

Harris Pagination Conference

Changing the paradigms

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Harris Pagination Conference

Challenge of following great speakers

- You've heard many of the key issues . . .
- So, thank you very much...let's hit the beach



Harris Pagination Conference

Changing the paradigm

Challenges, opportunities of a new publishing system

- **New way of thinking**
- **New technology**
- **New installation model**

Changing the paradigm

We need new ways of thinking

- Challenges facing the industry
 - ✓ Doing more with less
 - ✓ Doing more faster

Changing the paradigm

Challenges facing PNI

- **Pagination replacement**
- **Other projects**
 - ✓ **Business, circulation, advertising, online**
- **We are not alone with these challenges**

Changing the paradigm

With challenges come opportunities

- 21st Century system
- Database publishing
 - ✓ Multiple products, same staff
- Improve productivity, **information sharing**



This part is critical

Some background

About Phoenix Newspapers, Inc.

- **Owned by Central Newspapers**
 - ✓ **CNI is a newspaper company**
 - ✓ **PNI is CNI's largest property**

PNI's current products

- **The Arizona Republic**
 - ✓ **400,000 daily, 600,000 Sunday**
 - **But with pagination, its the page count that matters**
- **Arizona Business Gazette, business weekly**
- **Home Buying Choices [free real estate magazine]**
- **Audio [Pressline] and fax services**
- **Arizona Central online services [Web, AOL]**

Some PNI pagination history

Cutting edge = bleeding edge

- If you don't understand history, you are likely to repeat it

Technology is changing organizations

*Understanding when there
is a paradigm shift is important*

Looking at history can help
*Knowing when there is **not** a paradigm
shift is even more important*



The shifting paradigm
*Going from hot type to cold type is
evolutionary*
*Going from cold type to digital is
revolutionary*

PNI's pagination history

Four waves [and counting...]

- ✓ 1. Been there, done it
 - Electronic paste-up of galleys
- ✓ 2. Been there, doing it
 - Flat-file pagination of full pages
- ✓ 3. Getting there
 - Transition to publication database
- ✓ 4. Planning the next phase
 - Integrated content & production databases

We asked ourselves a big
question

*Do we really want
to “paginate”*



Pagination is an old method

PNI wanted a strategy for the future

- The key is a publication database
 - ✓ Only we did not know it was called a “database”

Publishing database

New machines are just the start

- **If not limited by technology, then what?**
- **Multiple products from same information**

Publication database

Struggling to do more

- ✓ Zoning
- ✓ Special publications
- ✓ Spin-offs from print
- Follow the money

Publication database

New forms of communication

- **Access to information – for everyone**
- **Time to involve more people, not fewer**

Publication database

It is changing the way we work

- **Impact upon the enterprise**
 - ✓ **Production**
 - ✓ **Editorial**
 - ✓ **Advertising**
 - ✓ **Circulation**

Publication database

Another key goal

- **End the assembly line**
- **Develop the team concept**

Here's what we want to avoid

*It looks old, but aren't our newsrooms
run on the same principle?*

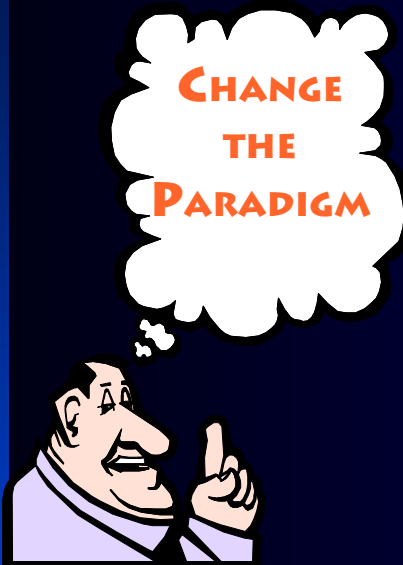


Changing the paradigm

Project ownership

- Creating partnerships

*Ownership can be outside
the technical department*



Changing the paradigm

System ownership

- **It's the newspaper's system**
- **We ALL own it**
- **And that means ALL departments have responsibilities**

I believe in journalism . . .

. . . but that does not mean there is a holy writ to avoid doing "production" work

Changing the paradigm

Understanding PNI's process

The process

Pagination re-engineering committee

- **Involvement of across department lines**
 - ✓ **Newsroom, Information Services, Production, Library, Advertising**
- **Sounds obvious**
 - ✓ **How often do we forget those affected**

The process

Vendor demonstrations

- **Open to the staff**
 - ✓ **Usually over two days so the maximum number of people could attend**

Reward involvement



Changing the paradigm

Specifics list rather than RFP

- Became the “handbook”
- Developed during and after the demonstrations
 - ✓ Identified items from different systems

Specifics list

The Holy 148

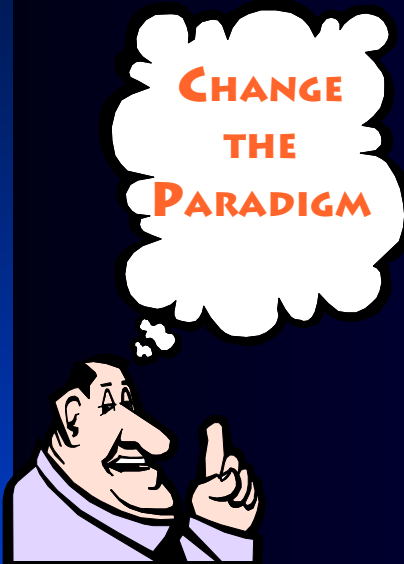
- **Design needs, system needs, imaging needs, tracking needs, etc.**
 - ✓ **Allows PNI to compare vendors vs. our needs**

Specifics list

Used to keep the process open

- All vendors knew the same “rules”
 - ✓ An open process to keep options open

Be honest with everyone



Changing the paradigm

Project organization

- **Develop project management partnership**

The partners

- **Project administrator**
- **Project team leaders**
- **Project consultants**
 - ✓ **Newsroom, Editorial Systems, Information Systems, Advertising, Production**

The project team goals

- **Share ownership**
- **Avoid knowledge concentration**
- **Try to build consensus**

Changing the paradigm

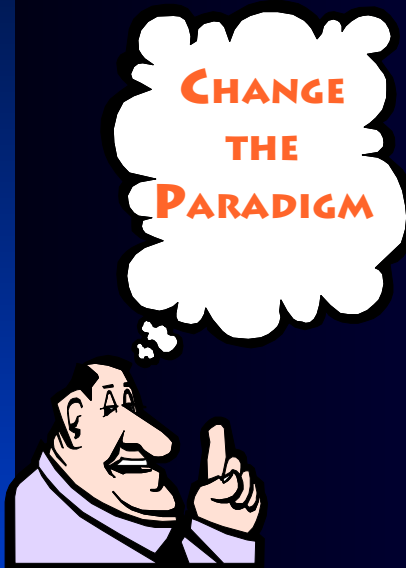
Project communication

Communication

How to reach several audiences?

- ✓ Message needs to be consistent, measured and accurate

*Reward sharing of information
-- good and bad news*



Changing the paradigm

Training

- **How to provide effective training**
 - ✓ **Avoid some of the normal newspaper methods**
 - ☞ **I teach you, you teach her, she teaches. . .**

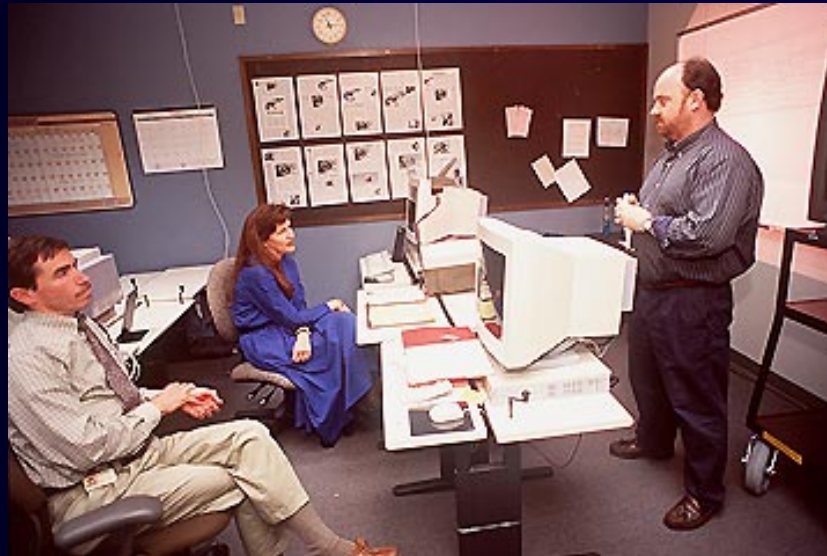
Training

- **It is a matter of money**
 - ✓ **Pay now or pay later**
- **Allocate the staff to get and do training**

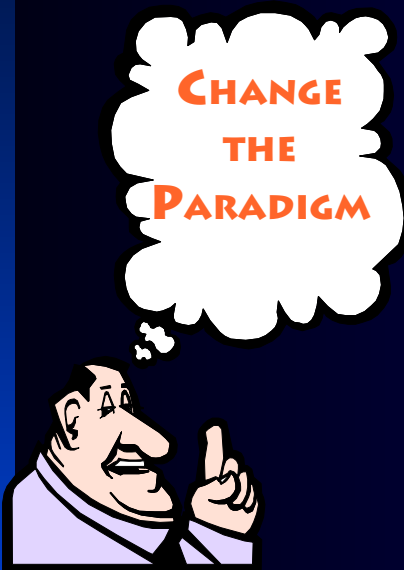
Training

PNI's School of LayoutChamp

- **More than 150 served**
 - ✓ **Designers, copy editors, content editors, supervisors**



*Everyone plans for training
-- plan for the trainer*



Changing the paradigm

New type of worker

- **Hiring**
- **Motivation**
- **Promotion**
- **Ergonomics**

Technology should free people

Not limit what we do

- **Where will workflow start?**
 - ✓ **Where does one function begin and end?**

Workflow and structure


The organization chart has nothing to do with getting out the newspaper

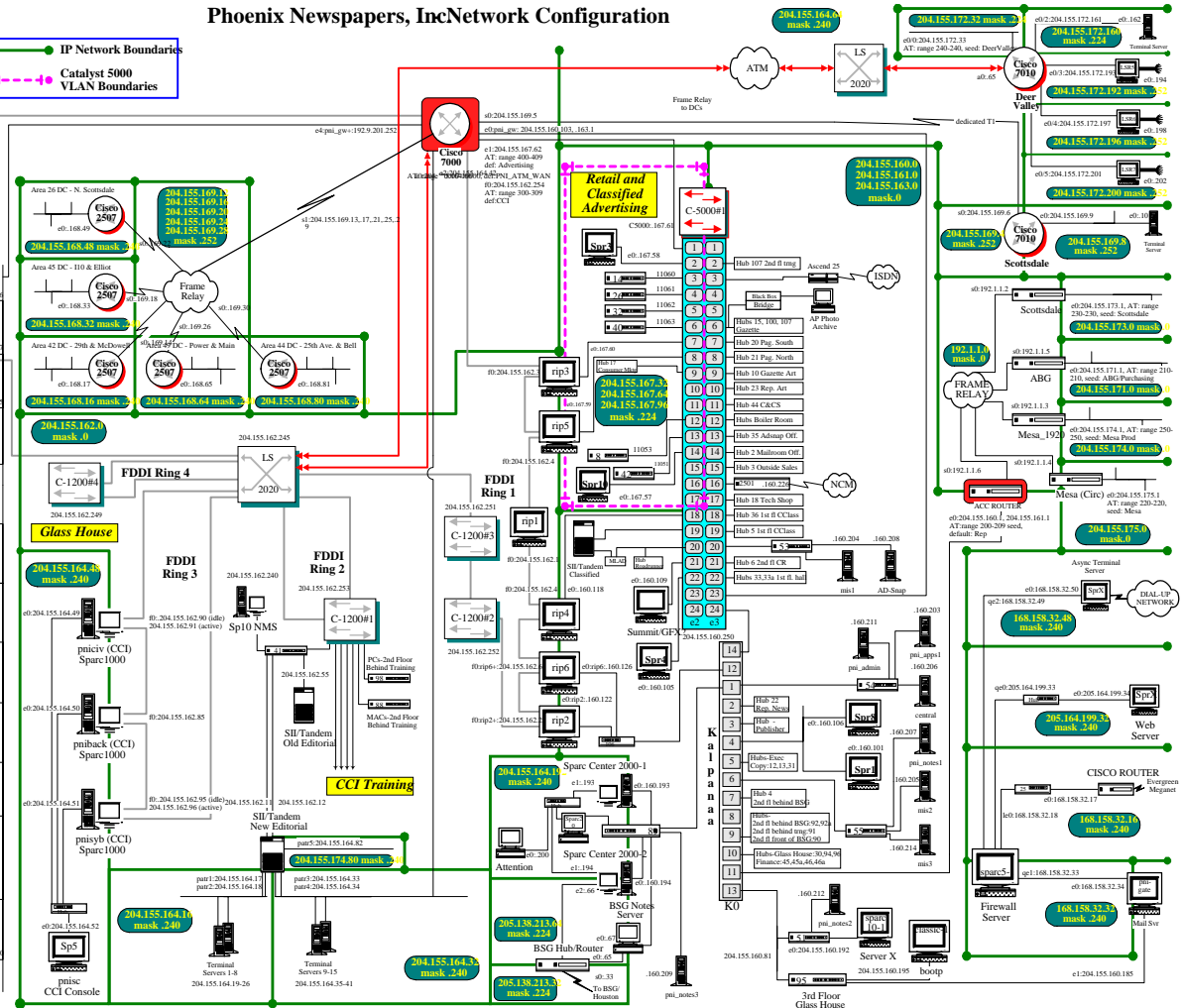
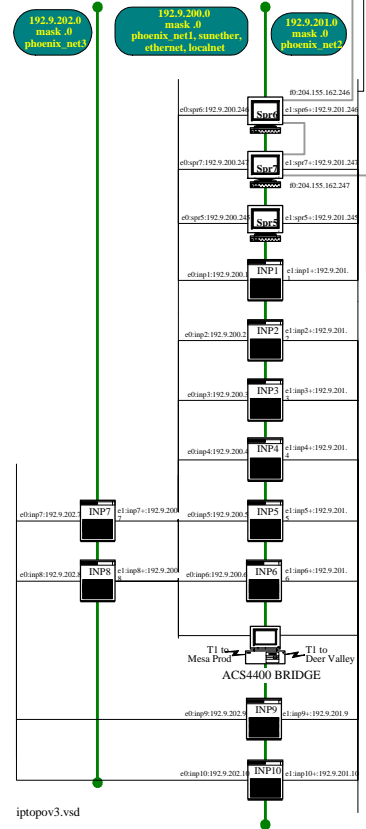


The system view of workflow

Phoenix Newspapers, Inc Network Configuration

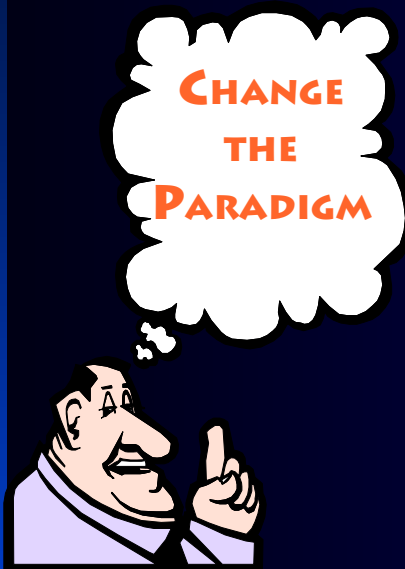
■ Indicates system acting as seed router for Appletalk
— Ethernet
— FDDI
↔ ATM
—●— IP Network Boundaries
- - - - Catalyst 5000 VLAN Boundaries

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iptov3.vsd

*Look at workflow
as a people process*



Content & production integration

More than just copy editing

- **Move design/production tools into content editing areas**
 - ✓ **Design becomes a function of skill, not computer or location**

New workflow, work groups

Decisions, data are shared

- **Once it was linear, now work is becoming circular**

Information circle

Concept under development

Information circle

Highlight information

- **Window to the world**

Information circle

In-depth information

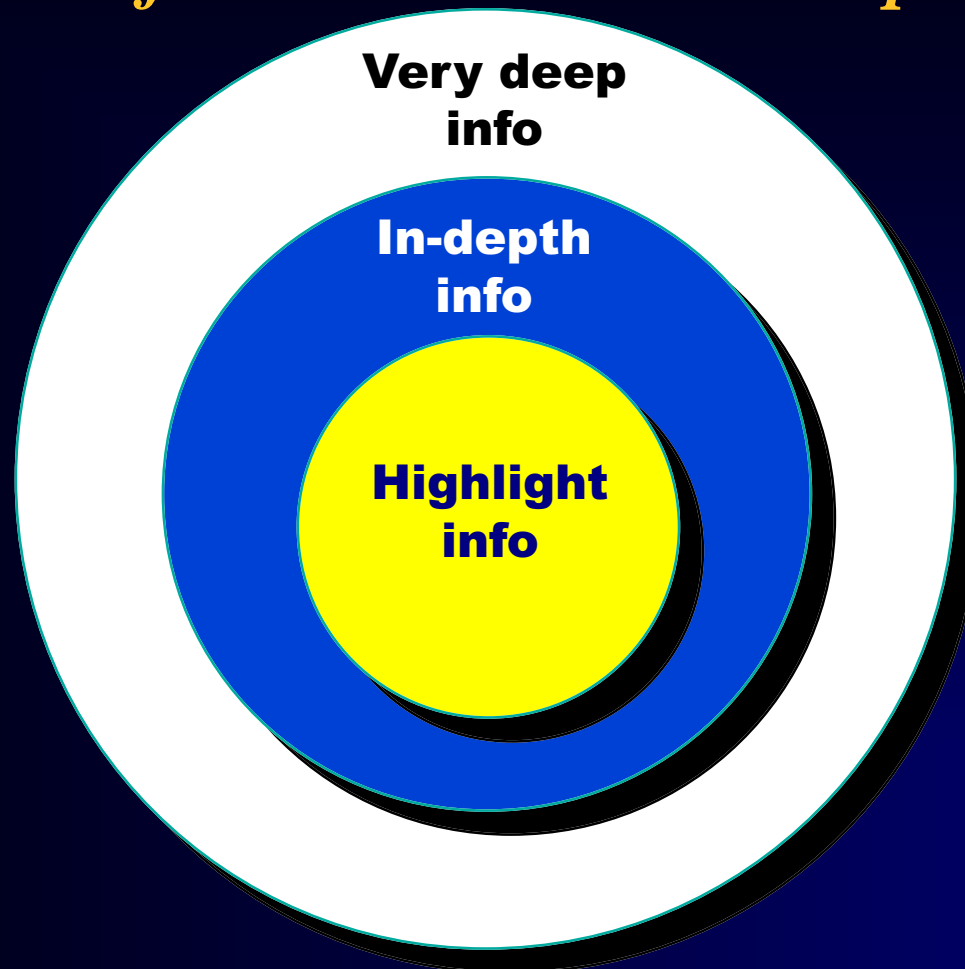
- More information, but still tightly edited

Information circle

Very deep information

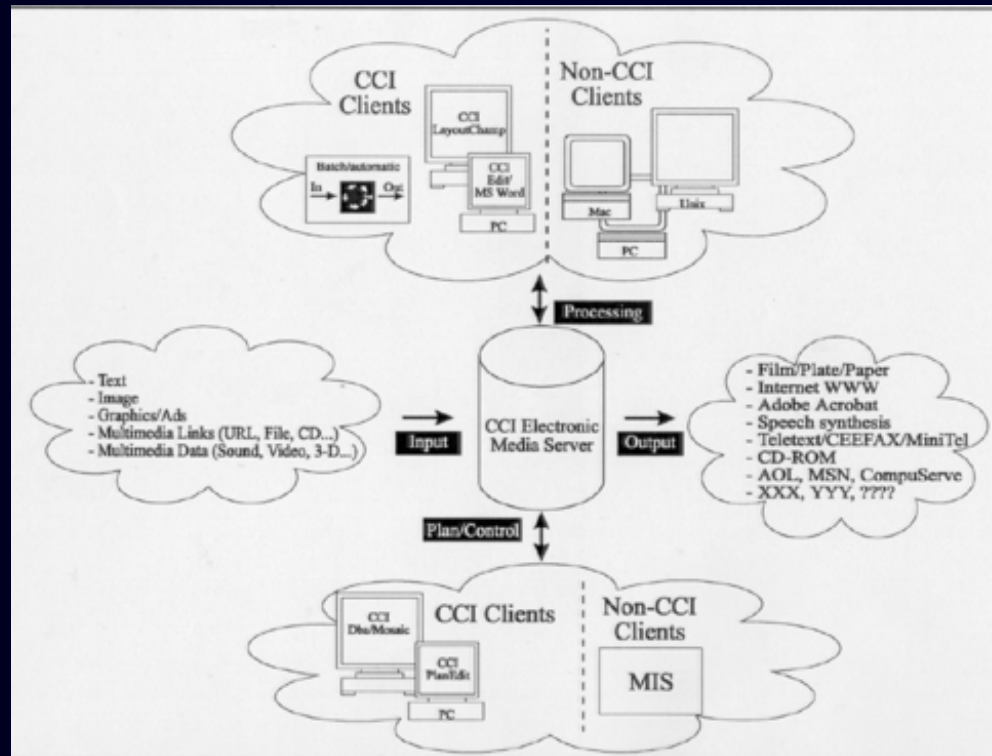
- **Background & archives**

Information circle concept



Putting the data in the middle

A conceptual view



Input

- ☞ **Text, images, graphics, audio, multimedia links [URLs, files, CDs...], multimedia data [sound, video]**

Planning, organizing

- ☞ **Product planning, advertising placement, workflow management**

Processing

- ☞ **Content editing [story and product editing],
design/production tools**

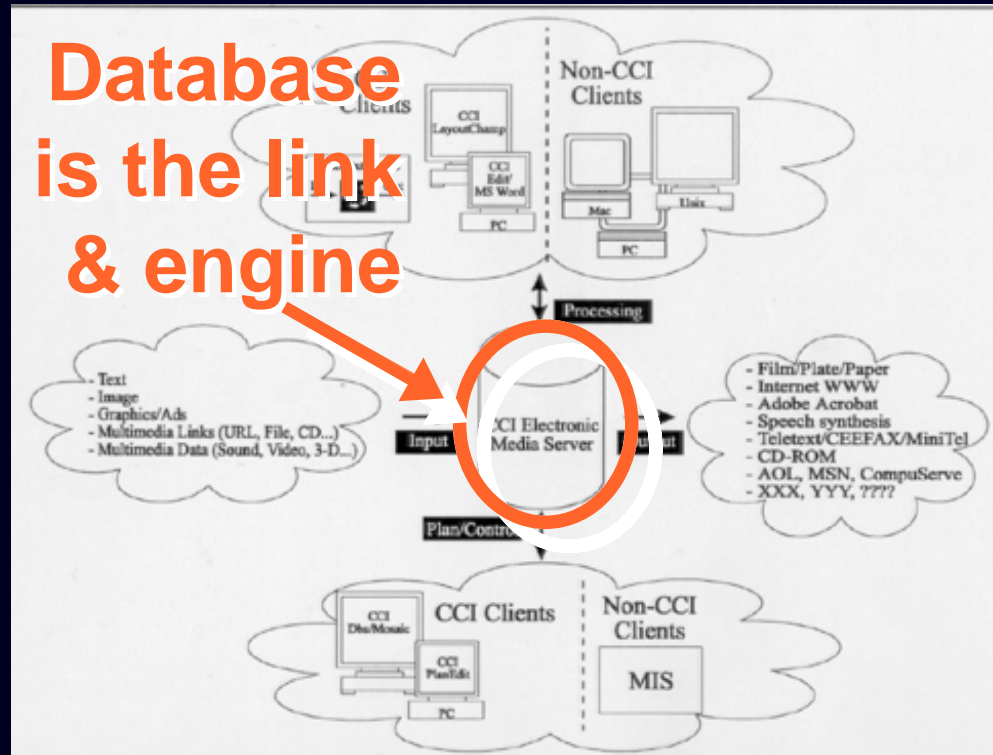
Output

☞ **Film/plates/paper, Internet [Web], AOL, MSN,
Adobe Acrobat,
speech/audio, teletext, CD-ROM...**

Putting it all together

The data is in the middle


**Database
is the link
& engine**



In summary

*OK, you can't speak at the Harris
Conference without a Top 10 list*

- Here's my version



*The top 10 issues
to deal with when you
install a publication
database system*

#10

Imitation

- **Don't imitate other projects or sites.
One size doesn't fit all**



#9

Communication

- **When trouble comes [and it will] don't run, don't hide. When you see problems, make them public as early as possible**
 - ✓ **And don't forget to use technology -- e-mail, for example -- to communicate with your partners/vendors**

#8

Partnership

- **Find the right partners within your company, whether in the newsroom, information services or production**
 - ✓ **And don't forget to find a champion at the top of your organization**
 - ☞ **You can't do it alone**

#7

Doing it yourself

- One word
- **DON'T**

#6

Upgrades

- **Find the right balance between fixing current bugs and introducing new ones**



#5

Costs

- **It will cost more than you think,
so budget carefully**
- ✓ **Plan for the unexpected**
 - ☞ **Resources aren't just machines, by the way**

#4

Review

- **Take time to step back and review the project.
You may find some pleasant surprises**

#3

Have fun

- **There will be stress. Find ways to play together**



#2

Training

- **It never stops**
- ✓ **Don't forget to evaluate your training program [and needs] on a regular basis**

*And # 1 issue
to deal with when you
install a publication system*

- **Three words**

TEST, TEST, TEST

Thank you for your kind attention!



Questions?

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**A copy of this “updated” presentation can be found @
<http://www.finberg.com/howard/presents>**

**HAVE WE
CHANGED
ENOUGH
PARADIGMS?**

