

**SUPER.HUMAN.SOFTWARE TOUR 99**

**How "unknown" software  
changed our business**

**Using Lotus Notes  
@ Central Newspapers, Inc.**

**Howard Finberg**  
*Director, Technology and Information Strategies*

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**First, a little about CNI**

- **Newspaper and information company**
  - **Based in Phoenix, AZ**
    - **Newspaper operations  
in Phoenix, Indiana, Louisiana**
    - **Westech / Job fairs**
    - **Homefair / Relocation services**

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## How we started

- Part of client-server efforts
  - Started in newsroom with database publishing system
    - At first, it was "just an e-mail system" for everyone else
      - We started with 1.x

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## Technology alert!

- Here are the statistics
  - 12 Notes servers
  - Running two DEC Alpha servers, the rest are either HP or Dell servers
  - Running version 4.6.3
  - Client standard is 4.5.3b
    - We do have a few 4.6.3 clients  
*[tech warriors]*
  - Approximately 3,400 users

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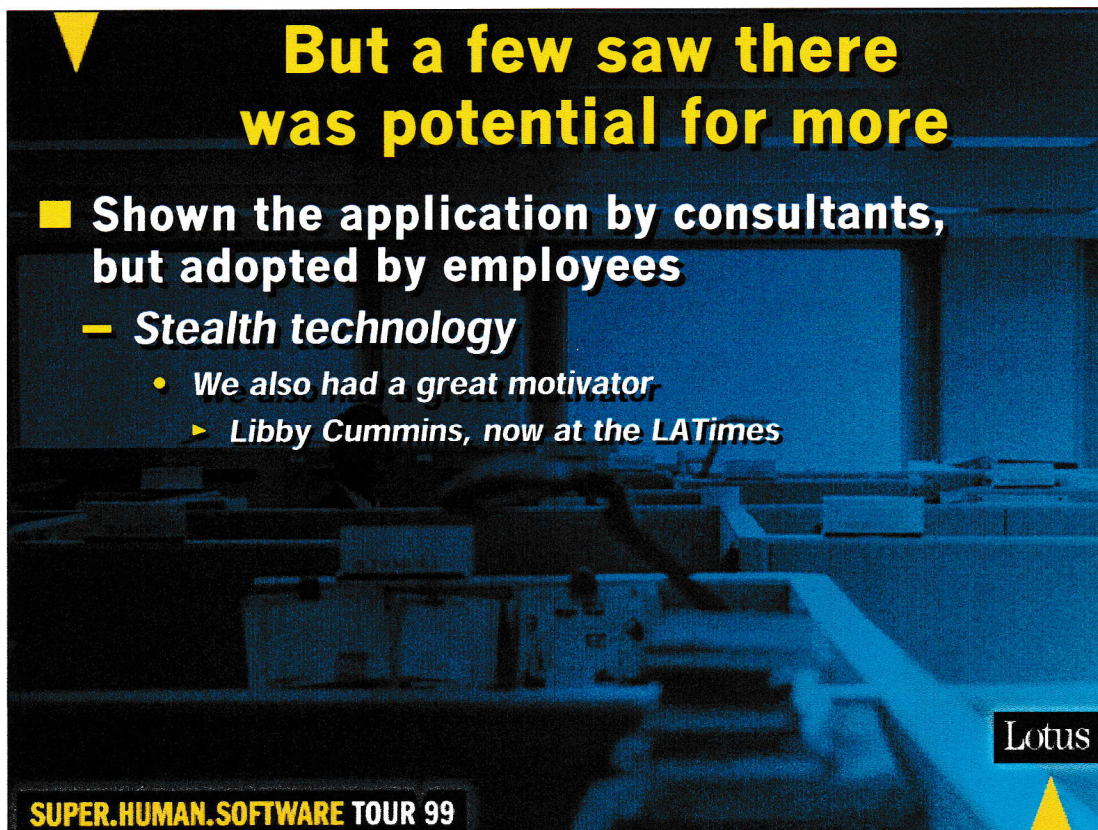


From e-mail to application

- Our first effort was to communicate across company departments
  - Replaced five different e-mail systems

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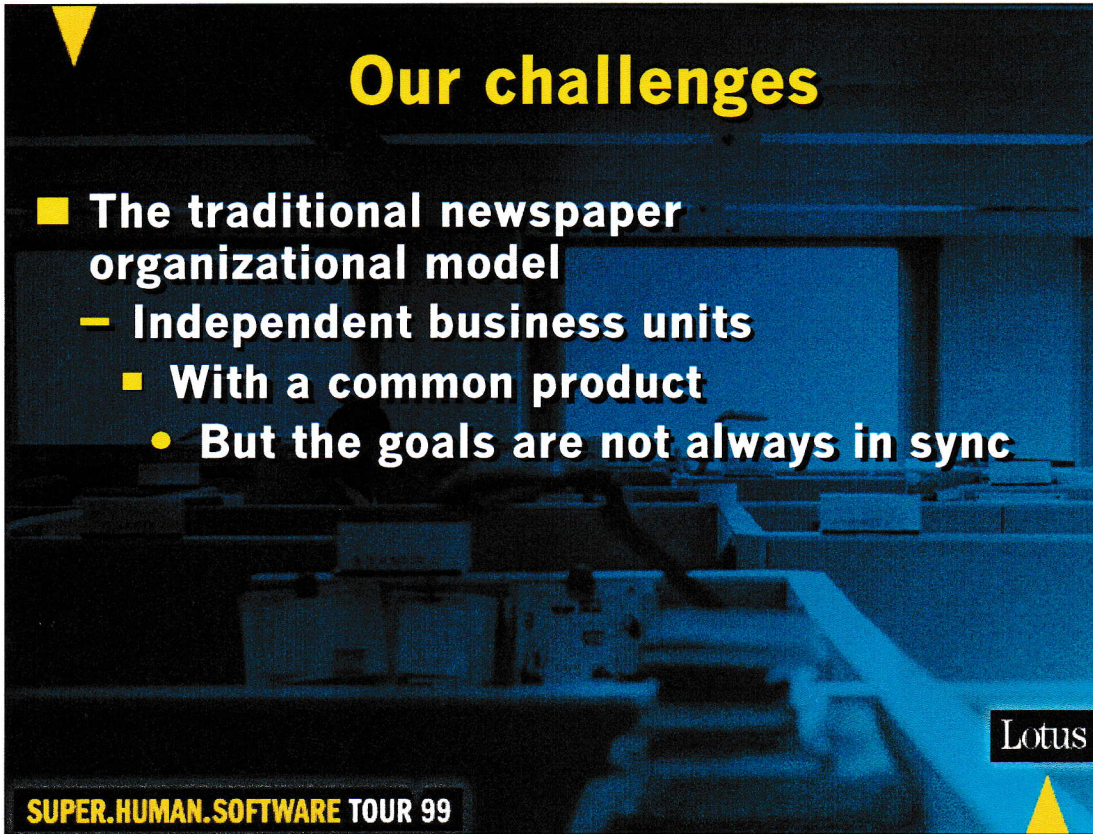


But a few saw there was potential for more

- Shown the application by consultants, but adopted by employees
  - *Stealth technology*
    - We also had a great motivator
      - ▶ Libby Cummins, now at the LATimes

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## Our challenges

- The traditional newspaper organizational model
  - Independent business units
    - With a common product
      - But the goals are not always in sync

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## Our challenges

- In the future we needed to move
  - From a manufacturing company
  - To an information company

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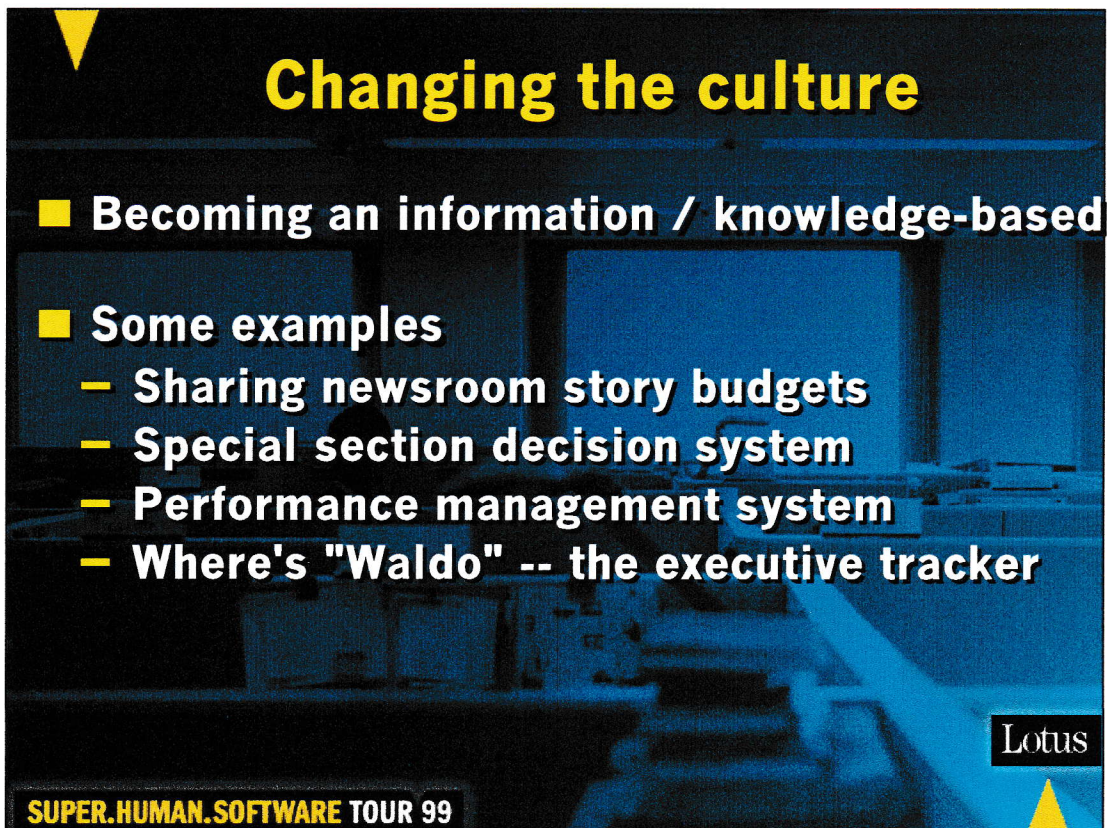


## **Our first efforts**

- **SuperBowl sales efforts**
  - **Advertising teams selling against**
    - **Successful sales efforts**
    - **More important, successful use of Notes**

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## **Changing the culture**

- **Becoming an information / knowledge-based**
- **Some examples**
  - **Sharing newsroom story budgets**
  - **Special section decision system**
  - **Performance management system**
  - **Where's "Waldo" -- the executive tracker**

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# Newsroom Story Budgeting

- Sharing earlier, sharing wider
  - Replaced fragmented system
    - Tracking information
    - Alerting "customers"

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# Newsroom Story Budgeting

**The Arizona Republic for 8/19/99**

**A**  
 Cover: **YODAVILLE** (Shaffer/Carroll) - **DEADLINE** In Yodaville is a "town" the marine corps engineers built a couple of months ago in the middle of the desert 35 miles southeast of Yuma, a one of a kind place specifically designed for training urban combat because of bad experiences in places like Kosovo and Somalia. It has 35-40 buildings 3 to 4 stories high with dirt streets painted black to resemble highways, abandoned vehicles on the streets and stuck people. While we are there, we'll see two F-16s live bombing runs on the town, and some helicopter attacks. **SIDEBAR** is YODAVILLE

**Cover**  
**YODASIDE** (Shaffer/Carroll) - **DEADLINE** In Just north of Yuma and the new Yodaville is an area used to test landmines. What is it about the southwestern Arizona desert that people want to blow it to pieces?

**Cover**  
**SKULSMORE13** (Baker, Barrett/Laura McEwen) - New state law prohibits possession of tobacco products on school property. 15

**Cover**  
**Smoking ban** (B. Thomas/epart) - ASU now has a ban on smoking in several of its dorms - and could be campus wideban by next year. We'll look at the ban and get student react. 20

**Photo** - Tangle is at ASU looking for art

**Cover**  
**HANG19** (Ayler/Whart) - **TRYING** to confirm that a mental patient committed suicide last week by hanging herself from a rafter at an office of the firm that handles mental healthcare for the county, woman supposedly had attempted it before at the site. 17

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## Newsroom Story Budgeting

- Looked at other systems
  - \$200 per seat
    - \$200 x 350 = too costly
  - With Notes system it allows for the sharing outside the newsroom
    - That is a cultural barrier toppled

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## Special-Section Decision System

Return to Adv Home

**Welcome to  
Special Sections**

*Click on tabs above to view information on a specific topic.*

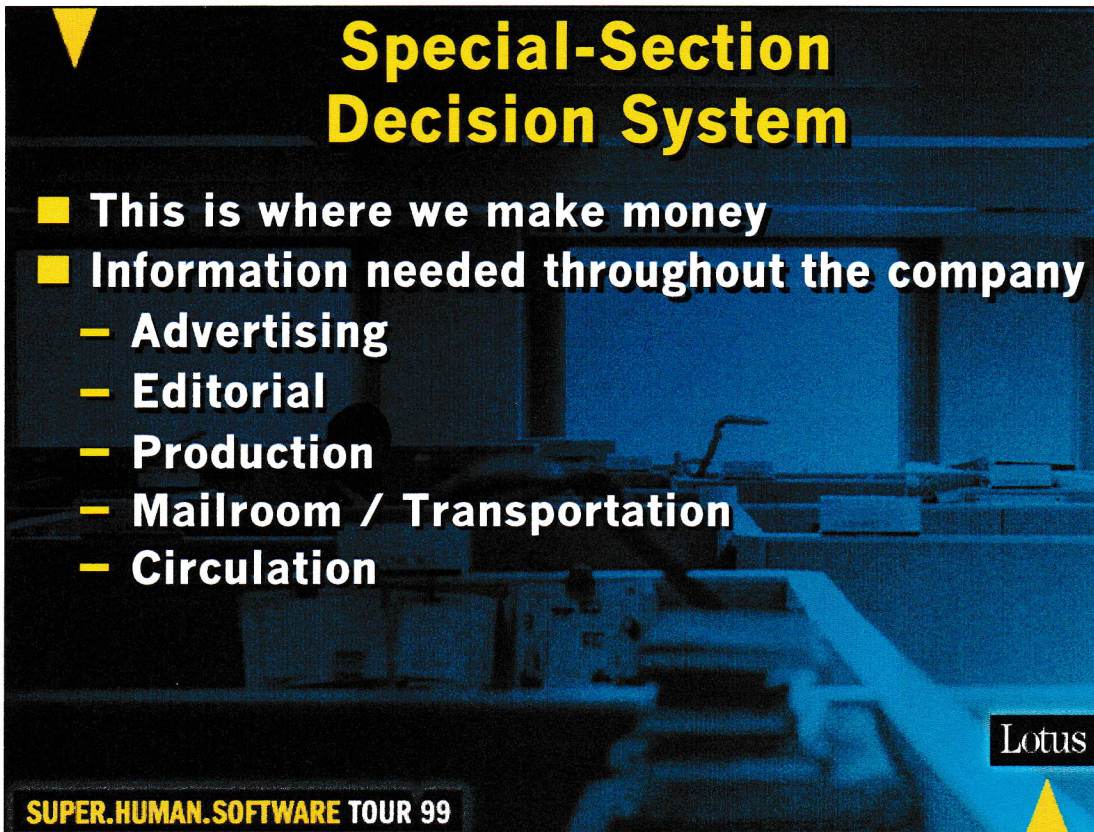
*Double click on the icon at the right to display additional information.*

Pub Date	Proposed Product	Status	Contact Name	Phone
09/26/99	banner page in AZ Inc. Sept. issue for Real Estate	New	Connie Sans	7452
09/26/99, 10/2/99	Active Times Golf Page	New	Carla Owens	7695
10/06/99	Catholic Bookbusters	New	Craig Hudson	8767
11/02/99	stack up front page of AZ Republic	New	Linda Babarski	7904
01/14/2000	WHS 8pg insert	New	Karen Belas	6433
03/17/2000	NCAA sports wraps to run 3/17-20 and 3/24-2	New	Gloria Selekic	6395
04/02/2000	NCAA final four games - wrap for sports to run on	New	Gloria Selekic	6395
04/03/2000	ncaa wrap for Tuesday 4/4	New	Gloria Selekic	6395
04/16/2000	nfl draft extra - wrap of the sports section (week)	New	Gloria Selekic	6395
09/18/2000	Summer Olympics Preview Sunday	New	Gloria Selekic	6395
09/18/2000	summer olympics special coverage - wraps for e	New	Gloria Selekic	6395

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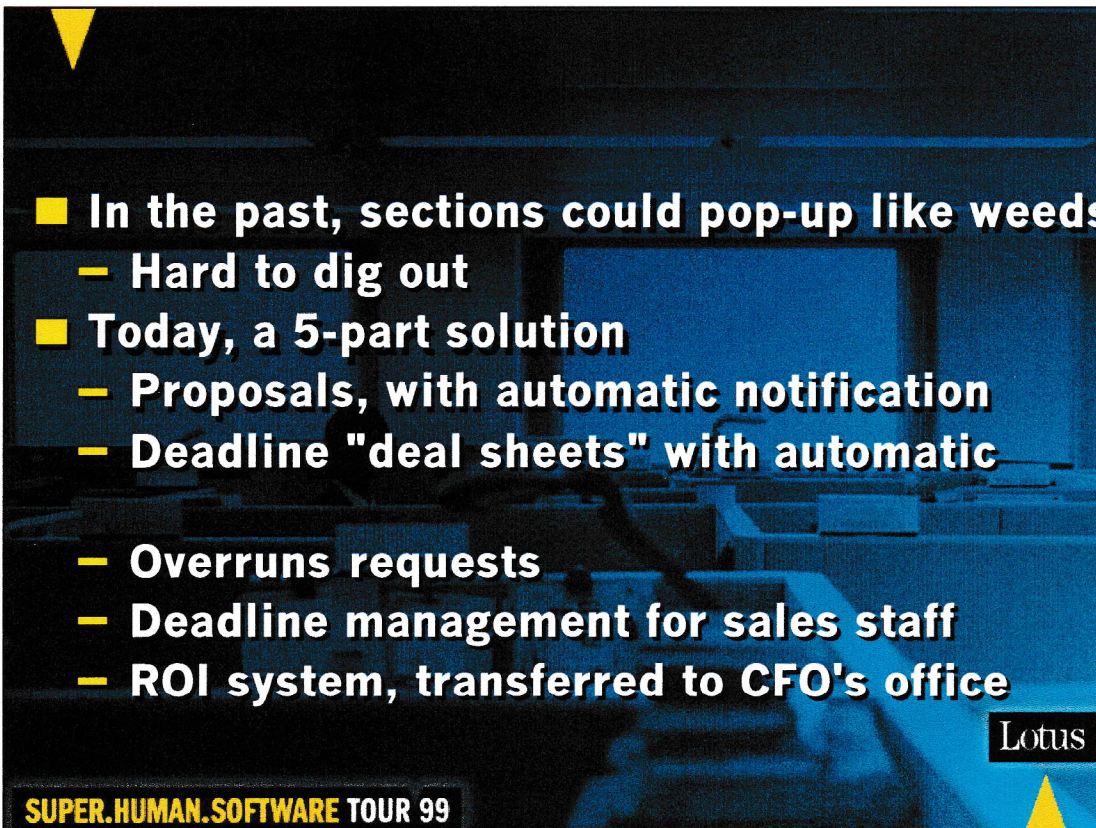


## **Special-Section Decision System**

- **This is where we make money**
- **Information needed throughout the company**
  - Advertising
  - Editorial
  - Production
  - Mailroom / Transportation
  - Circulation

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- **In the past, sections could pop-up like weeds**
  - Hard to dig out
- **Today, a 5-part solution**
  - Proposals, with automatic notification
  - Deadline "deal sheets" with automatic
  - OVERRUNS requests
  - Deadline management for sales staff
  - ROI system, transferred to CFO's office

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## Special-Section Decision System

**Overrun**

Section ID: KAD247      Section Name: Local Source Guide

Print Date	Mon 06/23/99	Print Location	Garrett
Product	Project	Pub Date	Mon 06/03
Serials/Package	bundled		

Name/Est	Quantity	Company	Address	Dist	Dept	Who
	Printed	Address	Dist/Floor	Dist	Dist	Dist
Jany E 8357	6000	ITNetwork	new 30 Pth. Ctr dock for pickup		4163CA356	P
Jany 8357	25	Any Ettinger	7th floor Pressline		4163CA356	I
Beverly 8971	200	John Germain	Circulation, Single Copy Sales		4163CA356	I
Jany E 8357	15,000	Neil Yacobs, Area 84 DC	2601 E. Magnolia		33,046552	I

Brexit Total: 21225

Status:  Active  Closed

Cancelled:

Instructions: Printer will deliver the 6000 colIT Network. The rest should be delivered with inhouse. Peg Pendergast requested 10 copies. This had to be deleted due to this being an outside print job & not provided. If necessary, she can call Any Ettinger if she needs these.

Modified By	Modified Date	Modified Time
Kathy Davison	09/10/98	12:23:11 PM
Peg Pendergast	03/17/99	05:59:08 PM
Clayton M. Hartz	11/12/98	08:35:49 AM

Legend:  
 S = See Message  
 H = Holdup  
 I = Inhouse  
 D = Dispatch  
 P = Printer

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## Special-Section Decision System

- What we saved
  - 30+ copies of deadline information, overrun requests and calendar printouts
  - 30+ copies of revisions of the above
  - Fax and handwritten notes to various off-site departments [mailroom]

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# Performance-Management System

Initial Performance Improvement Plan

**The Arizona Republic**

**Performance Management Plan**

- Self Evaluation Form
- Skill Assessment Form
- Action Plan Form
- New Hire Evaluation Form
- Follow-Up Evaluation Form

Performance Pay Guidelines


Job Code Competencies

CR Period Schedule

**Compensation Plan**

PIE Plan

Year	Status	Name
▼ 1999		<ul style="list-style-type: none"> <li>▶ 1. Performance Evaluation Not Completed</li> <li>▶ 2. Performance Evaluation Completed - Not Yet Administered to Employee</li> <li>▶ 3. Performance Evaluation Completed And Administered to Employee</li> <li>▶ 4. Sent to Employee for Electronic Signature (Not Colloquial)</li> </ul>
▼ 1998		<ul style="list-style-type: none"> <li>▶ 1. Performance Evaluation Not Completed</li> <li>▶ 2. Performance Evaluation Completed - Not Yet Administered to Employee</li> <li>▶ 3. Performance Evaluation Completed And Administered to Employee</li> </ul>



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# Performance Management System


**The Arizona Republic**  
Skill and Action Plan Assessment (Sample Form)

<p>Emp Name: <b>SMITH, JOHN</b></p> <p>Emp #: <b>123456789</b></p> <p>Dept: <b>Newsroom</b></p> <p>Emp Status: <b>38FULL</b></p> <p>Job Title: <b>Reporter</b></p>	<p>Supervisor's Record: <b>DOE, JANE</b></p> <p>Appointed Supervisor: <input checked="" type="checkbox"/></p> <p>Last Approval Date: <b>12/01/1998</b></p> <p>Dept/Unit/Section #: <b>181KA</b></p> <p>Job Title Code: <b>1234</b></p>
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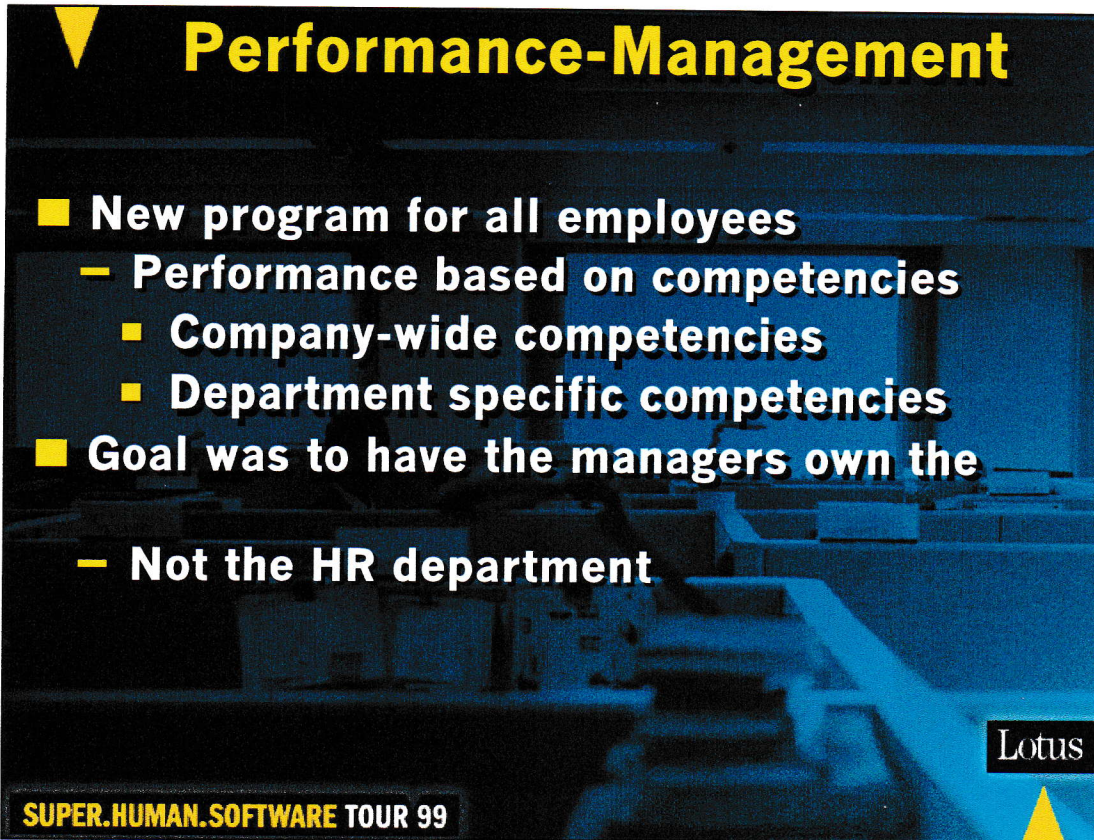
**Competencies Section**

Rating of 3 ==> Below Standards  
 Ratings of 4, 5, 6 or 7 ==> Achieves Standards  
 Ratings of 8, 9 or 10 ==> Exceeds Standards

Competency	Weight	Rating	Total
<b>Core Leadership Skills</b>			
Initiative	33%		
Leadership	33%		
Teamwork	34%		
			Sub-total
<b>Core Professional Skills</b>			
Accuracy and Balance	33%		
News Judgment/Sense of Community	33%		
Communication and Listening	34%		
			Sub-total



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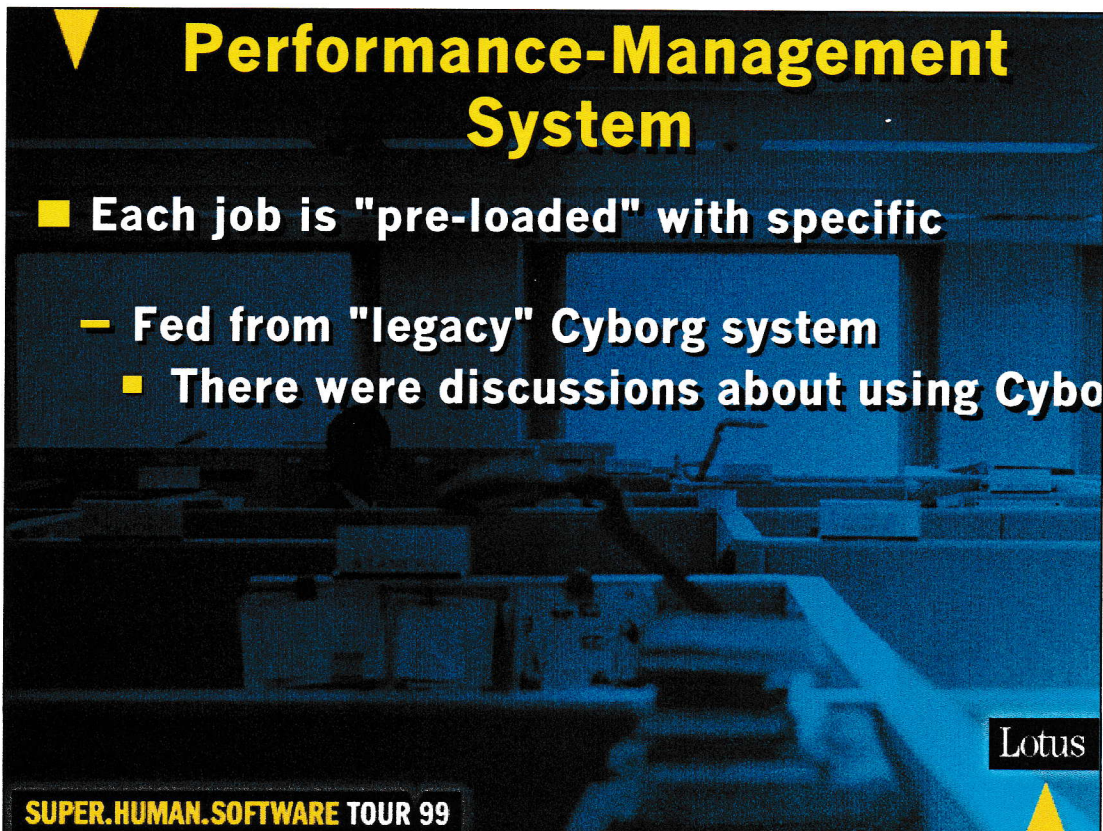


## ▼ Performance-Management

- New program for all employees
  - Performance based on competencies
    - Company-wide competencies
    - Department specific competencies
- Goal was to have the managers own the
  - Not the HR department

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## ▼ Performance-Management System

- Each job is "pre-loaded" with specific
  - Fed from "legacy" Cyborg system
    - There were discussions about using Cybo

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## ▼ Performance Management

- We decided to build on Notes for several
  - Training
    - Our employees know Notes
  - Fast deployment
  - Easier to maintain
    - ▶ Employees change managers during their careers
  - Cost effective
    - ▶ Not only for the server side, but also the client side

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## ▼ Performance Management System

- How it works
  - Each employee is sent via e-mail self-evaluation form
  - Each manager gets assessment form for ea
  - Manager sends employee performance management review
    - Authorization could be "analog" but also
      - ▶ An electronic signature for each employ

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# Executive Tracker

Executive	Mon	Tue	Wed	Thu	Fri	Sat	Sun
10/25/99							
10/18/99							
10/11/99							
10/04/99							
09/27/99							
09/20/99							
09/13/99							
09/06/99							
Bird	Home	MNI	MNI	MNI	MNI	Home	Home
Duncan	INI	INI	INI	INI	Out	Home	Home
Finberg	Holiday	CM	CNI	CM	CNI	HOME	HOME
Lewis	Holiday	Topics	Topics	Topics	Topics	Home	Home & By
MacGilberta	Home	CM	Royal Palm	CM	CNI	Home	Home
McConkey	Labor Day	CM	CNI	CM	CNI	Home	Home
Newhouse	Holiday	New Orleans	New Orleans	New Orleans	AM	Home	Photo
Oppenahl	HOL	PM	OUT-SCEN	OC-RANCH	PM	Home	Home
Toner	HOLIDAY	CM	CNI	CM	CNI	HOME	HOME
Tooker	HOLIDAY	CM	CNI	CM	CNI	HOME	HOME
Wall	Holiday	CM	CNI	CM	CNI	Home	Home
09/30/99							
Bird	MNI	MNI	MNI	MNI	TN	TN	TN
Duncan	INI	INI	INI	INI	IM	Home	Home
Finberg	CCU/Denver	CCU/Denver	CCU/Denver	CCU/Denver	CCU/Denver	CCU/Denver	HOME
Lewis	Topics	Topics	Topics	Topics	Topics	vac. Air	vac. Air
MacGilberta	CM	CM	CNI	CM	CNI	Home	Home
McConkey	MNI	MNI	MNI	CM	CNI	HOME	HOME
Newhouse	Photo	Photo	AM	AM	AM	Home	Home
Oppenahl	PM	PM	PM	PM	PM	HOME	HOME
Selvide	CM	CM	CNI	CM	CNI	HOME	HOME
Toner	PM	PM	PM	CM	CNI	HOME	HOME

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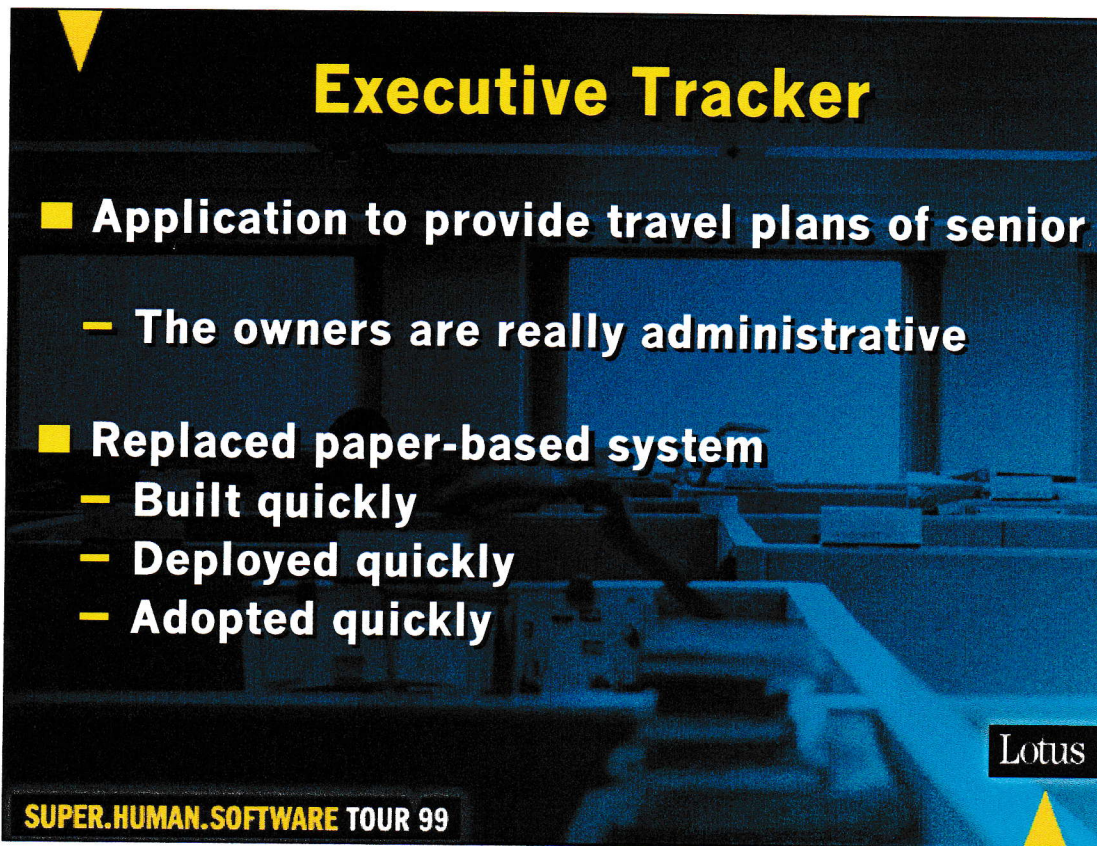


# Executive Tracker

- **Actually, no real "magic"**
- **But the impact on managers amazing**
  - **This really showed the power of Notes to**

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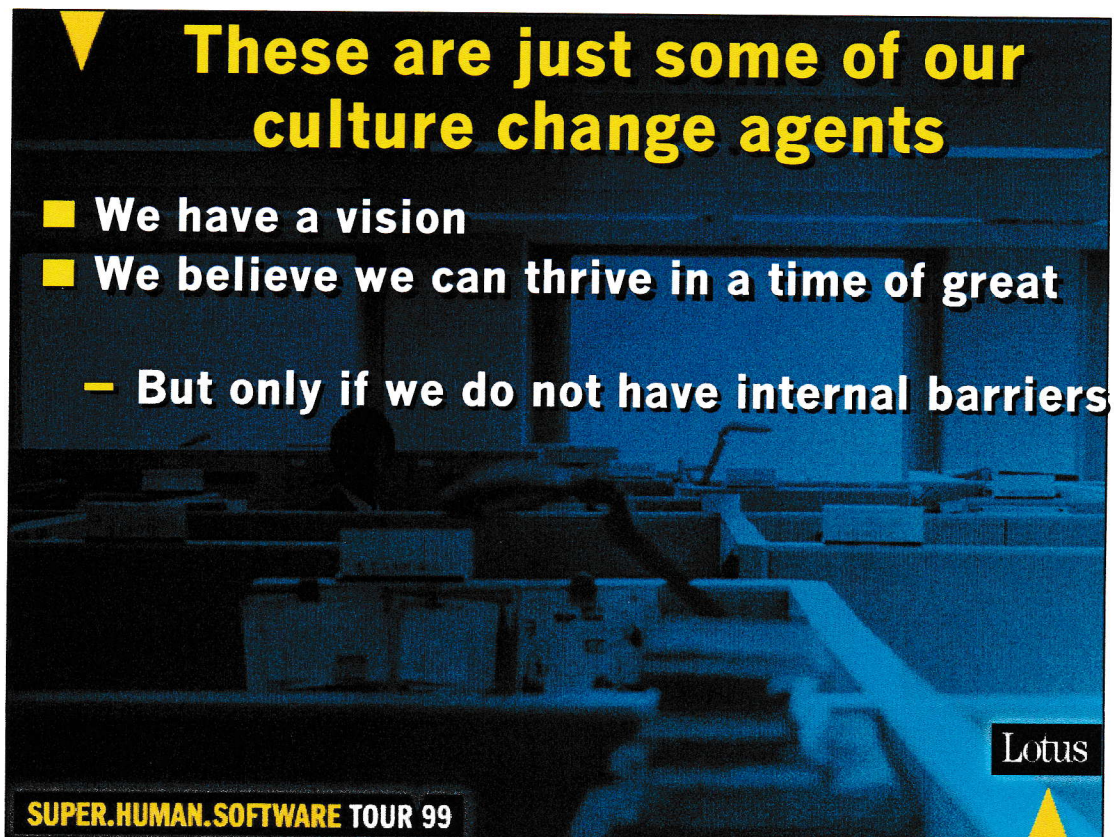
A slide titled "Executive Tracker" with a blue-tinted background of an office. The text is in white and yellow. A yellow triangle points down at the top left. A Lotus logo is in the bottom right, and a yellow triangle points up at the bottom right. A footer at the bottom left reads "SUPER.HUMAN.SOFTWARE TOUR 99".

## Executive Tracker

- Application to provide travel plans of senior
  - The owners are really administrative
- Replaced paper-based system
  - Built quickly
  - Deployed quickly
  - Adopted quickly

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A slide titled "These are just some of our culture change agents" with a blue-tinted background of an office. The text is in white and yellow. A yellow triangle points down at the top left. A Lotus logo is in the bottom right, and a yellow triangle points up at the bottom right. A footer at the bottom left reads "SUPER.HUMAN.SOFTWARE TOUR 99".

## These are just some of our culture change agents

- We have a vision
- We believe we can thrive in a time of great
  - But only if we do not have internal barriers

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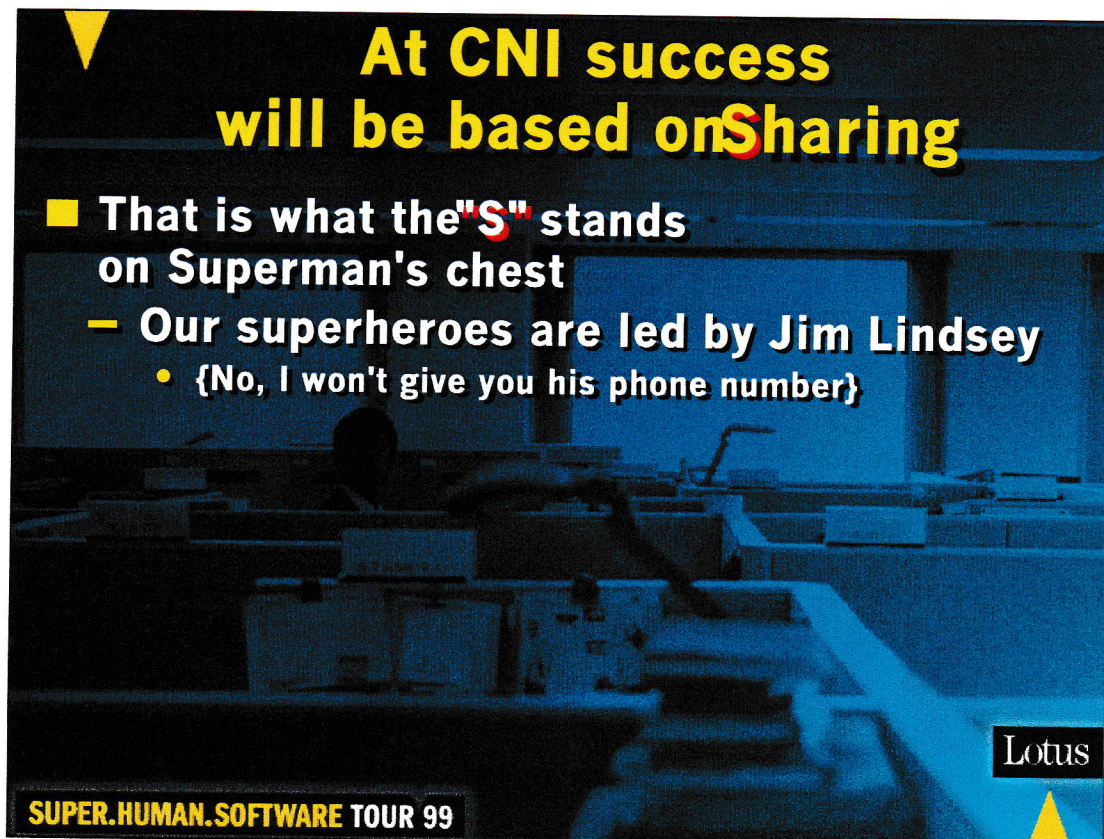


## Instant communication is next

- Working with Sametime technology
  - And see great potential
    - We know the importance of instant messaging in our newsrooms
    - I believe it will become vital throughout t

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## At CNi success will be based on Sharing

- That is what the "S" stands on Superman's chest
  - Our superheroes are led by Jim Lindsey
    - {No, I won't give you his phone number}

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# Thank you

- You can reach me at the following addresses
  - Howard Finberg
    - Central Newspapers, Inc.
      - Director, Technology & Information
      - Chief Philosopher
      - [howard.finberg@centralnews.com](mailto:howard.finberg@centralnews.com)

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