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Back to the future

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Technologies Phoenix Newspapers

On America Online, type keyword: arizona

On the Web: <http://www.azcentral.com>

Back to the future

First, the bad news

We can't get there from here

Unless we change the way we think about our business

2 views of the world

Publishing as an industry

2 views of the world

Publishing as an activity

Industry vs. Activity

Those two functions aren't the same

Publishers love an industry

And we love the presses

Just like the railroad owners loved trains

People love the activity

What happens when everyone is a publisher?

Web pages for everyone

A historical example

New, affordable technology leads to explosion in the information

business

It wasn't computers

In the late 1800s, it was a more affordable printing press

Suddenly, even the smallest towns had competing newspapers

Back to the future

But there is good news

There is no single answer

There is no single business plan

There will be no single winner

Our future challenges

The thinking challenges

Can we meet these digital needs?

Knowledge

Interaction

Networking

Sensory experience

Ubiquity

Aggregation

Customization

The digital consumer

Knowledge

The search for relevant information

The need for alternatives to make decisions

Newspaper scorecard: Advantage

The digital consumer

Interaction

Two-way communication is vital
Multiple conversations
Unstructured conversations

Newspaper scorecard: Disadvantage

The digital consumer

Networking
Sharing experiences
No limits by time or place

Newspaper scorecard: Neutral

The digital consumer

Sensory experience
Video, sound add to experience

Newspaper scorecard: Disadvantage

The digital consumer

Ubiquity
When I want it, what I want, where I want it

Newspaper scorecard: Neutral

The digital consumer

Aggregation
One-stop shopping
An endless "digital mall"

Newspaper scorecard: Advantage

The digital consumer

Customization
One to one marketing
Mass customization

Newspaper scorecard: Neutral

The score, so far

Advantages: 2
Neutral: 3
Disadvantage 2

Technology's impact

Advertisers can bypass the media
Reaching customers directly with "future" technologies
However, that future is here today

Interactive impact

"The old way of throwing advertising - spraying and praying - will weaken over time. Marketing will become a form of content."

Mark Hauptschein, director of strategy and business development, Ameritech [a regional telephone company]
And multi-media makes it exciting

How big is this opportunity?

If interactive advertising grows at 3% a year, it will be a \$4 billion business by 2000*

While that's only a slice of the ad market pie, it's money that could bypass traditional content providers

* Source: Goldman Sachs & Co.

Don't "repurpose" content

Repurpose our role
Online will move from new to useful

What good is reading Parenting magazine on AOL if you can't
find a baby-sitter

- Focus on information value

- Don't focus on delivery method

- Re-engineering our thinking

- About technology delivery

- Forget online [AOL, Prodigy, CompuServe]

- Forget the Web

- Forget about the wires

- It isn't about dead trees OR live wires

- Re-engineering our thinking

- About alliances

- Finding new friends

- Learning new skills

- Sharing the pain

- Back to the future

- More alliances

- We'll need to learn to work together

- NCN, CareerPath, NAA, PAFET

- We'll need to work with others

- Cable, Telephone, Online, Software

- And not always as the "big" partner

- Wait...don't panic

- There's life in newspapers

- Newspapers keep re-inventing themselves

- No new technology has yet to replace an older technology

- Mutation and migration

- Information providers have always found a way

- From newsbooks to newsletters to newspapers

- Charles Darwin noted it is not the strongest of species
that survives nor the most intelligent, it is the one that is most adaptable to
change

- The process challenge

- The major issues

- What is news?

- What are the jobs?

- What kind of organization?

- Back to the future shock

- "In the late 1990s, getting access to information will no longer be
an issue. The real issue will be avoiding information. We're going to need new
technology which will enable us to filter, sort and extract the information which
is relevant to us."

Eric Berg, Price Waterhouse

director of technology

- More change is coming

- And, as we all know, change is uncomfortable

- Re-engineering our processes

- Multi-platform is our future

- The delivery of information regardless of its

transportation device

Via newsprint, phone lines, cable lines, computer disk,
over the airwaves . . .

New ways of working

Beyond our known world

Editing for multiple platforms is not like editing for newsprint

Back to the future

Requires new skills

Back to the future example

Digital toy -- marketing method

Back to the future

It may look simple

However, it's more like computer programming

Back to the future example

Digital tool -- for advertising and news

The multi-media newspaper

The 24-hour newsroom returns

Do we use the wire service model?

What if there are no deadlines?

Video is even more difficult

What comes first?

Tomorrow's newspaper?

Today's newscast?

Other new media challenges

Debates on screen shapes

Debates on screen content

Re-engineering the processes

Digital assets and new relationships

It is about databases & workflow

Why worry about databases?

It's a matter of information

And if you remember the scorecard, it is an newspaper

advantage

Techno-ecology

Everyone needs more information

But we don't need more data

We need ways to deal with this data and turn it into knowledge

Techno-ecology caveat

Technology is neither additive nor subtractive

However, one significant change generates total change

The old info-systems

An assembly line of information

You touched it, passed it off, someone else touched,

passed it off, and so on and so on

The old info-systems

Information wasn't shared

And it wasn't used more than once

The old info-systems

Independent methods operating in a vacuum

That won't work in today's workplace

New workflow, work groups

Decisions, data are shared
Once it was linear, now work is becoming circular
Sharing throughout the organization

Concept under development

The Information Circle @ Phoenix Newspapers

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

Re-engineer our process

Provides "change opportunities"

Gathering news / content for multiple products requires new ways of
thinking

Changes the workflow

However, there's a caveat

Make sure the paradigm really shifts

Going from hot type to cold type is evolutionary; going digital is
revolutionary

This looks old

Before paradigm shift

Is this new?

Maybe, maybe not

Finally, the future is about people

And how people work

Give them information

Give them tools

Give them training

Give them room

Thank you

For your kind attention

Thank you

You can send e-mail to hfinberg@pni.com