.5</td>
<td>1%</td>
</tr>
<tr>
<td>35 10244 SZ Television</td>
<td>4.3</td>
<td>43.0</td>
<td>-43.0</td>
<td>43.0</td>
<td>43.0</td>
<td>-0.0</td>
<td>-0%</td>
<td>318</td>
<td>205</td>
<td>31%</td>
</tr>
</tbody>
</table>

Potential employee savings = 31% average

AMIC Conference 1996
Classification of advertising and editorial functions at PRESENT

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

EDITORIAL
- Editor in chief
- Departments A, B
- Regions I, II
- 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
Classification of advertising and editorial functions in an integrated publishing system

**Future 2**

**AD ADMIN**
- TAA
  - Text processing Ads.<xxx
  - Text processing Ads.>xxx
  - Advertising development
  - Take Over Customer Data
  - DTP Ad. process + layout
  - Ad dispo/make-up

**EDITORIAL**
- Editor in chief
  - Departments A....
  - text process./layout/page/make-up/correction/page resp.
- News desk
  - Image processing/Image ed.
  - produce Info. graphics
  - Text archive (analogue/digital)
  - Image archive (analogue/digital)
- System service, hotline

**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

AMIC Conference 1996
## 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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AMIC Conference 1996
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

AMIC Conference 1996
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

Inbetween 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

AMIC Conference 1996