A different perspective

The publishing industry is looking for new angles at IfraExpo and found them Tuesday both on the show floor and at the first day of Excellence in Production. Conference report, page 3

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**Acquisitions and new revenues**

Buy and sell; these were the two main topics of Monday’s Publishers Lounge where about 50 top newspaper executives from all over the world met to discuss the main ingredients of a successful acquisition as well as the right approach to succeed in multi-media ad selling.

Gary Watson, president of Gannett’s newspaper division, walked through the philosophy and processes of how Gannett acquires new newspaper titles. He should know; in the past 20 years Gannett has acquired 47 daily newspapers, all done by the “white knight” approach, i.e. in a friendly manner. Gannett believes in purchasing a whole company rather than start with minority ownership and then try to get a majority stake later. This latter strategy is the recipe in several European countries.

Watson predicts that consolidation will continue in the U.S. during the next 10 years. “I think we will see more of the larger group newspapers up for sale,” he says. Why? “Economies of scale,” Watson says.

“‘There is a business school theory that says in every business sector at some point you will get down to two or three players.’”

Every acquisition starts with an in-depth analysis of several market factors followed by a performance assessment of the prospective newspaper. Gannett indexes prospects with comparable newspapers within the Gannett Group.

Moreover, they analyse the actual management to evaluate the know-how and their motivation to cooperate with a new owner. The final assessment, before establishing the purchase price, is to analyse what investments are necessary. If they win the bid, there is the so-called “prior to closing” period before the acquisition is final. This period is used to execute necessary work on the operating side like the conversion of business systems, a detailed operational review and to determine a priorities action plan.

Continued on Page 3, See White Knights
Tabloid not the only small choice

Market research clearly shows that readers like smaller newspapers. When switching to a smaller format however, beyond all the editorial and design questions to be answered, there are also technical issues to be considered.

When a publisher decides to reduce its newspaper’s format, there are two main ways of doing it. The first is tabloid (half of the existing format), that’s the easiest. And, as Jacques Valembois of Groupe Rossel, Belgium, said in his presentation at the Excellence in Production conference on Tuesday, “several ‘tabloid-choices’ were only taken because of the necessity of maintaining the old existing presses” – in reality they did not have another choice. The second way is to apply a smaller but non-tabloid format (e.g. the Berliner: 470x320 mm) – which requires buying a new press.

What makes the difference? Why should a publisher buy a new pressline if he can have a tabloid-sized product – as the reader wants it – by using his “old” press. The difference is the structuring of the newspaper in sections (books) is lost by going tabloid. Instead of one page per plate, with tabloid every plate takes two small pages, turned by 90 degrees.

Le Soir, published by Groupe Rossel, the largest French language newspaper group in Belgium, wants to keep its thematical structuring through books and eventu-ally will go for Berliner format in 2005. In 2002, Le Soir changed from Nordisches to Rheinisches format as an intermediate step.

There is a third way of getting a small newspaper – without having to give up the the book structure: trimming. While it may sound stupid to just cut away part of the page, this solution also has advantages, Valembois said. The technical solution consists of two SNT trimmers from Ferag for inline-trimming on three sides.

Trimming is a fairly quick solution to implement (6 months) as opposed to two years for a new press. It is also not a huge investment (1.5 million euros for trimmers and implementation). However, there is a substantial loss of paper by trimming it and, as it is new for newspapers, inline trimming at speeds of around 70,000 copies/hour is a technical challenge as well. Valembois said the real cost of this operation is only 25% of the 1.5 million euros, taking into account the cut-off paper can be sold (for 25% of its original price) and the trimmers can be sold after 2.5 years (50% of purchasing price).

White Knights From page 2

On the day the sale is completed, changes, like in senior management, have to be done immediately to explain the new expectations and follow-up. As Watson points out “A honeymoon period exists for new management ... when changes can be more easily made.”

Mike Blinder, a U.S. consultant, talked about how publishers can increase their multi-media revenue, “You don’t have to understand technology to sell internet ads, as you should sell the audience and not the technology,” he says.

The reason why many newspapers don’t exploit their potential is that ad selling is still too transaction-orientated. His advice to publishers: “Forget the rate card and offer a solution.”

What an ad customer wants from the media is reach and frequency. Both can be guaranteed with intelligent bundling of the internet and the newspaper, Blinder says. One ad is simply not enough to make the advertiser happy.

He showed examples from newspaper companies that succeeded in raising their ad revenues substantially by developing long-term and bundled ad products.

DTI’s NewsSpeed now on new database

Digital Technology International (DTI / Stand 0370) has announced at IfraExpo that its editorial publishing system, NewsSpeed, is now available built on InterSystems’ Caché post-relational database. “This database architecture enables extraordinary transaction processing speed. Its multi-dimensional database engine easily handles large data volumes, which is a key issue in publishing organisations,” says Don Oldham, chairman and CEO of DTI.

Caché combines this performance with lower hardware requirements than those of legacy two-dimensional relational databases. Additionally, this database, which is based on the multi-dimensional array, is optimised for the web “ensuring newspaper publishers can enlarge its power and speed as they increasingly offer information delivery on the web,” adds Oldham.

The Caché based NewsSpeed is available on Mac OSX and Windows 95 and upwards clients with Windows or Solaris servers. Also, DTI is presenting its module PageMagic, a solution that captures a newspaper’s complete style guide and execute it with precision and a high degree of automation while leaving the page designer in control. With this solution a designer can select the story style or format he wants to use by the format’s appearance in the gallery. PageMagic is aware of which section and page the designer is working in, and opens the correct story galleries so the designer does not need to search for them.

“With this module a newspaper can have every page well designed and at the same time get a high productivity level thanks to its automation” Oldham says.

DTI is also giving away a Scott mountain bike. The drawing for the bike will be on Thursday afternoon. Please visit the DTI stand for more details.
European newspaper publishers pioneered the acceptance and implementation of computer-to-plate into their workflows in recent years. Today many of these same publishers have entered a new era or are entertaining the thoughts of one by going to their second generation of CTP devices. Some of the same issues these publishers raised years ago are just as relevant today: Can I have a faster device while maintaining quality? And, oh by the way, at a low price?

One thing is very clear: green FD-Yag-Lasers do not have a bright future in the newspaper CTP market. They will be replaced by either violet or thermal technology. Also CTC (with conventional plates) is placed by either violet or thermal technology. Even Yag-Lasers do not have a bright future in the newspaper CTP market. They will be replaced by either violet or thermal technology. Also CTC (with conventional plates) is placed by either violet or thermal technology. Even Yag-Lasers do not have a bright future in the newspaper CTP market. They will be replaced by either violet or thermal technology. Also CTC (with conventional plates) is placed by either violet or thermal technology. Even Yag-Lasers do not have a bright future in the newspaper CTP market. They will be replaced by either violet or thermal technology. Also CTC (with conventional plates) is placed by either violet or thermal technology.
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Interview with Niko Ruokosuo

Working abroad and technology tips

Since joining the L.A. Times in 1995, Niko Ruokosuo has held several positions within this large newspaper publisher: director of advertising operations and prepress, VP of quality, director of prepress and publishing systems, and process control and quality. He took over as president of Recycler Classifieds, a subsidiary of the Times, in 2002. He also was away from Finland from 1991-1995 when he worked as research manager for Ifra in Germany.

We caught up with Ruokosuo just before the Expo, as he was winding down his career with the L.A. Times.

Gazette: Since you were in the United States for 10 years, I guess it would be safe to say you enjoyed this experience? How does it feel now that you are nearing an end to your career in L.A., and returning to Europe?

Niko Ruokosuo: Absolutely. It has been a great experience for my family and I. We are all returning to Europe with mixed feelings. When we left Finland in 1991 to work for Ifra, we made the commitment to come back. After four wonderful years at Ifra, the opportunity to work for the Los Angeles Times was presented to us. It felt like this would compliment what we originally looked for in the experience of working abroad – experience and learn new and exciting things both in and out of the workplace. Professionally, there are few newspapers in the world that can offer more than the L.A. Times.

Gazette: What do you feel like you learned from your L.A. Times and U.S. experiences that would be beneficial for a European publisher?

Niko Ruokosuo: First, under the Tribune leadership – discipline and accountability. It starts with budgeting ... planned growth rates and cash flow margins are set as expectations with tight budgeting guidelines. It is then left to the operating unit how to manage the business to meet the goals. Performance is measured on a weekly basis on the revenue side and monthly basis in P&L format. Variances are not taken lightly and are reacted to very rapidly. While this adds pressure, it sets a fundamental expectation to perform.

Secondly, corporate governance requirements that have been imposed on all major U.S. companies. Corporate financial scandals coupled with the newspaper circulation accounting issues at some newspapers have put all the companies under a magnifying glass. The pressure to meet the goals is intense, and the sizeable rewards if you do can cause a manager to stray into questionable business practices. With today’s oversight, at least at Tribune, the chance of that happening has been minimised. Corporate audits, legislation (Sarbanes-Oxley) and heightened management expectations help to keep the organisation on track.

I would think by now all key managers have this engraved into their responsibilities. I have no idea of how buttoned up...
the European companies are. I hope they are learning from the U.S. experience and adopting tight policies if there is any room for improvement.

Gazette: By the same token, how do you feel your European background helped to improve the Times?
Niko Ruokosuo: The U.S. companies typically look inwards for answers; the European companies look outwards. I hope I have instilled some recognition of the importance of continuously looking elsewhere, within the industry and even wider, as well as to other countries for new ideas.

The other piece is decision-making. American companies, or maybe I should say departments within companies, typically try to make decisions by consensus. This means many meetings and lots of people involved. I have tried to make decisions faster and in smaller groups, hopefully to the advantage of the company.

I have to say, that having the background of Ifra in my early years here added greatly to my credibility. I’m not sure if I would have been listened to as carefully without the Ifra “stamp of approval” on my resume. It’s been a big help.

Gazette: Turning to the Expo, if you were coming with a blank check to spend, what would you have your eyes on?
Niko Ruokosuo: I would have my eyes on two things — online applications that facilitate new revenue models and database marketing tools that help publishing units learn more about their readers and advertisers. Either of those used separately is a badly needed addition to just about any newspaper organisation. Both used jointly could be a breakthrough.

Gazette: What sort of solutions are needed to better help readers and advertisers book or place ads through the internet?
Niko Ruokosuo: I think there are several examples of well-structured online ad submission tools that make ad submission and payment rather easy. What I see lacking is informing the advertiser how they can make their ad more effective. How to price the item they are selling. How much does one photo help create response, how about several photos? What if you add bold text, better priority sorting and other graphics? This way, the advertiser makes a more informed decision of their ad layout and cost, which should translate to customer satisfaction and loyalty.

Gazette: Coming from Recycler, how do you see the print/internet classifieds model shaping up today?
Niko Ruokosuo: A typical classified print/internet organisation in a competitive market is going through a scenario where traffic is moving online, print circulation is declining, but online revenue does not come close to print revenue. After pondering this for two years, I think the best way to manage this is continuing to grow the online traffic by offering great functionality for free. Then start adding small fees for special features: photos, sorting, layout and the like. Large traffic combined with a percentage of users purchasing the add-on features translates to revenue. This revenue, in turn should be invested to make the paid print product free to increase circulation and offer response to display advertisers. This assumes that print is continuously developed for better quality. Why do people go on-line? For ease of finding things, and ease of reading. Messy print and reducing type size to save costs are self-destructive. In a less competitive market, where your listings content is plenty and unique, an online paid access model seems to work. Again, some of that revenue could or should be invested in making the print product free. Free print, paid online — how about that?

Gazette: What would you say to the IT manager of a newspaper who says, “I am tired of wasting my time with integration. Is there someone, who can sell me one system for all sales and production processes?”
Niko Ruokosuo: The integration problem will never go away. Even as business functions are consolidated into single systems (sales, service, production), new functions will be required that consolidated systems cannot meet. Evolution of ERP and CRM systems are a result of vendor attempts to be all things to all people, but integration needs for large enterprises are even more complex because of new technologies for e-commerce, supply chain automation etc. The best thing a CIO (chief information officer) can do is to make integration one of the top five priorities for the next couple of years and focus on putting in an integration framework that would make this problem much easier to solve. Look at technologies like Tibco, see-Beyond, web Methods, etc., along with integration products from IBM, BEA, Oracle & Microsoft. These vendors have invested billions of dollars to create middleware platforms to service the growing integration needs of large businesses.

Gazette: Are content management systems already good enough for print?
Niko Ruokosuo: I think that CMS for print still has quite a ways to go. These products came out for managing online content and workflows evolved around them to make it very successful. For print, there are many different well established workflows but not a lot of standardisation. That is why it has been difficult for CMS vendors to address the print problem. I break down CMS into digital asset management and workflow management. Tools in the market either do one or the other very well, but I have yet to see one that does both well. To create a world-class solution for print today, I would still pick the best of breed of both and integrate them. Three to five years from now, who knows!

Dean Roper, editor in chief of newspaper techniques, conducted this interview.
The members of MINDS

MINDS project takes off

News agencies aim to create a new generation of mobile services

Early this year, five European news agencies founded a consortium with the objective of creating a range of innovative, mobile phone-based information and news data services. The MINDS (Mobile Information and News Data Services for 3G) project was launched in reaction to an initiative on the part of the European Commission, specifically its eContent programme.

The members of this consortium – the German news agency dpa, the Austrian APA, the Netherlands ANP, the Swiss sda-agents and the Hungarian MTI, as well as the software developer CoreMedia, the data processing services company arvato systems, the Fraunhofer FOKUS institute and Ifra – aim to offer not only innovative services for mobile phones but also to define and guarantee a range of technical and commercial standards for communication via these devices.

In this way, they want to break down some of the barriers that continue to hinder the expansion of mobile services, such as mass communication media. At present, this type of service is hampered by the existence of a variety of mutually incompatible technical standards, as well as by established complex and partial business models. Moreover, for the final users, the existing services are sometimes difficult to use and do not always offer the content that interests them. All these factors have ensured that the European market has not yet experienced the same “boom” in the offer of mobile phone-based information services as some other regions have, such as Asia, for example.

MINDS (www.minds-project.net) works in close collaboration with representatives of all the industries concerned by the success of this initiative, i.e. telecommunications, mobile phone operators, communication media. And there are already visible results.

Ten months after the project launch, MINDS has identified the pre-conditions required to ensure the rapid development and commercial success of the new media offers for mobile phones. These include simplification of the technical processes between the newsrooms and mobile networks and the viability of the business models and contracts.

The consortium has developed 12 innovative services for mobile phones especially suitable for third-generation (3G) devices. These services will be extended and analysed during the coming months under market conditions. From now up to summer 2005, they will be presented at the UMTS research centre of the Fraunhofer FOKUS institute in Berlin.

Opportunities for regional daily newspapers

Among the aforementioned service offers, there is one offer especially for regional newspapers that want to provide their readers with alerts, e.g. for the latest news stories and classified ads matching their interest profiles.

Meinolf Ellers, the general manager of dpa-infocom and responsible for MINDS, states that one of its objectives is “to find a solution to enable publishers or regional daily newspapers, media companies and local government organisations to realise their own offers of services for mobile devices.”

Another objective of the project concerns products for mobile devices aimed especially at young consumers, such as local logos or information on musical events, regional festivals, etc.
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With new developments at Drupa, Ferag has shown that the right solutions are available, and has therefore strengthened its position when setting the standard for systems in the newspaper mailroom. This claim does not stop at technological leadership, but also covers the creation of added value for you as the publisher, for your advertising customers, and for your readers – so that the newspaper of the future will continue to prosper. As a medium with high credibility and strong social ties, there is still great potential both for consolidating and substantially extending the newspaper’s share of the market. Performance, progress and value remain Ferag’s maxims. In Amsterdam, too, Ferag appreciates the opportunity to be there for you.

**Important sales successes for RollSert**

A total of nine RollSert lines have been sold since the launch at Drupa: newspaper houses in Australia, Germany, the United Kingdom, Ireland and Sweden can be counted among the first users – customers who all say that their decision hinged mainly on the excellent price/performance ratio. Winning points were also the simple, user-friendly concept, process security that extends right into the upper speed range, plus the high net speeds even when the number of inserts is high. RollSert creates the right conditions for efficient newspaper production, not only with full supplement assignment over entire circulations, but also in the case of zoned, partial inserting. With rapid product changeover and very short run-up times to maximum speed, the two main criteria for low costs per copy are fulfilled.

The system is expandable and complete

Modular RollStream means stepped expansion to a maximum of ten inserting options. Feeding is manual via the ergonomic JetFeeder, as well as automatic via MultiDisc. And with the application of MemoStick onto insert products, even the gathering process can be put to profitable use. The addition of the MultiStack stacker and the QuickStrap inline cross-strapping machine make RollSert a complete system for the inline processing of newspaper circulations of all sizes.

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RollSert

**World Premiere!**

Hall 2, stand 0200: Ferag demonstrates the StreamStitch inline stitching system live at Ifra-Expo 2004, only five months after the presentation of the initial idea at Drupa.

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Cross-media publishing
New organisation forms for multi-media communication show success

A new product in less than 12 hours. To be able at any time to send personalised information via stationary and mobile devices to interested persons, but also to other media such as local radio and regional TV or news agencies. The challenge for a newspaper newsroom is to set the topic agenda. This will not succeed in the one-dimensional world of print, but will succeed in concert with other media. And it will succeed if a newsroom has an appropriate competence centre.

Under the name Newsplex Operations, Ifra has developed newsroom organisation concepts for media houses that want to actively take up this challenge. Several projects are already completed or shall be shortly. The results: up to 10 percent more time for the editors, improved reporting quality due to more own output in the newsroom, transparent communication at lower communication costs and clearly reduced outlay on software. At IfraExpo, the Newsplex team is informing about these concepts and how they can be implemented in practice.

Organising cross-media processes

Changed information consumption habits, specialised information demands and the desire for personalised information are confronting media operations with special challenges. The new, multimedia-oriented consumer generation wants information to be available at all times and at all places, both on stationary and mobile information carriers (PC, laptop, mobile phone) as well as combinations of these. Networks (UMTS) and receiving devices are obtainable at mass-market prices.

Whereas the technological processing and finishing of information data (text, image, video, audio) as well as its distribution through and in different media is largely solved by so-called content management systems (despite the fact that no uniform standards exist), organising cross-media decision-making processes at information provider operations, especially daily newspapers, is proving more difficult. First and foremost, there is an absence of knowledge concerning the optimal organisation of cross-media publishing. Practice-oriented newsroom organisation – taking into account mainly multimedia aspects – is not taught at any university or institute.

Developing a practicable concept

Ifra has researched and developed a practicable concept that has been registered under the trademark of Newsplex (www.newsplex.org). In cooperation with the University of South Carolina, Ifra has built a research and training centre that teaches cross-media work processes in newsrooms and advertising departments.

At Ifra headquarters in Darmstadt, the basic tools of cross-media publishing were tailored to suit the European newspaper market in a practice-oriented project. Growing numbers of publishing houses are working in accordance with these principles. Setting out from the core competence of newspaper production, all media on the market can be mutually harmonised with a high degree of specialised know-how, either individually or media-specifically, in accordance with their particular strengths.

The communication of contents continues to be the responsibility of newsrooms and the advertising department. But the new information requirements of the market cannot be satisfied by the traditional, segmented structures of the newsroom, with its desks and local stations that are focused exclusively on print, the advertising department with internal and external staff, the production department as digitising clearing centre, marketing and distribution as the direct link to the customer, and the commercial department as administrative agent.

All steps of information generation (editorial and advertising) have merged to an integrated control process. For this reason, new organisational structures or "desks" are becoming established in the media houses in the news, advertising and production areas. The purpose of these "desks" is the concentration of know-how.

Newsrooms at regional daily newspapers act increasingly as the in-house agency of a publishing company. Content management systems (CMS) allow access to all types of information (text, image, video, audio, metadata, etc.), independent of where it is stored whether that is in a database or on an intranet or the internet.

The main use of this new system world is the capability to simply process information, from both the organisational and technical points of view, in a media-neutral and media-specific way. Information processes are developed, designed, controlled and tracked in an integral process. By aligning personnel with systems and processes, a media house can focus its activities on customers and benefit from all varieties of media convergence (online, SMS, e-mail services, etc.) in a product- and market-oriented way.

Ads are simply information communicated with a different type of objectivity, emotion or seriousness than is the case in newsrooms. The procedure is the same. The total use of all available information also allows the transformation of the advertising department at a daily newspaper into a fully-fledged regional agency.

As in the newsroom, besides print (the core business) this extends also to cover cross media activities such as online, mobile services, billboards and posters. The service provided to advertising customers therefore becomes more intensive, personal, objective-oriented and effective. The ad consultant and his team act as a partner to the customer for all types of media.

By Harald Ritter. Director of Newsplex Operations, Ritter can be reached via the Ifra stand or directly on the Newsfloor in Hall 5. He can be contacted by e-mail at: ritter@ifra.com
More Study Tours in the works

Offering publishers a way to learn from their counterparts abroad

In March of this year, Ifra introduced a Study Tour programme that enabled European and Asian publishers to visit major news operations in the United States. On the trip, they were able to see and learn firsthand what some of the most innovative media companies there are doing in the areas of generating income from online activities and cross-marketing online products and services.

During the March tour, eight European publishers took part in an intensive one-week trip that began in Chicago with a full-day visit to Tribune Publishing Company for briefings about Tribune’s cross-media advertising models. The next stop was the Lawrence Journal World in Lawrence, Kansas and a presentation by Rob Curley, who is the leader of a team that has turned this small newspaper’s online activities into multiple-prize winners.

The stop in Washington, D.C., included several events for participants such as a meeting at the National Press Club about WashingtonPost.com and their Continuous News Desk and the changes it has made in their print and web cultures; a presentation with Knight Ridder CEO Tony Ridder; and a discussion with Gary Watson, the president of Gannett’s newspaper division at Gannett headquarters. At the next stop, in Boston, Lisa De Sisto, vice president/general manager of Boston.com, shared the company’s experiences during the past several years and how they find new ways to attract audiences – both readers and advertisers.

The trip finished in New York City with presentations by Christine Mohan, senior manager PR at The New York Times Digital whose website has been a major success story: US$ 20 million profit in 2003. Mohan and her team discussed their revenue schemes from paid content to new advertising formats. While in New York, the group also met with Dave Morgan, CEO of Tacoda, which offers audience management solutions for media companies.

In all, the fast-paced Study Tour covered nearly 4000 kilometres in seven days, but participants said they were pleased with the insights they gained. “I hope there will be another such opportunity, though it will be hard to beat the highlights of this trip!” said one participant.

Two more tours this year

Ifra has issued invitations for two more Study Tours that will take place this year. The first of these will take place from 10-17 November and covers much of the same territory as the March Study Tour, including visits to Boston.com, the Lawrence Journal World and a presentation from Gannett’s Gary Watson. This tour is already fully booked with 12 publishers and CEOs taking part.

A look outside the industry

Final preparations are still under way for the last Study Tour of this year, which is set for 1-7 December, and will cover very different ground from the earlier events.

Executives who take part in this tour will visit predominately online and internet companies such as MSN, which are outside the traditional media framework, but nevertheless have important lessons to offer about their customer-based philosophies.

Four tours set for 2005

Ifra is planning to offer four Study Tours in 2005, according to Ifra Project Manager Klaus von Prümmer, who is in charge of coordinating the programmes. Details and scheduling for each of the 2005 events is still being worked out, but von Prümmer said there are plans for one tour, perhaps next summer, that would invite North American publishers to visit top European media companies. He also said the first Study Tour of 2005 would likely take place in February or March. newspaper techniques will feature more about the Study Tours in future issues.

Presentations during the March Study Tour provoked some intense discussions among the group (left). At right, Tony Majeri, Innovation Editor, Tribune Publishing Company, takes the group through the innovation lab at Tribune Publishing where a team is putting together a multiple-media life story of Pope John Paul II.
**XML's relationship to publishing systems**

**Gazette:** Newspaper groups have largely understood the benefits of the XML language. In your opinion, do they make extensive use of its possibilities?

**Patrick Peccatte:** As in many sectors, this format became established by its initial use for a basic application, i.e. exchanging data. Before this, such exchanges were done with data formatted “in fixed columns” or with the assistance of proprietary mark-ups. XML allowed these various formats to communicate with each other, both simply and efficiently. The process is simple: you have data you want to exchange, you affix a DTD (Document Type Definition) or XML schema to describe their structure and the limits on the data, and thus define the common mark-up language and exchange format. With the advent of specialised forms, such as NewsML, NITF, SportsML, ProgramGuideML, AdsML, JDF, all the departments at a newspaper can benefit from this development. However, this does not mean these specialised languages, which are powerful but complex, are widely used, or even used at all by newspaper groups. Their adoption will take time.

**Gazette:** All publishing systems are labelled XML. Are there any major differences between what they offer?

**Patrick Peccatte:** All the publishing systems integrate XML, but in ways that are more or less sophisticated. The basic function is to carry out XML imports and exports efficiently. All the suppliers know that they must offer at least this functionality. More advanced applications offer possibilities to generate, store and process the contents totally and natively in XML. Several schools of thought exist in the area of databases; there are those that prefer to preserve relational databases or those wanting to migrate towards native XML, such as offered by TextML d’Ixiasoft or Zone Server from Xyleme. In the case of the former, the most widespread technique consists of storing “tokenised” XML marked-up documents in a relational database. Integrating native XML databases means applying new technologies, whereas operations are now highly skilled in the use of relational databases. At present, in the database sector, we are witnessing a two-pronged development: the traditional suppliers of relational databases are integrating XML functions to carry out certain “document-oriented” requests, and, for their part, the XML databases supply SQL functionalities to carry out certain “document-oriented” tasks at the operation (mainly administration).

**Gazette:** Does a newspaper wanting to change its editorial system face new questions?

**Patrick Peccatte:** Paradoxically, the questions are nearly the same from one year to the next, starting with the choice of platform. For the client, the choice between the Mac or PC platform remains difficult. The debate was re-opened with the arrival of OS X. Mac OS has passed into the Unix camp and, in terms of direct costs, continues to be a major choice. There are no differences of functionalities. It is a matter of price, the software offer, and especially the corporate culture. I tend to speak about a rivalry between the “traditional” Mac and Unix and a rather unlikely couple, Windows and Linux [because the latter basically “runs” on the PC]. It is interesting on our market! The question of which databases are used constitutes a vital architectural choice and must be considered in the light of what has been selected for the rest of the operation. But this does not mean that the operation should stop at a monolithic solution and, for example, rule out native XML technologies on the basis that other departments require the relational option. Fewer such questions were asked in the past; but at present no supplier can afford to ignore the need to facilitate communication between the different systems at a given operation. If the supplier offers open technologies such as XML, he does not take too many risks by stating that he will...
be able to communicate with the other divisions at the operation. As opposed to this, the integration and harmonisation of different systems can take time. I think that, in any case, in our industry we must pay great attention to the development of native XML databases.

**Gazette: Is the ideal publishing system a single system or integrated modules?**

**Patrick Peccatte:** The advent of technological “modules,” sometimes available in Open Source and free of charge on the web [such as the Apache FOP formatting processor], currently gives the possibility to “do your own thing.” The fact of having simple communication – inferred by XML – between different tasks means that sometimes you can choose different suppliers. Although this offers some freedom, it should not be seen as total freedom.

On the one hand, the developments obtainable in Open Source are very rarely adapted to newspaper processes. On the other hand, all these Open Source solutions or solutions from different suppliers must communicate with each other at a given moment and mutually integrate more or less harmoniously. But this freedom also means coaching and it is essential either to upgrade internal skills or call on the assistance of an integrator.

Hybrid developers are also emerging that are both the authors of solutions and integrators of third-party solutions. However, it is undeniable that this development has brought about a falling-off of investments in corporate information systems, at least for traditional functions, because the newspaper groups also have new needs [mainly with regard to managing publication on different media – with multiple deadlines and an overall control of the information flow by the editors in chief – or again with regard to management of client relations for all departments of an operation].

**Gazette: Do you see any fundamental developments?**

**Patrick Peccatte:** I do not see the emergence of any really new tools. What we are witnessing is more of a continuation, a perfectioning and simplification of interfaces, enhanced performance, etc.

We are also witnessing – still timely because the market is highly specialised – the emergence of solutions that use to a lesser or greater degree Open Source technologies, and that is important. In another move, we are seeing more powerful new service offers resulting from the development of the internet (hosting and outsourcing, specialised agencies working with “push” technology, photo portals, etc.). The multiplication of publishing supports is a trend that was evident already at the previous three IfraExpo events. The management aspect, however, is more complex to solve. We are called on to provide organisational tools for working a long way upstream of the editorial workflow (e.g. editorial agenda). The problem is to obtain an accurate vision of actual needs, and we see the predicament of the editorial departments when it comes to drawing up specifications.

**Gazette: How are the new problems managed that are caused by the increase in the numbers of digital photos, especially for regional newspapers that have equipped hundreds of correspondents with digital cameras?**

**Patrick Peccatte:** Very few simple tools exist that all journalists and correspondents to supply a professional photo workflow (i.e. photos provided with IPTC/IIM details). Supplying photos in bulk via FTP is simple, but organising a captioned and organised workflow by means of very simple tools for newspaper correspondents is rather difficult. We have developed a tool that goes some way towards satisfying this requirement.

We are cooperating also with PixPalace and Sinequa on the indexing and intelligent searching of photos and captions. This photo workflow will become even more complicated with the advent of XMP that allows the inserting of XML metadata into the files, and especially photos. All the Adobe tools, especially Photoshop, attach IPTC/IIM and XMP information to photos. IPTC is expected to ratify an XMP encapsulation method for IPTC/IIM metadata that we know in October. But it should also be borne in mind that XMP goes beyond the possibilities of the IPTC/IIM fields, and this will open up new prospects, though also new problems.

This interview was conducted by Valérie Arnould, the editor of the French edition of newspaper techniques.

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**Soft Experience’s product range**

Soft Experience develops solutions for newspaper operations, content publishing portals, photo libraries and documentation centres, with special focus on Open Source. Soft Experience specialises in integration and automation tasks as well as XML technologies applied to the newspaper industry. The company also offers a range of products for:

- managing an XML photo and editorial workflow;
- facilitating file administration and organisation in a heterogeneous environment: synchronisation, automatic renaming, selective purging;
- automating and enriching the metadata attached to the documents (IPTC/XMP, PDF, Office, HTML, etc.); and
- simplifying metadata handling, converting and use, while ensuring portability and integration into document or content management systems.
Regional Committees launch

New organisation of regional panels aimed at improving Ifra’s services

Five Regional Committees represent Ifra members around the world. Ifra’s new strategic orientation, defined in the Strategy 2010 programme and approved by the Board in 2003, has given rise to a new committee structure – itself ratified in March – that is more in line with Ifra’s objective which is to “close the gap between business models and technologies,” said CEO Reiner Mittelbach.

The European (EUC), North American (NAC), South American (SAM), Asian Pacific (APC) and South Asian (SAS) Committees will in future replace the eight previous committees (Operations Committee, Information Processing Committee, Newspaper Production Committee, Material Management Committee, Asian Committee, Nordic Committee, Francophone Committee and Spanish Committee).

Their job will be to identify the topics, trends, problems, etc., that most affect the industry to enable Ifra offer its members answers and solutions via its research projects. Mittelbach explains the reason for this reorganisation as follows: “This new structure and the changed manner of operation of the Committees are in response to a purely strategic decision to re-focus the organisation’s activities on the market.” Technology by itself does not constitute a value for Ifra members if it is not linked to a business model. Technology alters the business models and both aspects must be examined and understood together.

The former committees were based both on geographic areas as well as the processes and tasks involved in the creation and publication of a newspaper. Their members – suppliers and representatives of publishing companies – met to identify and tackle the most important topics confronting the industry. Now, with the new structure, the Regional Committees bring together representatives of newspaper publishing companies, while the suppliers meet with the appointed representatives of the five committees in the Technical Groups.

There are four such Technical Groups: Publishing Systems, ICT and digital media, Materials and Newspaper Production. The objective is therefore to improve the work process of the committees and “re-arrange” the functions that each member of the industry can best manage.

Structure of the Committees

Each Regional Committee is made up of 15 to 25 representatives from the geographical area concerned. These representatives are members of the newspaper industry, such as printing company managers, upper management at newspaper publishing companies, etc. They meet at least once annually and their duties mainly consist of a fundamental mission: to identify the five most important topics for the industry in their region.

The advantage of having Regional Committees becomes evident when these five major topics are established. During the first meeting of the South Asian Committee, held mid-September in Hyderabad on the occasion of the IfraIndia event, numerous participants cited the introduction of CTP technology as a topic of major importance. At the meeting of the European Committees, held in September in Darmstadt, no one referred to this topic.

In addition to the aforementioned main mission, each Committee is responsible for gathering information on the development and needs of its regional market: identify the requirements of the various Ifra members and inform the organisation about them, analyse the services Ifra offers its members and, if necessary, adapt them to suit the regional market concerned.

The Committees are headed by a chairman – who is selected from among the representatives of the various publishing and printing companies who form the committee and will hold this office for a period of four years – a vice chairman from Ifra who is frequently the head of the most important Ifra subsidiary in the geographical area concerned. In addition, there are three other committee members who, together with their leaders, twice annually attend the Advisory Council in order to represent the interests of their region as opposed to those of their own companies or countries.

Advisory Council

The Advisory Council is made up of 35 members, selected as follows: four representatives from each Regional Committee (the chairman and three members), the co-chairman – an Ifra employee – of each of the five Regional Committees, two supplier representatives from each
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For more information on how you can move from the shadows to the light, visit booth 0590 at Ifra or visit our Web site at www.harrisbaseview.com.
Regional Committees launch

Continued from Page 14. Work begins for three of the new groups

of the Technical Groups and Ifra CEO Reiner Mittelbach, who is co-chairman of the Advisory Council. The chairman of the Advisory Council is selected by vote for a period of four years. Allan Marshall of Associated Newspapers, U.K., currently holds this position. Manfred Werfel, Ifra Research Director, acts as secretary.

The duties of the Advisory Council, meeting for the first time this week in Amsterdam, are clearly defined. The Council will collect all of the work from the other committees, evaluate their work and decisions, and make clear decisions for future activities.

On one hand, its members must define the most urgent and important commercial needs of each of the represented regions and identify the most efficient and relevant technical solutions for the industry. On the other hand, they must be capable of defining priorities for the currently most important and pressing technical and business topics, and to advise and help Ifra make decisions in its research activities.

On the first of the two days the Advisory Council meets, the four Technical Groups get together at the same venue. Each of them comprises about 20 members and carries out detailed analyses of the business needs of every represented region and of the technologies capable of satisfying these needs. They also examine which new technologies can be exploited commercially and present their conclusions to the full session of the Advisory Council the next day. The next Advisory Council meeting is scheduled during Nexpo, from 19-22 March 2005, in Dallas, Texas (U.S.A.)

Other new developments

The European, South Asian, and Asian Pacific Committees have already held their respective inaugural meetings and appointed their chairmen and representatives to promote their interests for four years at the future meetings of the Advisory Council. The minutes of each of these three meetings are already available on the Ifra web site www.ifra.com. To read them, go to “About Ifra” and click on the link “Ifra Committees.”

The new policy of the Committees, in relation to which Mittelbach emphasises the basic difference to their former structure, is as follows: Not only the business-technology link-up but also the opening up of information to all members of our organisation. The two other Committees, the North American and South American, have not yet met.

“What has struck me in these first few Regional Committee meetings is the openness of the discussions,” Mittelbach says. “This is the only way to have a dynamic dialogue with the industry, and to create synergies and ideas to help guide our research work. Now we want that same spirit of openness to carry over into the Technical Group meetings, and, of course, the Advisory Council.”

By Mari Pascual

Members of the European Regional Committee met on 29 September in Darmstadt to begin their work. Participants included (from left) Örn Jóhannsson of Arvkur, Reykjavik, Iceland; Allan Marshall, Associated Newspapers Ltd, London; Julián Estaban, Unidad Editorial SA, Madrid; Leif Wiklund, Bonnier AB, Stockholm; Heiko Imelman, PCM Grafisch Bedrijf, Amsterdam; and Olof Hagglund, Pressgrannar Tidningar AB, Linköping, Sweden.

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Bustling Amsterdam

For entertainment and dining, this city never sleeps

Whether you are in Amsterdam for business or pleasure or both, there is a little something for everyone. From taking clients out for a serious dinner to pure entertainment, bustling Amsterdam is the perfect business getaway. But watch out for those cyclists!

Before we get into the array of restaurants, cafes, bars and clubs Amsterdam has to offer, acquaint yourself with the streets, and sidewalks, of the city.

Be a biker

Compared to a lot of capitals, Amsterdam is not a very large city. This is one of the reasons why so many people get around on bikes. Everything is within cycling distance. So blend with the locals and go for a bike. You can rent one at MacBike’s. They have three branches. One is situated in Central Station, one at the Leidseplein and one at the Mr Visserplein, near the Waterlooplein. You can rent a bike for 4 euros (two hours) or 6.50 (a day). For more prices and details see their web site at: www.macbike.nl.

Try to stay on the sidewalk and clear of the bike paths. The street is for bicycles, scooters and cars, but bicycles are always zooming down the bike paths close to the sidewalks. And there are a lot of them, so if you’re not used to them it can be quite alarming. Also, you will experience the unfriendly side of the otherwise very relaxed “Amster-dammers” if they have to use a lot of riding skills to avoid you.

Forget the car

For visitors who only stay a couple of days, getting around by car is not always the best option. Parking space is limited and, especially in the centre, expensive (3.20 euros an hour). Parking at the RAI building is your best bet. Take exit S109 on the A10. For the whole day it is 13 euros. For more details, go to www.raiparking.nl.

Of course the city has trams that are quite efficient and an underground metro-line (line 51) takes you from the RAI to Central Station, the Nieuwmarkt or Waterlooplein in less than 10 minutes. To get around in the centre you can take the tram (number 4 from the RAI), which uses the same ticket system as the underground.

Public transportation in Amsterdam is available until around midnight. If you stay out later, you can use a taxi. The meter starts running at 2.90 euros and costs 1.80 euros for each km. Here are some important numbers to keep in mind:

Taxicentrale TCA:  
Tel. 020-6777777

Public transport:  
Tel. 0900-9292

Restaurants and cafés

Amsterdam is well known for its vast offering of dining and late-night entertainment. Here is a mix for whatever suits your taste (addresses and phone numbers in parenthesis at). Let’s start with:

Breakfast and lunch

> Herengracht: Gets really busy during the evening, so your best bet is lunch. Smart, trendy and good, international food. Open for lunch seven days a week. (Herengracht 435, Tel. 020-616.24.82.)
> Blakes: Very upscale hotel from Anoushka Hemple with great food and great atmosphere. Enjoy your Foie Gras Soup in a very Zen environment. Lunch on weekdays, brunch on Sunday, but no dinner on Sunday. (Keizersgracht 384, also situated near the “negen straatjes” or “nine streets” with lots of good restaurants and cafés, Tel. 020-530.20.10.)

Continued on Pg. 20
Staying ahead

Newspapers are successfully defending their pole position in the media arena, their popularity among advertisers unimpaired by electronic competition. They have done this by revamping their image, adding colour for more impact, cutting lead times to enhance immediacy and installing more sophisticated technology for localisation. With presses that deliver an attractive product cost-effectively and fast. Like our flagship Commander – one of the world’s best-selling double- or triple-width presses – and our revolutionary Cortina unifying economy and ecology.

So if you want to stay ahead, come to us.
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tel: ++49 931 909-0, e-mail: kba-wuerzburg@kba-print.de, www.kba-print.com
Restaurant and bar tips ... Continued from page 18: Breakfast and lunch

Taart van mijn tante. (If you translate that it would be something like “the pie my auntie makes”). Very nice place with lots of pies, homemade cakes, quiche, olivas, brownies, scones etc. Be sure to try appelstaart (apple pie). Very Dutch, very nice! Closed Mondays. (Ferdinand Bollstraat 10, Tel. 020-776.46.00)

Dinner

Van Harte: In one of the famous "nine streets." Van Harte feels like a modern but homely living room. The food is simple but delicious. Also open for lunch. (Hartenstraat 24, Tel. 020-625.85.00)

Yam Yam Trattoria-Pizzeria: Located outside the city centre, this is a trendy, simple and relaxed place. The food is very good. Go for the pizza Yam Yam with truffle oil and rucola (the best pizza in town)! Be sure to make a reservation. No credit cards. Closed on Monday. (Frederik Hendrikstraat 88-90, Tel. 020-681.50.97)

Eleven: Restaurant and club Eleven is one of the hottest places in town. It’s difficult to get here, but it’s worth the effort. Close to Central Station, ride or walk towards the Chinese Sea Palace. Remember to look for the tallest building in the area with the letters POST CS on it. Eleven is on the 11th floor. The view is spectacular, the menu is short but international. Pin and cash only. (Oosterdokskade 3-5, Tel. 020-625.59.99)

De Kas: Stowed in a large greenhouse, this beautiful restaurant is one of the best places to go. The dishes are basic and absolutely delicious. Ingredients come from their own greenhouse or from happy farms. Also open for lunch except on Saturdays. Closed on Sunday. (Kamerlingh Onneslaan 3. Tel. 020-462.45.62)

Jean Jean: It is located in the heart of the Jordaan just off the Westerstraat at Café Nol’s (very old-fashioned “brown” café, with traditional Amsterdam music). This cozy restaurant is stylish and the food is unpretentious and good. Closed on Monday. No lunch. (1e Anjeliersdwarsstraat 14Amsterdam, Tel. 020-627.71.53)

Stout: Although at first sight it might look like yet another trendy place, this one is different. Much more relaxed with jazzy music and imaginative cooking. The food even surpasses expectations: unexpected combinations of tasty dishes. And it’s reasonably priced, with main dishes up to 15 euros and starters up to 6. No lunch. (Haarlemmerstraat 73, Tel. 020-616.36.64)

De Blonde Hollander: Longing for Dutch cooking? Visit De Blonde Hollander. Here you get Dutch food at its (almost) best, such as “stamppot,” mashed potatoes with vegetables. (Leidsegrachtstraat 28, Tel. 020-627.05.21)

Vis aan de Schelde: Just around the corner from the RAI. This fish restaurant has made quite a name for itself. Also for lunch. (Scheldeplein 4, Tel. 020-675.15.83)

Late night bite

Cinema Paradiso. Spacious and glitzy place in the Jordaan. One of the most trendy neighbourhoods in Amsterdam. Soaps and soccer players all come here, but with the red carpet even you might feel a star collecting your first Oscar. Italian Cuisine. No reservations. (Westerstraat 186, Tel. 020-623.73.44)

Cineac: The latest addition to Amsterdam’s trendy eateries. Think Moulin Rouge and Thirties Hollywood glam and you get a picture of what the place looks like. Bring a big wallet and enjoy lobster, truffles and goose liver. Closed on Mondays. (Reguliersdwarsstraat 31-33. Tel. 020-530.68.88)

Late night drinks

Paradiso. This former church really swings. With a lot of live performances it is a nice place for dancing, drinking and flirting. One of our favourites because of the good vibe. (Weteringschans, Amsterdam. Tel. 020-626.45.21)

Suzy Wong: With exciting sensual surroundings and musical vibes, Suzy Wong is a snazzy little place just off the Leidseplein. Adapting to a new Asian trend, Suzy Wong now serves a selection of fashionable starters from all over the world and delicious cocktails. (Korte Leidseweg 45. Tel. 020-626.67.69)

Jimmy Woo: Hot new club where ancient Hong Kong mixes with modern design. The dance floor is downstairs, with excellent lighting and sound system. Famous for its selective door policy; either you’re on the guest list, or you hope you get in. (Korte Leidsewaterstraat 18, Tel. 020-626.31.50)

For late night drinks try Jimmy Woo, which features a dance floor and an excellent lighting and sound system.

All recommendations were contributed by the editorial staff of De Telegraaf.
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Ferag’s StreamStitch

In just five months, Ferag (Stand 0200) has transformed an idea to a product: The StreamStitch inline stitching system is being shown live at the Ferag booth. The initial idea was discussed at drupa in May, so the realisation took Ferag only five months.

StreamStitch is basically an inserting drum with a gathering function integrated into the UTR conveyor system. The starting point is either RollSert or MultiSertDrum. The business idea behind this is to bring together a multi-coloured cover printed on high quality paper and a product that has been printed on the normal newspaper press and stitch them in an inline-process. The result is an attractive semi-commercial product that afterwards could also be transferred to a trimming drum (for example SNT or SNT-U) and then further processed for mailing as usual.

The technology of gathering and stitching is already used in commercial printing – this explains why the adaptation for the newspaper environment could be realised in such a short time. As StreamStitch is an independent module integrated into the conveyor, it can be hooked in and out of the production flow. Existing Ferag systems can be retrofitted with the inline stitching system.

Apart from this, Ferag shows the RollSert inserting system that was launched earlier this year at drupa and has been sold since then to newspapers in Australia, Germany, the U.K., Ireland and Sweden.

Another important part of the stand is dedicated to MemoStick, the alternative advertising model that is given more and more attention by newspaper houses as traditional advertising business is going slow. The qualities of the stickers – mobility and omnipresence – are well accepted by advertisers. MemoStick can be used in two ways, either in combination with the RollStream or within the copy-stream in the gripper, the latter being more flexible as far as positioning of the MemoStick on the page is concerned.
**Fotoware's new FotoStation**

Norway's FotoWare (Stand 0836) has announced the release of FotoStation Classic, which the company describes as a new media database for Windows XP and Mac OS X. The new FotoStation Classic for Mac OS X became available for download from the FotoWare web site on 4 October. Three days later, the Windows version became available for download. FotoWare says the new edition will be delivered through FotoWare's network of dealers and distributors worldwide. Later this year, the FotoStation will be available at the FotoWare web shop.

**IBM gets order in Denmark**

IBM (Stand 0127) announced on Monday that JP/Politikens Hus A/S, the largest national morning newspaper and tabloid newspaper in Denmark, will use IBM technology to help manage and improve production workflow.

The Danish publishing company will be the first to implement NICA 5.5, which was also announced Monday. NICA is described by IBM as an end-to-end digital asset management solution that provides newspaper, magazine publishers and press agencies the ability to manage, archive, retrieve and reuse content such as text, images, graphics, pages, audio and video clips.

IBM also introduced two new modules to NICA 5.5 this week. The first is an e-commerce and syndication module that JP/Politikens Hus A/S will use in connection with their Polfoto photo agency to sell photos online. The second is an extension of the current PDF archive capability in NICA that allows users to decompose the finished PDF page, extract the elements such as stories, photos and graphics and store them in their respective archives and manage the links and independent metadata for each element.

**Triple P/Media, PayperNews announce plans for agreement**

Triple P/Media (Stand 0960) and PayperNews, which both offer software solutions to newspapers, announced their intention to join forces on Monday at IfraExpo.

The companies said that their expectation is that from 1 January 2005, Triple P/Media will add the software products DIGI-dition, DIGI-magazine and DIGI-clips to its existing product range.

With these software products, publishers of newspapers, magazines, brochures and catalogues have the possibility of digitalising their printed editions and distribute them through the internet. Triple P/Media will place the products from PayperNews in the Dutch and Belgian market.

PayperNews is part of DataWire B.V., which is a subsidiary of N.V. Holdingmaatschappij De Telegraaf.
Starting with the story

Editorial planning tools to take control of the newsroom

When you talk about editorial planning, many editors and reporters think about pages and production. But in this time of newsroom convergence, a more logical place to start the news management process is with the story itself.

It is, after all, from the story that all else springs. The story drives the newsroom activities and increasing numbers of publishers, albeit still relatively few, actually work with one central newsdesk from which all content is generated and all stories managed. Story or event driven news management, as opposed to production/media driven management, is a prerequisite for true cross channel publishing.

Says IfraExpo visitor Per-Arne Fernsund of Swedish newspaper Göteborgs-Posten: “Most newspaper publishers still take a ‘paper or web’ point of view, having separate newsdesks for each medium. We need a cultural change to make true convergence a reality. And this requires a new sort of editor, a story manager, if you like, and reporters who can work across different media platforms. At least in Sweden, however, the union is against reporters working as ‘multi-journalists,’ thinking it will create more work for their members. But all we are talking about is getting down to basic journalism; gathering and presenting information. The media is secondary.”

At the Control Tower

At this year’s IfraExpo it is apparent that some suppliers of newsroom systems are seeing the need for new tools for this new, story based, way of working. One of them is Proxim-IT, who have developed their newsroom management software, Control Tower, in partnership with Ifra Newsplex at the University of South Carolina. Says customer relationship manager Diana Stech: “We have developed Control Tower in anticipation of a future multimedia environment, which is why the system is designed with the story in focus.”

Control Tower is all about creating a central place where all resources are shared so that editors and reporters alike (depending on what access rights they have) can see which stories are being worked on, what channels each story is planned for, what elements the story is made up of (text, graphics, images), who is working on it, for example a reporter and a photographer, which assets, such as background material or a press release (actual files), are associated with a story, the status of each story, and so forth.

On the story details page, you get a team overview, the tasks involved, the elements associated with the story and the contacts. In the same way, the elements have their individual pages. When an editor assigns a task, the reporter receives notification via e-mail or SMS. Likewise, editors are notified when the status of a story changes.

The system is still very new, with one beta site in place in the U.S., and integration with other systems is yet to come. “Firstly, we will be looking at making links to pages in editorial production systems as well as doing version handling in real-time via integration,” Stech says.

All aboard

Control Tower is an interesting showcase for what is possible. Several other suppliers are showing, or working on, news management tools based on the same story-centric philosophy. EidosMedia will be launching a news management module for its cross-media system, Méthode, sometime next year. CCI, DTI and Anygraaf, among others, already have planning tools that focus on events and assignments.

“If it’s all about getting away from the premise of most traditional editorial systems, i.e. that we are producing a printed paper once a day, and moving towards managing a continuous story flow,” says Fernsund. “Clearly the systems suppliers are picking up on the shift.”